

2018 Annual Report

DETAILS IN THE FABRIC



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Early in my tenure, Sarah Bush Lincoln celebrated its 15th anniversary. As the director of the Pharmacy, I was asked to have my team create a quilt block that the Volunteer Guild would stitch to other departments' blocks to create an anniversary quilt. That initiative brought together in an interesting way disparate groups and individuals to form a lasting memory. For many years, the 15th anniversary quilt hung for staff and visitors to enjoy from a distance or up close when they stood in conversation beneath it. Only recently was it carefully packed away in advance of a renovation project.

My grandmother would have liked the planning that went into that project. She was the quilter in our family. She lived a few doors down from us in T-Town, so I spent a great deal of time at her house. Other ladies from Teutopolis used to visit, and they'd set up their quilting supplies in a spare room so they could work together. There was a lot of time and love that went into every little stitch.

Learning, deliberate practice and dedication turn average quilters and healthcare practitioners into experts who regularly exercise creativity and adept problem solving in their work. They are people – including surgeons who work with such precision that their sutures measure only .029 mm in diameter – who ensure that every, single, minute detail is seen to. They are nurses who confirm that medication dosing is right every time, therapists, dietitians and support staff who are committed to excellence in everything they do.

This year's annual report focuses on accomplishments that occurred between July 1, 2017 and June 30, 2018. It reports on the ways in which Sarah Bush Lincoln continues to exceed national hospital safety and performance rankings, how it leads the way in implementing new technology, and how its

people remain focused on "job one" each and every day: caring for people in everything they do.

It's been a pleasure to lead this fine organization during the last year and to walk along side so many great team members over the years. I congratulate and thank everyone who contributed to Sarah Bush Lincoln's success this fiscal year.

Jerry Esker, President & CEO



For four decades, Sarah Bush Lincoln leaders and staff have worked quietly – heads-down and without fanfare – to achieve its mission of providing exceptional care for all and creating healthy communities. Thousands of staff members along the way have mastered the art of providing excellent service and delivering high-quality care safely because they have remained focused on the mission and on the people they have served.

In 2014, SBL leaders shared their vision that Sarah Bush Lincoln would be one of the nation's leading healthcare systems. While the goal might have sounded lofty at the time, independent reporting shows that SBL's quality and safety scores, financial wellness, patient experience, and employee retention rates are among the best in the nation. This annual report shares some of that success.



Quality & Safety

Leapfrog

There is no better way to begin reflecting on Sarah Bush Lincoln's 2018 Annual Report of accomplishments than to focus on quality and safety. To start, the nationally recognized Leapfrog Group honored SBL in its annual hospital survey of quality and safety by giving it an "A" rating. SBL was one of only 37 hospitals in the state and 750 in the nation to earn this distinction.

The Leapfrog Hospital Safety Grade score is the only national rating that indicates how well patients are protected from preventable harm and death, including medical errors, infections and injuries. Receiving an "A" means a hospital is among the best in the country at preventing bad outcomes. At Sarah Bush Lincoln, it means patients come first, 24 hours a day.

Developed under the guidance of an expert panel and applied twice per year, the Leapfrog Hospital Safety Grade uses 27 measures of publicly available hospital safety data to assign grades to approximately 2,500 U.S. hospitals. It is peer reviewed, fully transparent and free to the public. SBL uses this survey as a tool to improve safety and quality for its patients. Staff members dive into the results and look for ways they can further enhance the care they deliver.

Many components drive the high score, including implementation of the Health System's new electronic medical record: Cerner. It reduces



the risk of error by eliminating problems related to illegible handwriting, alerting staff to allergies, indicating the possibility of drug interactions and similar threats.

Centers for Medicare & Medicaid Services

Centers for Medicare & Medicaid Services (CMS) publishes hospital quality star ratings on Hospital Compare to help patients choose a hospital based on quality. CMS calculates overall star ratings using a composite of 57 distinct quality metrics. The scores are based on hospital performance in seven different categories. The agency then calculates an overall hospital score by weighting and aggregating the individual category scores. Star ratings are assigned based on overall ranking. In 2016, only about 25 percent of US hospitals received a 4-Star or 5-Star rating. This is the second straight year Sarah Bush Lincoln has received this designation.

