



2016 ANNUAL REPORT



Healing is a passion, not a business

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Website: The Blessing Health System website on the Internet offers information, news and facts about the organization, its philosophy, market and services. Visit blessinghealthsystem.org.

Facebook and Twitter: The Blessing Health System keeps thousands of people updated daily on Blessing-related events and provides tips to improve their health and quality of life through Facebook and Twitter.

Blessing Health System is a proud member of the



BJC HealthCare



Memorial
HEALTH SYSTEM

 Saint Luke's
Health System

Mission Statement

The Blessing Health System's mission is to improve the health of our communities.

Vision Statement

Blessing Health System will be the region's health care leader.

BLESSING CORPORATE SERVICES

Improving the physical, financial and educational health of our communities



Maureen Kahn
President/CEO

Blessing Health System’s Mission to, “improve the health of our communities,” requires more than being an outstanding healthcare provider. It requires participation in all aspects of community “health”. Two initiatives in 2016 were designed to help achieve that goal.

To address a need of employers, who provide the foundation of the region’s financial health, we introduced Current Health Solutions and grew the Be Well at Work program.

Current Health Solutions (CHS) is a venture within Blessing Health System.

With a keen understanding of the needs of the market, CHS provides third party administration, local

customer services and population health programs to area employers who offer self-insured health plans to their employees. Working with CHS, employers can improve the health and wellbeing of their employee population and better manage their healthcare costs.

Be Well at Work is a program that offers a menu of healthcare services from which an employer selects and purchases to create an individualized program for their covered employees and dependents. Be Well at Work services do not get billed to health insurance, helping the employer meet



CURRENT
HEALTH SOLUTIONS



employee/dependent needs while better managing costs.

We are committed to helping improve the health of the area’s education system. During 2016, that commitment included \$134,000 in support to a number of schools, including funding for the renovation of the area of the Quincy Vocational-Technical school renamed the “Blessing Health System Occupations Lab” for use by health occupation students in grades 10-through-12.

Other accomplishments for the year included:

- Opening of the Keokuk Medical Center, in partnership with Fort Madison (IA) Community Hospital, to enhance primary care access in southeast Iowa.
- The addition of Chris Meyer and Chaka Jordan to the Health System administrative team. Chris will lead the effort to implement our managed care strategy in the region. Chaka will update and help communicate the Blessing brand throughout the region.

During 2016, we addressed the following internal needs:

- To improve our information security, we conducted an aggressive employee education program regarding computer hackers and “phishing” emails. It delivered outstanding results.
- To position us to continue to fulfill our Mission and address future community health needs, Hardwiring Excellence-Blessing 2020 was launched, a savings and growth program with a \$38 million target over the next three years.

Each Blessing Health System affiliate enjoyed success during 2016, including earning several national recognitions. Please read about those accomplishments on the coming pages.

2017 GOALS

Quality

Increase National Hospital Quality Measures Value-Based purchasing score for identified measures.

Growth

Increase net revenue in orthopedics, cardiology and general surgery.

Service

Increase Consumer Assessment of Healthcare Providers & Systems (CAHPS) scores.

People

Increase employee and physician engagement scores.

Finance

Increase operating income and cash position.

BLESSING HOSPITAL

“I’m glad I chose Blessing for my surgery.” A Rehabilitation Services patient made that comment in her nomination of Melinda Heindselman, RN, for a new international nurse recognition program in which Blessing Hospital began participating in 2016 called the DAISY Award. Of all the accomplishments you will read about in the following paragraphs, this unsolicited pronouncement means the most. Earning a person’s trust, making a connection in a time of great need, exceeding expectations and demonstrating that healing is a passion, not a business are the greatest achievements of a healthcare provider. In addition to patient testimonials, the data demonstrates achievement as our caregivers met patient perception of care goals (HCAHPS - Hospital Consumer Assessment of Healthcare Providers and Systems) during 2016.

