

Rising Up, Reaching Out

2019 Annual Report



*H*aving worked at Sarah Bush Lincoln for 35 years, I've gathered quite a collection of SBL t-shirts. According to my wife, I don't tend to throw out event t-shirts, even when they've passed their prime. One of my oldest SBL t-shirts boasts the tagline *"Reaching New Heights in Healthcare."* It was distributed to employees way back in 1992 to celebrate the construction of our first master facility plan renovation and expansion and the addition of our first Medical Office Pavilion.

That shirt reminds me of an extraordinarily exciting time in the Health Center's history. And, amazingly, its message has remained relevant over the more than three decades I've been here. Fiscal Year 2019 has definitely been a year of Rising Up and Reaching Out, as we grew exponentially through acquisition, technology, recruitment, partnership, renovation and construction. Some of that growth will be explained on the following pages.

We have remained true to the original mission of SBL -- **to provide exceptional care for all and create healthy communities** — while extending our reach to as far away as Vandalia. Using six pillars (growth, financial viability, quality and safety, people, healthy communities, and service) as our cornerstone, we stay laser focused on our strategic goals.

On behalf of everyone in the Sarah Bush Lincoln family, I extend my thanks for your support. I look forward to working with you as we continue to grow our regional health system to Rise Up and Reach Out to serve the needs of patients throughout East Central Illinois.

Sincerely
Jerry Esker, President and CEO



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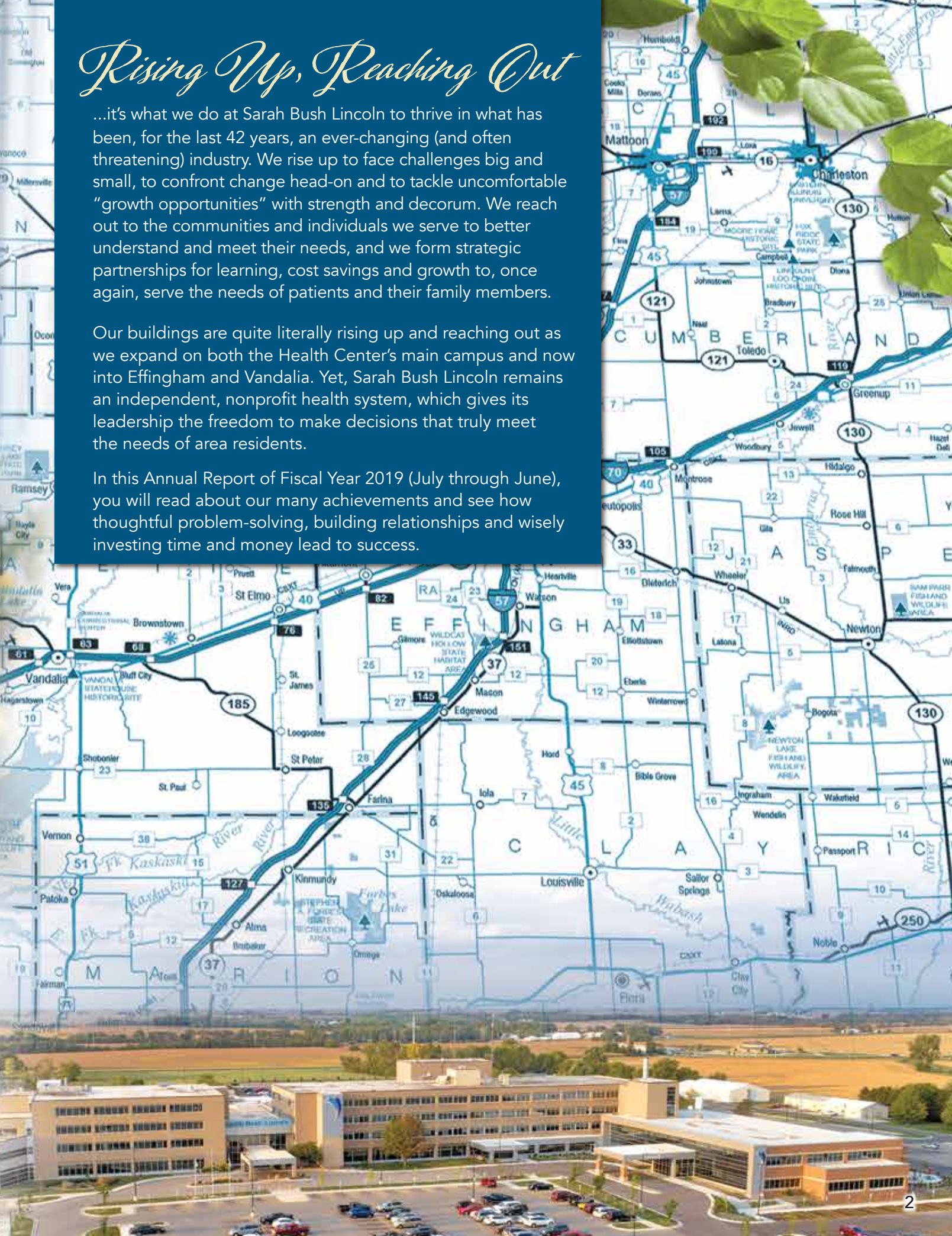
Vice President, Operations