Women's Choice Awards

Women's Choice Awards honored Sarah Bush Lincoln by granting it separate quality awards for excellence in orthopedic care and cardiology care. The Women's Choice Award in cardiology signifies that Sarah Bush Lincoln is in the top 9 percent of 4,812 U.S. hospitals offering heart care services, whereas the other award indicates that SBL is in the top 11 percent of hospitals providing orthopedic care.

The awards are based on several measures including clinical data, data from HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) and primary research about women's healthcare preferences.



Performance Excellence

Six years ago, Sarah Bush Lincoln implemented "lean" practices to streamline operations, reduce redundancy, save revenue, and, simply put, do things in the best possible way for patients. Some noteworthy projects included (and remain) examining patient discharge instructions to ensure that patients fully understand what they should do when they get home; implementing new protocols to reduce pressure ulcers on patients who may be bedridden or immobile; and ensuring that cardiac patients have access to financial assistance to help pay for medications, thus removing a key barrier many patients have to taking expensive medications – and staying healthy.

More recently, Performance Excellence tools were used to help establish a policy and protocol to offer pet therapy for patients and staff. The process aided team members in uncovering potential issues and working through them to successfully implement a pet therapy program in May. Patients and staff alike are now enjoying regularly scheduled visits from certified therapy dogs.

Care Coordination

SBL's Care Coordination Team is committed to keep people healthy and out of the hospital. To that end, team members applied grant money from the federal Office of Rural Health Policy to help 43 area residents who suffer from the effects of heart failure and chronic obstructive pulmonary disease (COPD) to live healthier lives and remain un-hospitalized.

Remarkably, the patients' Emergency Department visits decreased by 51 percent and their hospitalizations decreased by 22 percent the first year.

There were several components in the coordinated effort to help keep this complex population healthy. One of the tools the staff used was motivational interviewing, a technique that helps patients uncover what's preventing them from engaging in self-management of their diseases. Other tools were PAM (Patient Activation Measure) surveys and the new SBL electronic medical

record. PAM scores patients' knowledge, skills and confidence levels essential to helping them and their support teams better manage their health and healthcare, while the EMR provides risk scores that take into account laboratory results, histories and conditions. Care coordinators follow up with people who have higher risk scores.

Cerner & Data Security

In April, Sarah Bush Lincoln quietly celebrated the one-year anniversary of the implementation of a new electronic medical record. While taking Cerner live presented a monumental task, smoothing out the edges and making improvements simply kept staff hopping. In the process, team members become experts.

The Information Systems staff members provide support to the entire organization, optimizing Cerner and continually making improvements. Enhancements translate to improved patient care as they put more information into the hands of people making clinical decisions when caring for patients.

The system has improved patient safety by having only one database across the continuum of care and providing medical chart access only to those who are involved with care. Cerner double checks medications to ensure patients are given the appropriate amounts, and it checks for medication allergies and interactions. It is an "extra set of eyes" on patients' charts.

Patients' medical records are safeguarded through a layered approach to security using several systems to continually monitor and alert for potential threats. The Health System has dedicated staff to watch over its security, and the data environment is monitored around the clock. SBL partners with State and federal government agencies and other entities that focus heavily on cyber security in a tremendous effort to protect its patients' health information.

Growth

Bonutti Acquisition

One of the most impactful acquisitions in Sarah Bush Lincoln's 41-year history was the acquisition of Bonutti Orthopedic Services, Ltd., in Effingham. The purchase included a seven-member physician medical group and its six mid-level providers, Biomax Rehabilitation, and an occupational medicine facility.

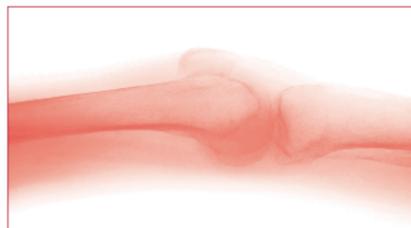
In all, approximately 100 employees joined Sarah Bush Lincoln, including:

- Peter Bonutti, MD, FACS, FAAOS, FAANA (hip, knee and shoulder arthroscopy and arthroplasty)
- Timothy Gray, MD, FAAOS (trauma surgery)
- Frank Lee, MD, FAAOS (hand, shoulder and upper extremity)
- Didi Omiyi, MD (joint replacement and robotic surgery)
- Karl Rudert, DO, FACEP (emergency medicine and occupational medicine)
- Joseph Ajdinovich, MD (sports medicine) and
- Jonathan Workman, DO (spine surgery).