Quality accomplishments

Three national organizations attested to the quality of care we offer with the following accreditations and certifications:

- We earned a grade of “A” for patient safety from the Leapfrog Group in its announcement



in fall of 2016. Developed under the guidance of an expert panel, the Leapfrog Hospital Safety Grade uses 30 measures of publicly available hospital safety data to assign A, B, C, D and F grades to more than 2,600 U.S. hospitals twice per year. We were one of only 844 hospitals named among the safest in the United States. The Leapfrog Group is a national, nonprofit organization focused on improvement in the quality and safety of American health care, empowering purchasers to find the highest-value care and giving consumers the lifesaving information they need to make informed decisions.



Maureen Kahn
President/CEO



Elliot Kuida
Executive Vice President, Chief Operating Officer

- U.S. News & World Report’s 2016-17 Hospital’s Rankings and Ratings named us a “High Performing” hospital for our care of Chronic Obstructive Pulmonary Disease (COPD) and Heart Failure patients. U.S. News analyzes data from nearly 5,000 centers across multiple clinical specialties, procedures and conditions. Scores are based on a variety of patient outcome and care-related factors. COPD and Heart Failure are common conditions among the communities we serve because of the region’s high number of elderly residents.



- In addition to continued accreditation of Blessing Hospital, Blessing Home Care and Blessing Hospice & Palliative Care, the Joint Commission granted us a new certification, for Sepsis Care. Sepsis is the body’s overwhelming and life-threatening response to infection which can lead to tissue damage, organ failure and death. More than 1.6 million people in the United States are diagnosed with sepsis each year. It claims 258,000 lives annually. Over the past several years medical staff members and other Blessing Hospital caregivers have focused on sharpening their ability

to detect sepsis earlier and treat it aggressively, contributing to the certification.

The successful work of our Pharmacy's Antimicrobial Stewardship program was recognized in three national publications, including a *Pew Charitable Trusts* report. Antibiotic resistance makes treatment of a growing number of infections more difficult and expensive. We are one of very few hospitals in the nation to have our entire pharmacist team certified in Antimicrobial Stewardship. The effort is paying dividends as Blessing Pharmacy research shows the region we serve is home to fewer drug resistance organisms than other regions of the nation. The other publications featuring articles on our Antimicrobial Stewardship effort were *American Journal of Health-System Pharmacy* and *Managed Healthcare Executive*.

For the second time since the federal government began its Hospital Value-Based Purchasing program, we earned an incentive in our reimbursement for the treatment of Medicare patients by meeting or exceeding federal quality of care and customer service goals.

Service accomplishments



“Patients First Because ICARE” is the focus of an initiative rolled out in 2016 named Blessing CareVision. It is an amalgamation of new processes and

procedures, clinical positions and software designed to move inpatients through their care experience with minimal delay to reach their expected date of discharge. Achieving this goal increases patient satisfaction and allows for more effective use of hospital resources. Several of Blessing CareVision's new processes were introduced with great success in 2016. The entire initiative will be implemented by fall of 2017.

An \$8.5 million investment is bringing our surgical services to a new level of excellence with construction of two new operating rooms. One of the new rooms is a hybrid OR, combining the features of a traditional

surgical suite with built-in advanced imaging capabilities needed to perform the latest minimally invasive



surgical procedures. The other new room is a multipurpose OR to accommodate the growing number of trauma and orthopedic cases. The expansion will enhance the quality and safety of services, retain surgeons currently serving the region and attract new ones, and bring new types of procedures to the community. The project is slated for completion early in Fiscal Year 2017.



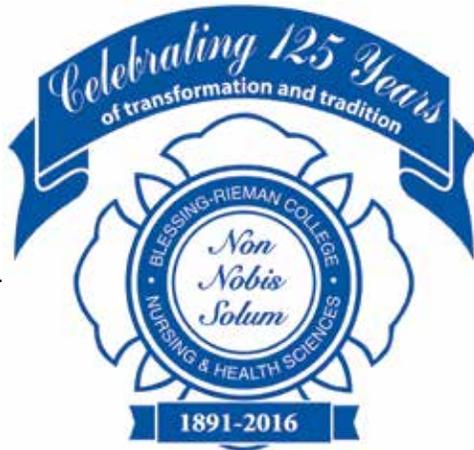
New cancer-fighting technology in the Blessing Cancer Center's nationally-accredited Radiation Therapy Department delivers treatment