Rising Up, Reaching Out

...it's what we do at Sarah Bush Lincoln to thrive in what has been, for the last 42 years, an ever-changing (and often threatening) industry. We rise up to face challenges big and small, to confront change head-on and to tackle uncomfortable "growth opportunities" with strength and decorum. We reach out to the communities and individuals we serve to better understand and meet their needs, and we form strategic partnerships for learning, cost savings and growth to, once again, serve the needs of patients and their family members.

Our buildings are quite literally rising up and reaching out as we expand on both the Health Center's main campus and now into Effingham and Vandalia. Yet, Sarah Bush Lincoln remains an independent, nonprofit health system, which gives its leadership the freedom to make decisions that truly meet the needs of area residents.

In this Annual Report of Fiscal Year 2019 (July through June), you will read about our many achievements and see how thoughtful problem-solving, building relationships and wisely investing time and money lead to success.



Growth

Recruitment & Acquisition

Fiscal Year 2019 was incredibly busy in terms of the acquisition, opening and offering of a variety of medical practices and healthcare services. From buying a new mobile mammography van to opening a 65,235-square-foot cardiac facility and operating another hospital, Sarah Bush Lincoln demonstrated its commitment to the ever-growing community it serves.

Heart Center

With much fanfare, Sarah Bush Lincoln opened The Heart Center, a new 65,235-square-foot facility that offers two cardiac catheterization labs, 15 exam rooms in a dedicated cardiac and pulmonary clinic, a rehabilitation gym, and designated space for stress testing, echo cardiography, pulmonary function tests, EKG tests and nuclear medicine studies. The second floor houses 21 private, medical-surgical rooms for use by recovering patients. Staff offices are located on the ground floor. The entire addition is connected to each adjacent floor of the Health Center, including a new elevator connecting to the third and fourth floors.



Surgery Center

Ground was broken for a four-suite surgery center on the front lawn of the Health Center. It will accommodate most outpatient surgeries in orthopedic, otolaryngology, ophthalmology and minor general specialties. The 18,000-square-foot brick facility will feature a drive-up canopied entrance and is expected to open in February 2020.



Owners of the Effingham Surgery Center invited Sarah Bush Lincoln to become a partial owner of the center in November. Several SBL Effingham-area physicians perform procedures at the facility, making it convenient for area residents to receive exceptional care near home, including Otolaryngologists Charly Nguyen, MD, and Michael Smith, MD; Orthopedic Surgeons Peter Bonutti, MD, Timothy Gray, MD, Frank Lee, MD, Didi Omiyi, MD; and General Surgeons James Flaig, DO, and Kevin Malone, MD.

Fayette County Hospital

On July 1, 2019, Sarah Bush Lincoln finalized the purchase of Heartland Health System, the corporation that operated the Fayette County Hospital and Fayette County Long Term Care of Vandalia. Fayette County Hospital continues to own the building, while Heartland Health System, Inc. (now wholly owned by Sarah Bush Lincoln) oversees the full operation of the hospital and long-term care facility. All employees were retained. Fayette County Hospital is a contemporary and well-maintained critical access hospital licensed for 25 beds, plus an 85-bed long-term care facility.