All are board certified except for Dr. Ajdinovich and Dr. Workman who are board-prepared and completing requirements for board certification.

Mid-level providers at the clinic include:

- Kayla Deters, APRN
- Stacia Fallert, APRN
- Jennifer Hess, APRN
- Nickolas Williams, PA-C
- Thomas Williams, PA-C and
- Lucas Zumbahlen, APRN.



The Bonutti practice is now called SBL Bonutti Clinic. When combined with the SBL Orthopedic & Sports Medicine Clinic on the SBL main campus, the SBL orthopedic presence is one of the largest in downstate Illinois.

Extended Campus Locations

Work on Sarah Bush Lincoln extended campus locations is nearly always underway as SBL works to meet the demands of the community-at-large. In December 2017, the Health System opened a new facility for the SBL Shelbyville Clinic. In February 2018, it opened the new SBL Neoga Clinic.

Both facilities offer spacious exam rooms, laboratory and diagnostic imaging services, connection to Sarah Bush Lincoln's electronic medical record for improved quality and safety, canopied entrances and ample parking. A board certified family physician and a certified physician assistant staff each clinic.

The Heart Center and 2 South Expansion

Sarah Bush Lincoln completed a significant capital construction project this year when it added a \$31 million cardiology center and significantly expanded an inpatient unit. The 18-month construction project was completed in June.

The Heart Center' spacious first floor consolidates all of Sarah Bush Lincoln's cardiology services, including its cardiac rehabilitation center, and it adds a second catheterization lab to help meet the growing needs of regional residents. Patients access the area through a new, canopied entrance.

The second floor, known as 2 South, adds 21 more hospital beds. It is used primarily to care for people with cardiac-related illnesses. Having a designated space for this care – and staffing it with team members who are highly trained in caring for cardiac patients – ensures that patients who show warning signs or who are recovering from procedures or trauma will be attended to very quickly and with the highest level of care.

The Heart Center is staffed full-time by medical and interventional cardiologists from Prairie Heart Institute of Illinois, plus a SBL-employed APRN. The Heart Center offers a full range of cardiovascular services including diagnostic testing, treatments, screening programs, disease management and disease prevention programs.

Women's Imaging Center

A beautifully designed space for women seeking mammography and bone density exams is opening in October 2018. Situated next to the Gift Shop on the first floor, women will feel more comfortable in the new and spacious Women's Imaging Center. Equipped with 3-D mammography technology, which is clinically proven to increase the detection of breast cancers, while decreasing the number of women asked to return for additional testing, the new mammography suites will soon use curved paddles offering greater comfort during the screen. The center offers privacy, consultation rooms and large dressing rooms.

The Heart Center



New Medical Staff

The following providers have either begun work at SBL or have signed contracts to begin work in the coming months.

Anesthesia

Ali Idrees, MD
Ijeoma Onyeyirim, CRNA
Doan Lam Tran, MD

Cardiology

Jason Trager, DO

Emergency Medicine

Alexandra Spillman, PA-C
Brent Weber, MD

Hospital Medicine

Arnold Agapito, MD
Drew Kirkley, APRN
Richard Nguyen, MD
John Nichols, APRN
Timothy O'Leary, PA-C

Family Medicine

Doug Kabbes, MD
Adree Venatta, MD
Emily Kreke, PA-C
Heather Smith, APRN

Neurology

Taylee Eldridge, APRN
Derek Phillips, PsyD

Psychiatry and Counseling

Annamarie McDonagh, MD

Orthopedics

Peter Bonutti, MD, FACS, FAAOS, FAANA
Eric Brewer, DO
Frank Lee, MD, FAAOS
Timothy Gray, MD, FAAOS
Karl Rudert, DO, FACEP
John Workman, DO
Didi Omiyi, MD
Joseph Ajdinovich, MD

Wound Care

Kaitlin Denson, APRN

Foundation

Soaring Eagle

The prestigious Soaring Eagle Award is not bestowed annually, but rather reserved for times when a person, family or entity does something incredibly kind in terms of time or treasure.