with greater precision and speed. The Varian TrueBeam STx, purchased and installed in 2016, treats tumors anywhere in the body, including the brain and spine, with enhanced, real-time imaging tools that allow caregivers to see the tumor about to be treated much more clearly and observe it through the course of treatment, all in a shorter timeframe than previously possible. This results in improved treatment accuracy and reduced radiation exposure risk to healthy tissue and critical organs. Purchase and installation of the TrueBeam STx totaled just over \$4 million, including the use of a \$22,716 donation to The Blessing Foundation and a savings of nearly \$500,000 through group purchasing made possible by our participation in the BJC Collaborative.

Hats off to Health Information Management and Information Systems personnel for the work invested in the successful implementation of the new international ICD-10 coding system at Blessing Hospital. ICD-10 is a much more sophisticated and complex system than the previous version, with 54,000 additional codes to designate a diagnosis for reimbursement purposes.

Education

In the year of its 125th anniversary, Blessing-Rieman College of Nursing changed its name. Blessing-Rieman College of Nursing & Health Sciences expanded its name to reflect the addition of an Associate of Science in Respiratory Care degree program and anticipated expansion into other health sciences programs.



The College also held monthly events during 2016 in honor of its anniversary.

Blessing-Rieman received approval from the Higher Learning Commission to offer its RN-to-BSN and MSN tracks as Distance Learning programs. The approval allows registered nurses living in Illinois, Missouri and Iowa to earn a Blessing-Rieman Bachelor of Science in Nursing or Master of Science in Nursing degree completely online.

People

We increased the level of clinical expertise in the hospital’s senior administrative ranks with the naming of two new “chiefs.” Christopher Solaro, MD, PhD, accepted the position of Chief of Medicine; and Arden Reynolds, MD, accepted the position of Chief of Surgery. Drs. Solaro and Reynolds also maintain their practice, Dr. Solaro in emergency medicine and Dr. Reynolds in neurosurgery. They join Mary Frances Barthel, MD, Chief Quality and Safety Officer; and Debra Phillips, MD, Chief Medical Information Officer. This quartet works side-by-side with other Hospital leaders and staff to enhance the processes used to improve the care provided and communication within Blessing Hospital. They play a vital role in gathering and providing the Voice of the Physician Customer for the work being done throughout Blessing Hospital.



Dr. Solaro



Dr. Reynolds

Tim Tranor, RN, BSN, MBA, joined us as Chief Nursing Officer. Tim has more than 19 years clinical experience and leadership skills. He held several leadership positions within Barnes-Jewish Hospital, including Administrative Director, Surgical Services, before joining Blessing.



Tranor

Antony Wollaston, MD, assumed the position of Medical Director of the Blessing Hospital Emergency Center upon the retirement of Richard Saalborn, DO, after 32 years of dedicated service.

2017 GOALS

Quality

Decrease readmission, mortality and hospital acquired infections.

Finance

Maintain or improve Operating Margin.

Growth

Maintain or improve revenue for Cardiology, Orthopedics and General Surgery.

People

Maintain or improve Provider and Employee Engagement scores.

Service

Maintain or improve the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey and Emergency Department patient satisfaction scores.