Women's Imaging Center

The new Women's Imaging Center combines space, comfort and privacy in a beautifully designed area in the Health Center. It features the latest in digital mammography: curved paddles on mammography machines that evenly distribute pressure for improved comfort during imaging. The Women's Imaging Center also offers a DEXA scan for measuring bone density and determining the strength of bones and the presence of osteoporosis.



Mobile Mammography

A new mammography van was unveiled in December. It features the same excellent technology that's offered in the Women's Imaging Center and helps to eliminate the transportation barrier that can keep women who live in rural areas from getting life-saving screenings.

MRI Suite

The square footage formerly occupied by the Regional Cancer Center in the Health Center was reconfigured to accommodate an MRI suite that houses two MRI units. The space allows patients to use Entrance D to enter from the outside and register for their tests in the reception area. The comfortable space features large murals in the MRI rooms to help patients relax during their exams. Patients may also select music to listen to during their exams.

Bonutti Clinic MRI

When it became clear that the SBL Bonutti Clinic needed a new MRI unit, leaders decided that placing a fixed-site MRI unit on the property made more sense than removing walls to accommodate a new unit inside the building. The clinic is now home to a GE Signa Voyager MRI. It produces extraordinarily clear images for the most accurate diagnoses and offers exceptional patient comfort with a wider and less confining aperture. Patients may select their own music to enjoy during the exam.



CT rooms

With the reconfiguration of the Women's Imaging Center, a third CT machine was added in the Diagnostic Imaging area to address the growing demand for the technology to help diagnose illnesses in the soft tissue of the body.

Tele-Health/Tele-Psychiatry

In an effort to address the growing mental health needs of the community, Sarah Bush Lincoln began offering tele-psychiatry in the outpatient Psychiatry and Counseling Clinic. A nurse checks a patient's vital signs and then the patient and medical provider talk via computer screens through a secure electronic connection. In a time when there is a nationwide shortage of psychiatrists and clinical counselors, tele-psychiatry helps bridge the gap, so more people can receive the care they need.

SBL Virtual MD

Getting sick is never convenient, but getting care should be. That's why Sarah Bush Lincoln offers SBL Virtual MD – a way to see a doctor anytime, anywhere, for non-emergency medical issues. Patients access physicians by phone or by secure online video connections. SBL employees began using the service in June. It will be introduced to the larger region in the coming months.



SBLVirtualMD



Financial Viability

Financial Strength Rating

Over the past several years, Sarah Bush Lincoln has maintained an A+ bond rating from Standard & Poor's, which 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, SBL is able to invest substantially in new equipment, infrastructure and construction to stay on top of healthcare trends and technology.

BJC Collaborative

Nearly five years ago, Sarah Bush Lincoln entered into the BJC Collaborative, a group of eight health systems (encompassing 41 hospitals) across seven states (Missouri, Illinois, Kansas, Arkansas, Oklahoma, Nebraska and Iowa) that share ideas, expertise and purchasing power. While remaining independent, members:

1. establish clinical programs and services to improve access to and quality of healthcare for patients
2. achieve savings and create efficiencies, and
3. share best practices to develop solutions to shared challenges.

SBL has benefited from this collaborative in many ways. The BJC Collaborative helps SBL achieve its goal of learning and growing from experts from across a larger region. It also provides access to some of the brightest minds in medicine to help care for SBL patients.

Clinical Quality Value Analysis

Employees are always seeking ways to improve the care of patients; saving money without compromising care is a bonus. More than four years ago, Sarah Bush Lincoln began using disinfecting caps (called Curo caps) to cover the connections on IV tubing to ports — small devices embedded in the chest and used for IV therapy, the administration of antibiotics, blood and blood products, and also for drawing labs.

Curo caps contain alcohol, which is released when it is twisted onto the port. While Curo caps cost more than other caps, they have helped, for more than three years, Sarah Bush Lincoln eliminate central line infections in its patients. That's a small price to pay for keeping patients healthy and infection-free.