Rural King was honored this year for its cumulative giving, including its recent \$460,000 gift to The Heart Center campaign Life...Nothing Beats It. Rural King demonstrated an understanding of Sarah Bush Lincoln's mission – to provide exceptional care for all, regardless of their ability to pay for services – by helping to make exceptional care available locally to anyone in need of cardiac services.

Capital Campaign **Rural King** *America's Farm and Home Store*

The Sarah Bush Lincoln community is continually generous with its support of programs, services and bricks and mortar. Life...Nothing Beats It, the capital campaign to raise \$2 million toward the \$31 million construction of The Heart Center, is nearing a successful completion, having begun in April 2017. It engaged individual community members, service groups, area colleges and businesses.

WomenConnected

WomenConnected is a philanthropic giving circle that began 15 years ago with seven members and has grown to 87 women. The group has awarded nearly \$600,000 to help fund Sarah Bush Lincoln programs that have had a significant impact on the community. During FY18, WomenConnected supported the SBL dental program that helps children who otherwise wouldn't receive dental care; pledged \$20,000 to the Life...Nothing

Beats It capital campaign to help fund the construction of The Heart Center; helped to fund Healthy Kids fitness programs and Peace Meal in both Mattoon and Toledo; and helped to fund subsidies for people without means to attend the Center for Healthy Living, and a bereavement program for those whose babies have died.

Special Events

The Foundation's longest-standing event is the SBL Golf Benefit. It raised funds to support the Life...Nothing Beats It campaign for the Health Center's cardiology expansion project. Similarly, the three-day Festival of Trees helped support the campaign.

The Foundation's specialty events continue to grow and attract new donors. Cheers! (one that is held in partnership with the Volunteer Guild) raises funds to support healthcare scholarships, while Lincolnland Binga raises funds to support end-of-life care and bereavement care for people without financial means. It also fulfills end-of-life wishes.

Taken together, the SBL Golf Benefit, Lincolnland Binga, the Festival of Trees, and Cheers! netted \$227,780.

Thomas Woodyard Estate

Former Lafayette Township resident Thomas Woodyard donated \$40,000 to Sarah Bush Lincoln Home Health and Hospice to help those who otherwise couldn't afford services. Part of the money was designated to Lincolnland Homemakers in honor of his sister, Mabel Woodyard. A separate gift was given to Lincolnland Hospice to honor brothers, Harold Woodyard and Lincoln J. Woodyard, and sister, Dorothy Woodyard.

Thomas Woodyard was born to A. Lincoln and Iva Hanna Woodyard at the family home in 1929. He was the eighth of nine children. While Tom was a career grade-school teacher, he was also a gentleman farmer, amateur photographer, musician, dancer, genealogist, talented cook and Army veteran. He died in October 2016.

Peace Meal

Community members continually support Peace Meal throughout the region, donating \$42,677 annually. It is also supported through State and federal tax dollars, client donations for meals, and through matching grants and contracts. Sarah Bush Lincoln supports the remaining budget. Peace Meal provides quality fresh meals for nearly 5,000 clients in East Central Illinois, which is about 408,000 warm meals a year to home-bound seniors and at congregate sites. Peace Meal is often the only hot meal recipients enjoy and the home-delivered meal serves as a wellness check for many.

EIU "CARE" Game

Eastern Illinois University Women's Basketball Team and assistant coach Cleve Wright organized and led an event in February that raised nearly \$12,000 to benefit needy patients of the Regional Cancer Center. Cancer survivors were invited to a game and reception. EIU Football players escorted the survivors to the reception and to their seats at the game.



Financial Viability

A+ Financial Rating

Over the past eight years, Sarah Bush Lincoln has maintained an A+ bond rating from Standard & Poor's. This has enabled it to borrow funds at a favorable interest rate to complete capital projects.

Sarah Bush Lincoln is one of the most financially stable hospitals comparatively in the nation. Because of its strength, it is able to invest substantially in the health system to provide new equipment and infrastructure and to complete construction.