MEDICAL/DENTAL STAFF

Active Staff

Alexandre, Jean, MD
 Ali, Muhammad, MD
 Allen, Tawny, DO
 Arnold, John, MD
 Arrambide, Kathryn, MD
 Baig, Sara, MD
 Bailey, William, MD
 Balsara, Keki, MD
 Barbagiovanni, John, DO
 Barteau, Catherine, DO
 Barthel, Mary, MD
 Batra, Divya, MD
 Baustian, Loretta, DO
 Bessay, Emmanuel, MD
 Bingham, David, DO
 Bogachenchu, Sreenivasulu, MD
 Bozdech, John, MD
 Bruney, Russell, MD
 Cahill, Anne, MD
 Carpenter, Gary, MD
 Chandou, Melaina, DO
 Chbeir, Elie, MD
 Child, Daniel, DO
 Cliatt, Thomas, DO
 Collins, Katherine, MD
 Contreras, Liz, MD
 Crickard, George, MD
 Cummings, Schvon, MD
 Curry, Jessica, MD
 Daniels, James, MD
 DeGuzman, John, MD
 Derhake, Adam, MD
 Derian, Wissam, MD
 DeRosa, Austin, MD
 Dieckhoff, Jay, MD
 Dietrich, Gina, DO
 Disseler, Jean, MD
 Dixon, William, MD
 Dooley, Randall, MD
 Dorner, Matthew, MD
 Ductan, Kerline, MD
 Dunn, Andrew, DO
 Dureska, Peter, MD
 Eckersley, David, MD
 Efstratiadis, Stilianos, MD
 El-Khoury, Christian, MD
 Espejo, Maria, MD
 Evans, Dan, MD
 Felker, John, MD
 Findlater, Malcolm, MD
 Fowler, Martin, DO
 Freel, Douglas, DPM
 Friye, Pamela, DO
 Fynn-Thompson, Eric, MD
 Garcia, Carlos, MD
 Geisendorfer, Abram, MD
 Ghanekar, Hrishikesh, MD
 Gillette, Nickolas, DO
 Ginos, Steven, MD
 Glasgow, David, MD
 Go, Dennis, MD
 Gold, Mark, MD
 Gudmundsson, Gudmundur, MD
 Gutekunst, Robert, MD
 Hagan, Warren, MD
 Hake, Austin, MD
 Hammock, John, MD
 Hanzel, Duane, DPM
 Harmer, Luke, MD
 Harris, Sharon, MD

Hensley, Mark, MD
 Hough, Scott, MD
 Humphrey, Erin, DO
 Ifft, Keith, MD
 Iqbal, Robina, MD
 Iqbal, Owais, MD
 John, Bejoy, MD
 Jones, Bruce, MD
 Kagumba, Ada, MD
 Khil, Mark, MD
 Kim, Louis, MD
 Kimber, Scott, MD
 Kirkpatrick, Michael, MD
 Knuffman, Jason, MD
 Koduru, Karthik, MD
 Konrad, Aaron, MD
 Krause, Steven, DO
 Kuhlman, Joseph, MD
 Kukkar, Nitin, MD
 Kussman, Mary, MD
 Lane, Joseph, MD
 Leifheit, Ryan, MD
 Leimbach, Kurt, MD
 Lockhart, David, MD
 Mackrides, Paula, DO
 Maduakor, Obioma, MD
 Majumdar, Uddalak, MD
 Marchiando, Albert, MD
 Martin, Ashley, MD
 Melby, Spencer, MD
 Mendizabal, Jorge, MD
 Mero, Tanya, MD
 Meyer, Joseph, MD
 Miller, Thomas, MD
 Minnick, Larry, MD
 Moore, Daniel, MD
 Moore, Taylor, DO
 Moore, Christopher, MD
 Morris, Reuben, MD
 Morton, Steven, DO
 Muller, Merle, MD
 Munfakh, Nabil, MD
 Mushtaq, Adnan, MD
 Ng, Michael, MD
 Nguyen, Linh, MD
 Nissenbaum, Eliot, DO
 Noble, Richard, MD
 Oatey, Mary, DO
 Ott, Timothy, DO
 Ouwenga, Michael, MD
 Ozment, Dennis, MD
 Pastorini, Cristhine Stephanie, MD
 Pastorini, Filho Vitor MD
 Patel, Pravinchandra, MD
 Patel, Shwetal, DPM
 Patel, Sheena, MD
 Patel, Niral, MD
 Perry, Crystal, MD
 Petty, Todd, MD
 Phan, Douglas, MD
 Phillips, Debra, MD
 Podaralla, Prashanth, MD
 Polavarapu, Harsha, MD
 Pyatt, Stuart, DO
 Pylawka, Tamara, MD
 Raad, Pierre, MD
 Rafiq, Asad, MD
 Rajuri, Shashi, MD
 Real, Lance, DO
 Reddy, Venu, MD
 Reyburn, Adam, MD