The Clinical Quality Value Analysis committee found ways to save \$153,130 in FY19. Highlighted cost-saving measures include:

- The Patient Care Services team saved \$7,800 by changing the standard exam glove to one that has an oatmeal coating on the inside and is more skin friendly than the previously used glove.
- The Lab/Diagnostic team saved \$28,000 in all, but the most substantial savings came from changing the chemical agent used in quality controls.
- The Pharmacy Team implemented a change in antibiotic formulary that produced a \$5,300 savings.
- SBL realized \$18,600 savings by reworking its listings in telephone books.
- The Surgery team found \$38,000 in savings by changing contract terms for the implants used in shoulders, hips and knees. It moved from a consignment arrangement to an ownership model.





Sarah Bush Lincoln's Performance Excellence process helps employees find better ways to do their work and improve patient experiences by uncovering the root causes of problems. Employees across the Health System have been trained to use a variety of performance excellence tools to rework processes and make improvements, such as when they identified the best workflows and scheduling approach to prepare for the opening of The Heart Center and the Surgery Center. As is the case with Clinical Quality Value Analysis, staff often discover cost savings along the way.

During Fiscal Year 2018, the Dental Services team completed a deep dive into one of its processes to help ensure that at-risk children receive the care they need. With the permission of parents and guardians, children are treated on a mobile dental bus that visits their schools. Follow-up can be difficult since parents are not with students at their school-based appointments. Staff noted that they often phoned parents, but they were on the road before they could connect with them in a timely manner.

The team revamped its case management process, developed a tracking system for children who are referred by SBL to other providers, and defined the terms "emergency," "urgent" and "office visit" appointments so the mobile teams know how to schedule the children. Implementation by non-clinical staff decreased wait times for patients, reduced staff frustration and reduced the number of patients on the sedation waiting list. Additionally, the team is scheduling appointments with volunteer dentists as needed, instead of waiting for "clinic days" throughout the year.

The volunteer dentists are happier with the system and additional staff was not needed to manage the cases.

SBL's focus on the prevention of patient falls and root cause analysis led to the formation of a process improvement team in September to assess the Health Center's policy for safe patient handling. Team members reviewed reports from patient falls and determined that improving access to assistive equipment and providing ongoing training in its use would reduce the incidence of falls. Staff developed visual aids, videos, an educational plan, punch cards for nurses, care partners, technicians and diagnostic imaging staff to track one-on-one competency demonstration, nightly checklist for support partners to return equipment to proper locations, and additional interventions to reduce the number of patients falls to zero. The team will resurvey staff for knowledge and frequency of use in February 2020.



Quality & Safety

There is nothing more important to people in the hospital than the care they receive.

It is of equal importance to Sarah Bush Lincoln staff members. That's why the entire staff, from clinical team members to behind-the-scenes staff members, are fully engaged in keeping patients safe while they are in our care.



Four years into the adaptation of its Culture of Safety initiative, employees commonly use learned safety phrases and tools to convey the seriousness of a situation.

- "I have a concern"
- "validate and verify"
- "repeat and read back" and
- "phonetic and numeric confirmations"

These are just some of the tools and phases routinely used at Sarah Bush Lincoln. The goal is to cause zero harm to patients. Every employee in the organization receives safety training, while ongoing training happens daily in the workspace, as employees are challenged to hold each other accountable for patient safety.



The work behind keeping patients and visitors safe is noted by independent agencies. Sarah Bush Lincoln earned an "A" from The Leapfrog Group in its semi-annual hospital survey to measure quality and safety. Sarah Bush Lincoln is one of 37 hospitals in Illinois to receive an "A." Developed under the guidance of a national expert panel, the Leapfrog Hospital Safety Grade uses 28 measures of publicly available hospital safety data to assign grades to more than 2,600 acute-care hospitals in the U.S. twice per year. The Hospital Safety Grade's methodology is peer-reviewed and fully transparent, and the results are free to the public.