Community Benefit

Part of being a community hospital is being a community partner and providing assistance where needed. In the 2017 fiscal year, Sarah Bush Lincoln provided \$17,879,728 in services and goods to benefit the community. It also provided \$2,821,473 in financial assistance to help 2,183 people with their medical costs.

Service

Excellence a Way of Life

For the last 11 years, Sarah Bush Lincoln staff members have been honing their hospitality skills so guests feel more comfortable during times of need. Staff and volunteers routinely greet patients and visitors and escort them to their destinations so they don't have to find their way on their own. For those who prefer to go it alone, clear signage marks the way and hand-held maps offer backup so people can locate their destinations with ease.

Staff members talk with patients – at eye level – using the language they understand, and they call each patient at least once after discharge to ask how they're doing and to answer questions.

"Treating others the way you wish to be treated" counts. Sarah Bush Lincoln closed the fiscal year with patient experience scores of its inpatient units topping out in the top 10 percent nationally when rated in the HealthStream survey of hospitals. In the next fiscal year, Sarah Bush Lincoln will use Press Ganey to measure patient experience as it has purchased HealthStream.

Volunteer Services

Volunteer Services supports the organization in so many ways! Volunteers work behind the scenes and "out front" by providing clerical assistance, greeting patients and visitors, and delivering cards and flowers. Volunteers operate the Gift Shop and use its proceeds and other fundraising activities to support programs and services throughout the organization. Volunteer Services has been a key supporter of The Heart Center's capital campaign, Life...Nothing Beats It, and is known throughout the region and State for its generous support of area residents pursuing healthcare careers.

It awards about \$25,000 annually to area students to help ensure that there are plenty of available healthcare workers to care for patients who seek care here. In addition to providing financial support to students, Volunteer Services partners with Eastern Illinois University professor Britto Nathan to provide volunteer opportunities in the SBL Emergency Department. Pre-health studies students who wish to participate receive course credit for rotating through the Emergency Department as volunteers. This gives students a glimpse at what life in the ER is truly like.

One of the Volunteer Guild's newest initiatives is the Health Center's Pet Therapy Program. Since May, volunteers have brought



certified pet therapy dogs to visit patients who request visits and who meet established health and safety requirements. Research shows that interacting with dogs reduces stress, anxiety and loneliness, while increasing communication, interaction and a general feeling of wellbeing in patients. This program is yet another way that Guild Volunteers show patients and their family members that they belong to a community that cares about each other and for each other.

This fiscal year, Volunteer Services expanded its arts and crafts group to allow children and their parents to volunteer together. Families now team up to make craft items to brighten SBL patients' days.

Patient Apps

To accommodate learning preferences and lifestyle differences, Sarah Bush Lincoln presents information in a variety of formats: print, electronic, visual and audio. SBL's menu of free apps grew this fiscal year to include specialized apps for orthopedics, cancer care, cardiology, prenatal and infant care, and special events. The apps are free to download on Android devices through Google Play and through the App Store on iPhones and iPads.

Similarly, specialized "microsites" help patients cope with major health issues. An individual website is available to patients of the Regional Cancer Center and microsites will launch in the coming months for The Heart Center and the Orthopedics program.

Social Media

Social media is a great way for many Health System patients to stay current on SBL events and to keep health information top-of-mind. Facebook, Twitter, Instagram, LinkedIn, Pinterest and YouTube are all platforms SBL staff use to share information.



Lincoln, SBL's Elf on the Shelf

To keep things interesting, Lincoln (the Health Center's very own *living* "Elf on the Shelf") delighted area residents by visiting communities throughout the service area. Each of the 30 days he appeared from Thanksgiving through Christmas, more than 2,000 "followers" responded to his fun loving antics on social media. Lincoln brightened people's day, and community members recognized him wherever he went.

People



Bravo! President's Award

Sarah Bush Lincoln employees are its greatest asset; in fact, they currently number 2,450 and reside throughout the service area, with a few even working remotely from across the country. All are encouraged to work in ways that exemplify the organization's values.

Regional Cancer Center nurses Gail Cook and Bing Bennett do just that every day. They realize that many of their patients do not have the resources to buy essential items such as food, toiletries and clothes. Using their own money and clipping coupons to get the best deals, the two provide necessary items to Regional Cancer Center patients to relieve the stress of patients' already complicated and lengthy cancer treatments. Gail and Bing were honored with the prestigious Bravo! President's Award.