Reyburn, Stephanie, MD
 Reynolds, Arden, MD
 Rieke, Joshua, MD
 Riggs, Daniel, DDS
 Ruth, Harry, MD
 Saalborn, Richard, DO
 Safar, Elyas, MD
 Saldin, Kamaldeen, MD
 Samee, Syed, MD
 Sanchez-Zuniga, Salvador, MD
 Sandhu, Gurdarshan, MD
 Schlepphorst, Richard, MD
 Schlepphorst, John, DO
 Schulz, Rex, MD
 Schwartz, Irving, MD
 Seaman, Nathan, DO
 Shah, Parvish, DO
 Shaikh, Daanish, MD
 Shen, Jason, MD
 Shuhaiber, Jeffrey, MD
 Sieck, Eric, MD
 Sklar, Eric, MD
 Smith, Timothy, DO
 Smith, Raymond, MD
 Snyder, Brian, DO
 Solaro, Christopher, MD
 Somanna, Nanjappa, MD
 St. Hill, Ronald, MD
 Stewart, Rena, MD
 Stoops, Bruce, DO
 Sullivan, Douglas, MD
 Swanson, Brock, DPM
 Tanius, Roula, MD
 Tansy, Aaron, MD
 Tolbert, Charone, MD
 Torre-Hilotin, Temotea, MD
 Vardaros, Isidoros, MD
 Vrtkapa, Valentina, MD
 Walker, Jedediah, DO
 Weller, Robert, MD
 Wensing, Thomas, DPM
 Wensing, Linda, DPM
 White, Donna, MD
 Wilford, Jonathan, DO
 Wilkins, Harry, MD
 Wollaston, Antony, MD
 Woodard, Deborah, MD
 Yendluri, Prasoon, MD
 Yu, Young, MD
 Zayas-Rodriguez, Luis, MD
 Zwick, Christian, DO

Ambulatory Care Staff

Arndt, David, DO
 Biggs, Anthony, DO
 Childress, Herbert, DO
 Cormier, Matthew, DO
 Davis, Larry, MD
 Dean, Amelia, MD
 Dedes, Howard, MD
 Dykstra, Arthur, DO
 Edmonds, André, MD
 Eling, Michael, MD
 Frazier, Eldon, MD
 Hafez, Walid, MD
 Holt, William, MD
 Jacobs, Timothy, DO
 Johnson, Lee Roy, MD
 Johnson, Lent, MD
 Johnson, Ronald, MD
 Kruse, Jerry, MD

Love, Kreg, DO
 McIntee, Rae, MD
 Memken, John, MD
 Moore, Travis, DO
 Newton, Joseph, DO
 Newton, Theresa, DO
 Odumosu, Ochuele, MD
 O'Halloran, Richard, MD
 Raif, Korhan, MD
 Reich, Abby, MD
 Reynolds, Kyle, DO
 Richardson, Alan, MD
 Saeed, Musab, MD
 Schroeder, Jennifer, MD
 Sharp, Jason, MD
 Shore, Sheldon, MD
 Stiles, Lanny, DO
 Wallace, Ernest, MD

Courtesy Staff

Altman, Dana, DO
 Andrews, Gregory, MD
 Asbury, Kathy, MD
 Beth, Timothi, DO
 Biermann, Robin, MD
 Burton, Curtis, MD
 Chapa, Naveen, MD
 Fauble, Curtis, DDS
 Gupta, Kanchan, MD
 Hauk, Lacey, DMD
 Knudson, Robert, MD
 Lee, Raymond, MD
 Lucas Stoner, Tina, DMD
 Metlis, Schuyler, MD
 Muehle, Casey, MD
 Odumosu, Oluwaseun, MD
 Reed, Brennan, DPM
 Scott, John, MD
 Sherrick, Andrew, MD
 Smith, Lionel, MD
 Souki, Ramzi, MD
 Sowles, Richard, DPM
 Stoll, Alan, DDS
 Taves, Adam, MD
 Wagner, Dennis, DMD
 Waheed, Khalid, MD
 Wells, Jeffrey, DO
 Wheeler, Ronald, MD
 Wright, David, DDS
 Wright, Richard, DDS