Sarah Bush Lincoln has been named one of America's Best Hospitals for Orthopedics by the Women's Choice Award®, America's trusted referral source for the best in healthcare. The award signifies that SBL is in the top 11 percent of 3,229 U.S. hospitals offering orthopedics services. It measures patient experience, quality and outcomes. SBL is one of 374 award recipients in the U.S.

SBL is fortunate to have 12 orthopedic surgeons on staff: Joseph Ajdinovich, MD, Peter Bonutti, MD, Eric Brewer, DO, Michael Chioffe, MD, Timothy Gray, MD, James Kohlmann, MD, Frank Lee, MD, Louis Mendella, DO, Didi Omiyi, MD, Donald Sandercock, DO, and Jeremy Stevens, MD. Orthopedic Surgeon Muthana Sartawi, MD, and Neurosurgeon Emilio Nardone, MD, also perform surgeries at Sarah Bush Lincoln.



US News and World Report recognized Sarah Bush Lincoln for high performance in the care and treatment of patients with congestive heart failure and chronic obstructive pulmonary disease. Patients with these disease processes are generally cared for on 2 South, a new nursing unit staffed by professionals who have extensive experience in this area and can rapidly note slight changes that signal potential issues or changes in patients' conditions.



Cerner & Data Security

In its second year of use, Cerner — Sarah Bush Lincoln's electronic medical record — continues to evolve. Used throughout the entire health system, Cerner has been key in enhancing care by putting more information into the hands of people making clinical decisions when caring for patients. It alerts caregivers to medication conflicts and allergies, helps medical staff better monitor and manage particular populations, such as people with heart failure, and provides a more seamless method of documentation. Cerner's sophisticated system provides one combined medical record for ease in reviewing a patient's history during an examination. It serves as an extra set of eyes on the medical chart, as built-in alerts signal medication interactions, allergies and other safety concerns.

Cyber security is a top concern for all industries, especially healthcare, so at Sarah Bush Lincoln dedicated staff work diligently to preserve the integrity of its patients' health and financial records. Medical records are safeguarded through a layered approach that uses several systems to continually monitor and alert for potential threats. SBL partners with state and federal governmental agencies and other entities that focus heavily on cyber security in a tremendous effort to protect patients' health information.

People

Magnet Journey

Sarah Bush Lincoln is working through the process of becoming certified by the American Nurses Credentialing Center's Magnet Recognition Program® to become a "magnet" hospital — one that draws exceptionally qualified nurses to it and keeps them there. The program provides a roadmap to advance nursing excellence, including investing in nursing education and development and creating a culture that promotes inter-professional collaborative practice.

Optimal job satisfaction results in lower nurse attrition and improved patient care. When nurses feel satisfied at work: infection and mortality rates decrease; hospital stays decrease; fewer patients fall; and the registered nurse turnover rate falls (which translates to better care and lower operating costs).

Recruitment

It was an incredibly busy year in the recruitment of medical staff. SBL acquired a busy general surgery practice and opened SBL Evergreen Clinic in Effingham in April. The clinic is staffed by General Surgeons James Flaig, DO, and Kevin Malone, MD. The newly recruited Urologist Fernando Gonzalez, MD, splits his time between Evergreen Clinic and the SBL Urology Clinic in Mattoon.

The SBL Effingham Clinic became the home of the Effingham Walk-In Clinic staffed by Family Practice Physician Douglas Kabbes, MD, while Family Practice Physician Paul Oltman, MD, and Internal Medicine Physician Louis Schwing, MD, opened their practices in the clinic as well. All are long-time residents of the community.

New Medical Staff

Other medical staff recruits add to the exceptional care provided at Sarah Bush Lincoln. It takes a committed team to produce the high quality care that community members have come to expect at Sarah Bush Lincoln.