Record-Setting Employment Rates

With State and national unemployment rates at an all-time low, Sarah Bush Lincoln is fortunate to have an overall vacancy rate of 3.1 percent. That puts SBL at the 75th percentile nationally.

Recruiting and retaining a talented workforce is made easy when team members are engaged in decision-making and goal setting. Staff members have a very real stake in SBL's success.

Over the years, Sarah Bush Lincoln leaders have nurtured relationships with colleges throughout the region by offering internships, residencies and clinical settings in which students can learn from their peers. The Health System is the largest employers in the region, and it continues to grow.

Employee Health

SBL is committed to improving the health of the community – and its workforce. Dedicated staff members help co-workers with complex health challenges like diabetes, heart failure, COPD and asthma so they learn more about their disease processes, including how they can feel better.

Magnet Recognition Program

Sarah Bush Lincoln began work on the Magnet Recognition Program this fiscal year. Often considered a journey rather than a destination, Magnet status is believed to be the highest recognition of nursing excellence. The program challenges nursing leaders to successfully align their nursing strategic goals to improve their organization's patient outcomes.

The journey will be lengthy and will focus on establishing structures, setting up processes and measuring outcomes. The key components are transformational leadership, structural empowerment, exemplary professional practice, new knowledge, innovation and improvements, and empirical

quality outcomes. Research indicates that Magnet hospitals have higher percentages of satisfied RNs, lower RN turnover and vacancy, improved clinical outcomes and improved patient satisfaction.

Employee Safety Award

Sarah Bush Lincoln was recognized for Excellence in Employee Safety at the Illinois Risk Management Symposium (IRMS). The award is given annually to an IRMS hospital with the best overall performance in its workers compensation program and risk management procedures from the prior year. The award of excellence is a model for other hospitals and reinforces to the winning hospital's staff the benefits of maintaining a safe work environment.

SBL credits its staff's engagement in the Culture of Safety initiative that was developed in 2014 to enhance the quality of patient care and to reduce employee injuries. Lasting changes do not happen overnight. More recently, Team Up for Safety was added. It is an employee-focused effort to eliminate harm to staff and patients by adopting safety practices and giving employees the voice to speak up when they believe there is a potential problem.

The IRMS award was based on several criteria, including: a "days away"/restricted or transferred (DART) metric, a culture of safety, patient lifting and handling, workplace violence team development, and the reduction of hand-to-hand transfer of sharp instruments.



Healthy Communities

Dental Services

In January, SBL opened a full-service dental clinic in Mattoon to complement the preventive and restorative care that has been provided for 18 years in the dental van that is a familiar sight to area students and school officials. A full-time dentist splits her time between the clinic and the van to provide continuity of care to low-income children. Volunteer dentists – the backbone of the dental program for many years-- provide care, as well.

School personnel can refer students who are in pain to the dental clinic so children don't have to wait months for the dental van to arrive. Plus, the dentist can provide follow-up appointments, as needed.

There are three phases to the dental program:

1. The preventive team (exams, cleanings, fluoride)
2. The triage team (the dental van – comprehensive exams and emergency care in the schools)
3. The fixed site (full – comprehensive care)

Because Sarah Bush Lincoln leaders and staff members have seen the tremendous impact the dental program has had in the community, officials have partnered with local dentists to provide care to people 18 years old and older who have urgent dental needs (pain, infection or injury). People who meet the qualifications can receive care from partner dentists through a voucher program.

Body Electric

I Sing the Body Electric celebrated 20 years at its Art Festival in June. While the program has evolved over the last two decades, it remains current with social issues. Its biannual survey of high school students reveals the most troubling issues teens face. This year, the biggest issues were depression, suicide and bullying. Students then created innovative and effective preventive messages through the arts.

In an increased effort to reach out to the community, Body Electric hosted AttaBoy, a band with an uplifting message, and it hosted training in Youth Mental Health First Aid, a national program designed to teach people to help an adolescent who is experiencing a mental health or addictions challenge or who is in active crisis.

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The logo consists of three curved, overlapping lines in shades of gray, resembling a stylized 'S' or a wave.

Sarah Bush Lincoln

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