Residents

Anderson, Halley, DO
 Child, Daniel, DO
 Costa, Priyanka, MD
 Danowski, Dustin, DO
 Jacob, Deena, MD
 Mehta, Ravi, MD
 Chitturi, Satya, MD
 Nadarajah, Sangeetha, MD
 Nakken, G. Nathan, DO
 Shaw, Jennifer, MD
 North (Shoemyer), Amy, DO
 Sowards, Clint, DO
 Waterbury, Allison, MD
 Cheung, Winnie, DO
 Havermale, Greg, DO
 Javaid, Areej, MD
 Panbehi, Behnam (Ben), MD
 Sturdivant, Seth, MD
 Thomas, R. Darin, DO

ILLINI COMMUNITY HOSPITAL

Illini Community Hospital responded to a need recognized in the 2012 Community Health Needs Assessment by opening Worthington Square, a 10-bed, senior adult behavioral unit in October of 2015.

Since opening, Worthington Square has served nearly 200 patients age 55 and older with mental health services on an inpatient basis. Patients have come from both the immediate area and also as far as the Quad Cities to the north, the eastern border of Illinois, Kansas City to the west and into Missouri to the south. The average length of stay for patients at Worthington Square was 5.9 days, with a total of 1,093 patient days in Fiscal Year 2016.



Outpatient mental health services were added at the Illini Rural Health Clinic. Medication management and counseling services are offered for child/adolescent, family, adult and geriatric patients.



We also worked to fill a void in how patients are transferred from our hospital to a higher level of care. Previously, transfers were completed as the Pike County Ambulance Service (PCA) was available. To make transfers more efficient for patients, several

members of our nursing staff completed the Pre-Hospital Registered Nurse (PHRN) program, allowing those nurses to fulfill the healthcare needs of patients during transfer. Through an agreement with the PCA, a driver is supplied and one of our PHRN-certified nurses accompanies the patient during the transfer process. This has greatly decreased the amount of time patients have had to wait to be transferred to another facility.



Kathy Hull
President/CEO

The telemedicine program continued to expand as Urology and Dermatology services were added in the Consulting Physician Clinic (CPC) through an agreement with SIU School of Medicine. These services are in addition to the existing Cardiology and GI telemedicine services in the CPC.



Other achievements

- In May, we received the Joint Commission Gold Seal of Approval. This was the result of being surveyed by the Joint Commission in the fall of 2015.
- We were selected to present at the Studer Groups' "What's Right in Healthcare" conference in relation to improvements in our Hospital Consumer Assessment of Healthcare

Providers and Systems (HCAHPS) survey scores and Emergency Department pain management quality measures.

- The Imaging Services department received accreditation from the American College of Radiology (ACR) in both Mammography and Ultrasound. The ACR is a professional medical society dedicated to serving patients and society by empowering radiology professionals to advance the practice, science and professions of radiological care.

After several structural expansions last year, we made several other important but less visible improvements to the physical plant during 2016. This included new air handling units to serve Radiology, Worthington Square and the Emergency Department. Fencing was also added to the rear of the hospital to improve the overall safety and security of the hospital.

2017 GOALS

- Improve staff efficiencies and engagement.
- Improve the experience for inpatients and outpatients, and patients of the emergency department, Rural Health Clinic, Illini Xpress and Worthington Square.
- Implement International Council for Quality Care (ICQC) standards at the Rural Health Clinic to improve access to care for primary care.

MEDICAL/DENTAL STAFF

ACTIVE STAFF

Paul Hibbert, MD
Ronald Johnson, MD
Ayca Raif, MD
Korhan Raif, MD
Christopher Wagoner, MD

ED/HOSPITALIST STAFF

Almuhammad Alfrhan, MD
Bashar Alzein, MD
Ravinder Dhillon, MD
David Glasgow, MD
Asim Raja, MD
Michael Raso, MD
Manoj Sreedharan, MD
Lawrence Semenza, DO
Srinu Takkallappalli, MD