Advanced Wound Care

Kaitlin Denson, APRN

Pathology

Rupal Parmar, MD

Anesthesia

Tami Domescik-Rink, CRNA

Pediatrics

Mary Harvey, MD

Emergency Medicine

Timothy O'Leary, PA-C

Dana Sautter, PA-C

Alexandra Spillman, PA-C

Primary Care

Ashley Adams, APRN

Paul Oltman, MD

Leah Teichmiller, PA-C

General Surgery

Beth Cottrill, PA-C

Psychiatry

Annmarie McDonagh, MD

Hospital Medicine

Usama Bukhari, MD

Connor Deal, MD

Drew Kirkley, APRN

Sorel Lira, MD

Richard Nguyen, MD

Ahmad Qamar, MD

Rheumatology

Manoj Kohli, MD

Surgery

Todd Bierman, MD

James Flaig, DO

Kevin Malone, MD

Heather Smith, APRN

Internal Medicine

Marisa Friscia, MD

Urology

Fernando Gonzalez, MD

Neurology

Taylee Eldridge, APRN

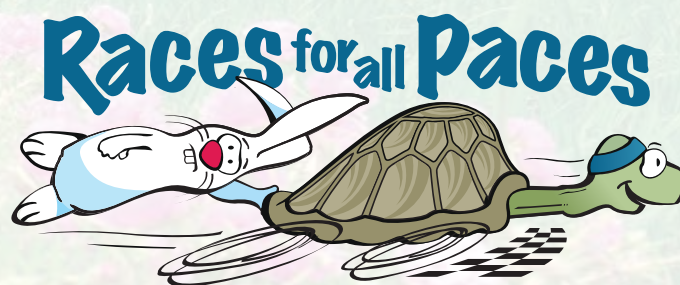
Pain Management

Brian Ogan, MD

Healthy Communities

Dental Office

Sarah Bush Lincoln opened a fixed site for its dental services in an effort to serve a growing population of children who are in dire need of dental care. Also, it facilitates appointments at partnering dental offices for adults facing cancer treatment or urgent surgeries who may have dental issues that could impact the safety of those treatments and surgeries. The program reaches 60 schools throughout the service area to provide preventive and restorative care to children who fall into the financially at-risk population. Studies have shown that children who suffer from dental pain have a difficult time concentrating in class. Additionally, as their teeth decay and turn black, they withdraw from their social circles and generally perform poorly in school. Dental Services, funded through the Health Center's operations budget plus philanthropy, has been the saving grace for thousands of people throughout the region for a decade.



Healthy Communities strives to reduce the obesity rate by encouraging healthy eating habits and activity. Twelve years ago, Races for All Paces was born. It is a multi-race event to encourage people with a wide range of fitness and activity levels — from walkers and beginning runners to experienced half marathoners — to be more active. Since its inception, it has grown into a five-race event including 900 participants and volunteers. Held annually in May at Eastern Illinois University, participants join together to celebrate personal milestones.



It didn't seem that long ago that Sarah Bush Lincoln began its journey of Excellence a Way of Life. In looking back at the dozen years, so many changes have occurred. Employees fully understand the value of living in the patients' shoes, greeting guests warmly and helping them feel comfortable in uncomfortable surroundings. Employees feel empowered and are expected to take steps to do the "right things" for patients. Most often, they learn that it's the little things that mean the most to people in stressful situations. Sarah Bush Lincoln's patient experience scores reflect the successful journey so far.

Press Ganey – Patient Experience Scores

The gentlemen at Entrance A who parks your car and directs you to your destination, the comfortable chairs and pleasing artwork, the way people smile and greet you in the hallways – these are just a few of the things the staff at Sarah Bush Lincoln calls Excellence a Way of Life. The journey began in 2007 to help people feel less stressed about their visits to or tests at SBL and to feel more informed about what to expect. In the dozen years that the staff has been laser focused on the patient's experience, many practices have been changed and improved upon.

Sarah Bush Lincoln measures its patient experience by randomly surveying its patients across the spectrum of care. This year, it began using Press Ganey as the independent surveyor. While there is always room for improvement, the staff ended the fiscal year with eight of the measured care areas above the 75 percentile and two nursing units above the 90th percentile nationwide.

In reflecting on Press Ganey scores, a representative of that organization, Christy Dempsey, MSN, MBA, said, "Although high patient satisfaction scores are important, achieving high scores should not be our overall goal, and the survey data should not be our sole focus. Our overall goal should be to reduce the suffering experienced by patients, their families and their caregivers. Patient satisfaction scores should reflect how well patient needs are being met."



Medical Staff Satisfaction Survey

A critical part to providing access to healthcare is ensuring Sarah Bush Lincoln has an exceptional medical staff. Recruitment is ongoing as the organization grows and medical staff retire or resign. A key component to successful recruitment is their overall satisfaction. Every two years, the medical staff is surveyed to discern their level of satisfaction and to learn how it could be enhanced. In the most recent Press Ganey survey, Sarah Bush Lincoln medical staff scored at the 74th percentile nationwide for overall satisfaction. The survey indicated that medical staff engagement and alignment with the organization outperformed medical staffs nationally. SBL medical staff indicated strongly that they had access to necessary tools and resources and they have confidence in the organization's leadership.

Patient Family Advisory Council

In April, Sarah Bush Lincoln kicked off its first Patient Family Advisory Council by soliciting input from community members. The advisory council is that "outsider's set of eyes and ears"—community members who use Sarah Bush Lincoln's services and have ideas about how to make improvements that will impact the delivery of quality and care for others. In its first meeting, the group suggested ways to make clinical areas more child friendly, and they shared stories about how specific actions made them feel valued. The compelling stories are being shared with employees so they have a better understanding of how little things make the biggest impact when people are ill or recovering from a surgery.

Foundation



SOARING EAGLE AWARD

Internal Medicine Physician Kiran Joag, MD, and his wife, Nandini, were named 2019 Soaring Eagle Award recipients for their unwavering support of Sarah Bush Lincoln since moving to the community in 1981. The Soaring Eagle Award is the highest distinction presented by the Sarah Bush Lincoln Health Foundation for cumulative giving of time, talent and treasure.



The Joags were first drawn to Sarah Bush Lincoln because of the vision, plans and expectations of the organization. They moved to Mattoon following Dr. Joag's residency. Nandini began volunteering in 1988 and was named Volunteer of the Year in 2016 for unselfishly giving more than 5,000 hours in the Regional Cancer Center, Lifeline and the Gift Shop.

The Joags believe in the impact one human being can have on another. They have given generously to Peace Meal, have funded a scholarship endowment in Dr. Joag's father's name to provide scholarships to local college students pursuing medical fields, and have established an endowment to assist with the medical needs of people receiving treatment in the Regional Cancer Center. In addition, they regularly support the Health Foundation's many initiatives.



"EIU Care" Games

Eastern Illinois University and Sarah Bush Lincoln are community partners in several ways, including providing significant learning experiences for students and supporting their academic endeavors. Over the last two years, EIU has raised funds through "EIU Care" basketball games to help support people who receive treatment in the Regional Cancer Center. Athletes have raised nearly \$25,000 through this event. The funds are used to address special needs of patients.



Sarah Bush Lincoln's WomenConnected is the largest women's healthcare philanthropic giving circle in the nation. At 87 members strong, WomenConnected has provided \$672,000 over 16 years to Sarah Bush Lincoln community programs. The most recent donations provided Center for Healthy Living scholarships; capital campaign contributions to The Heart Center; funding for Peace Meal; restorative and preventive care to children without dental insurance, plus oral hygiene kits to children on the free and reduced lunch program (given through the Dental Services program).

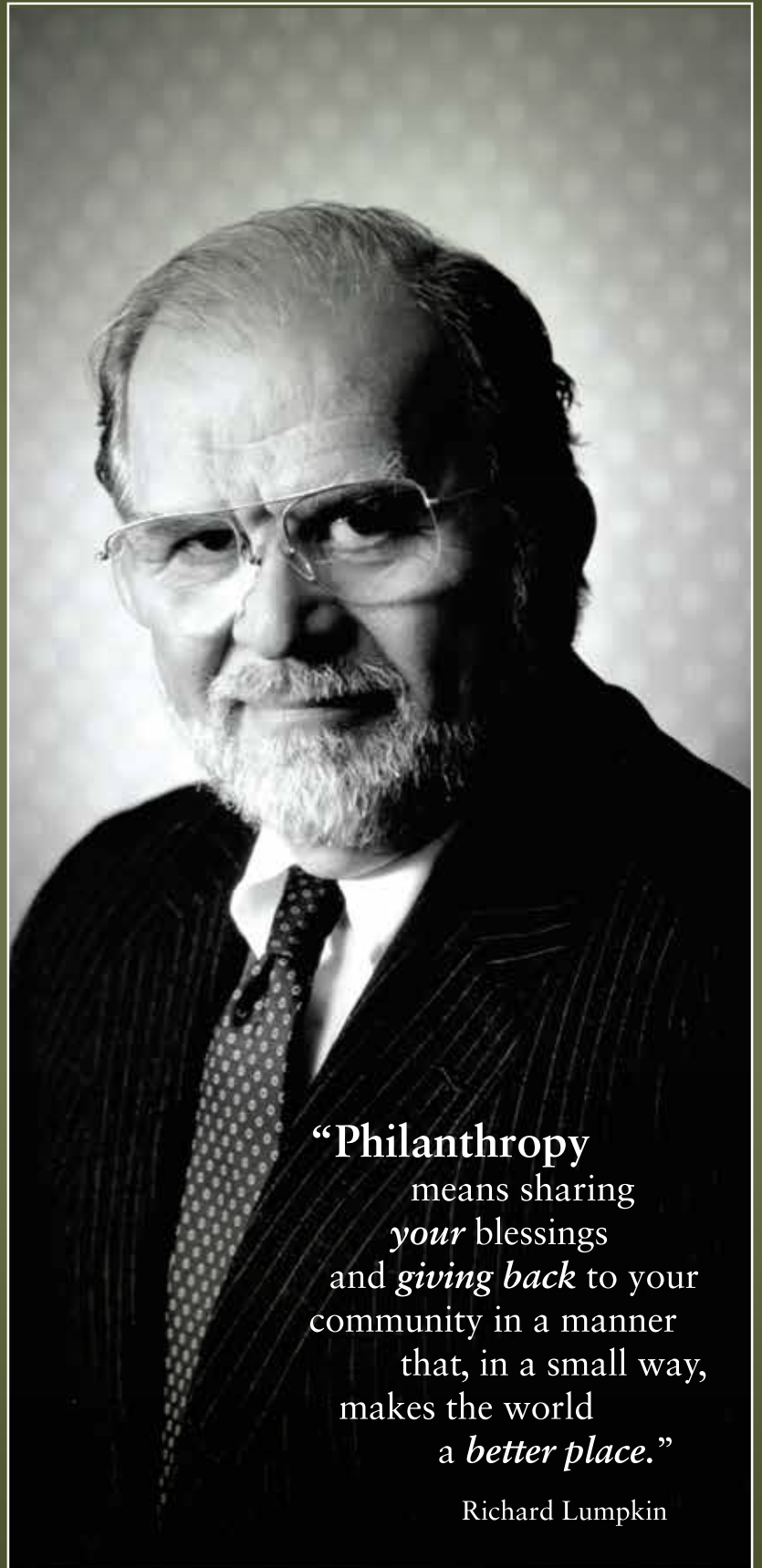


Remembering Dick Lumpkin

So many across the Sarah Bush Lincoln family are saddened by the loss of our dear friend Richard (Dick) Lumpkin. Dick was a catalyst for change and was a friend and fierce supporter of Sarah Bush Lincoln until his death in April. Dick served on the original council to plan, design and build Sarah Bush Lincoln. His work to rally the Charleston and Mattoon communities in the late '60s and early '70s was what helped make Sarah Bush Lincoln a reality.

Over the past five decades, Dick's leadership and philanthropy have been instrumental in the growth and success of Sarah Bush Lincoln. He supported every capital campaign the Foundation conducted, and he challenged the community to match his donations to the Center for Healthy Living and various hospital renovations. He served on fundraising campaign committees that brought to life an expanded Emergency Department, private patient rooms and the beautiful Regional Cancer Center.

He received the Soaring Eagle Award in 1992 for his "lifelong contributions to Sarah Bush Lincoln," yet those contributions continued for nearly three more decades, and his impact will be felt for decades to come.



“Philanthropy
means sharing
your blessings
and *giving back* to your
community in a manner
that, in a small way,
makes the world
a better place.”

Richard Lumpkin

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