COURTESY STAFF

Muhammad Ali, MD
Kathryn Arrambide, MD
Sebastian Baginski, MD
John Barbagiovanni, DO
Manjula Burri, MD
Amelia Dean, MD
Stilianos Efstratiadis, MD
Christian El Khoury, MD
Dan Evans, MD
Jeffery Fleischli, DPM
Douglas Freel, DPM
Matthew Gardner, MD
Hrishikesh Ghanekar, MD
Jason Guthrie, MD
Duane Hanzel, DPM
Steven Krause, DO
Michael Kelley, MD
Karthik Koduru, MD
Senthil Krishnasamy, MD

Matthew Liesen, DMD
Stephen Liesen, DMD
Gabor Matos, MD
Elana Oatey, DO
Richard O'Halloran, MD
Todd Petty, MD
Harsha Polavarapu, MD
Venu Reddy, MD
Brett Schafer, DMD
Raymond Smith, MD
Valentina Vrtikapa, MD
Donna White, MD
Clinical Radiologists, S.C.
Prairie Cardiovascular Consultants
West Central Pathology Specialists, SC

HONORARY STAFF

Ansar Asari, MD
Shehnaz Ansari, MD
Carlos Lara, MD

BLESSING PHYSICIAN SERVICES

Blessing Physician Services (BPS) focused on growth and elevating the patient experience this past fiscal year. While new leadership brought new ideas and a renewed focus to key areas.

Joining BPS in 2016 as Executive Vice President, I am responsible for all BPS operations. I have worked closely with physicians and mid-level providers to adopt a provider-led leadership model for BPS with the development of the Board of Trustees and Practice Operations Council. Providers lead both of these groups while working with Administration to play a key role in the main decision-making process for operations and to help guide the future of our organization.



Scott Koelliker
Executive Vice President

With the providers' support, recruitment hit a milestone in 2016 with the largest number of physicians and mid-level providers recruited since we opened our doors 12 years ago. From specialists to primary care, 13 new physicians and seven new mid-level providers signed to join our provider team. Growing the provider team will help improve access and increase the specialty care we offer to our region so that patients do not have to leave the community to access high level quality care. *(see photos on page 10).*

Through the commitment and dedication of providers and staff, we saw a 12 percent increase in patient visits from 2015 with a total of 162,344 for the year and our patient experience scores placed us at the 94th percentile.



Each provider received their own direct dial phone line that allows their patients to be directly connected



Dr. Steven Ginos, Family Medicine and Crystal Houston, Office Supervisor, accept the Studer Group Excellence in Patient Care Award for 2016.

to the office, allowing an easier and more efficient way to get in touch with the healthcare team.

We won the Studer Group Excellence in Patient Care Award for 2016. We were recognized in the Provider Category for significant achievement across all CGCAHPS composites during 2015. Excellence in Patient Care awards are presented annually to a select group of organizations from Studer Group's partner-base of hospitals, health systems and physician organizations. To be eligible for an award, an organization must demonstrate outstanding performance and achievement in patient care, employee engagement or provider engagement. The What's Right in Health Care® conference, where the award was presented, aims to improve healthcare for patients, providers and staff through peer-to-peer sharing of leading practices.

We continue to have a high level of engagement from both our providers and employees. Our provider satisfaction scores remained steady at an 87 percent and our employee engagement scores ranked us in the 77th percentile across the nation.

Quality continues to be a key focus:

CMS Quality Programs

- All eligible providers were successful in attesting in FY16 for 2015 Meaningful Use.

- We successfully reported in FY16 for the 2015 Physician Quality Reporting System and will not have Medicare Part B payment adjustments for 2017.
- We prepared for MACRA (Medicare payment reform) to take place in 2017.

Patient-Centered Medical Home Recognition (PCMH):

- Family Medicine Suite 120, Community Outreach Clinic, Hamilton-Warsaw Clinic, and Palmyra Clinic received Level 3 PCMH Recognition in FY16.
- Pediatrics and Internal Medicine submitted applications for PCMH Recognition in FY16.



The Patient-Centered Medical Home (PCHM) is a care delivery model whereby treatment is coordinated through a patient’s primary care physician to ensure the patient receives the necessary care when and where they need it, in a manner they can understand.

I want to personally thank all physicians, nurse practitioners, staff and the BPS leadership team for all they do each and every day to make our health system successful.

2017 GOALS			
<p>Quality Maintain or increase quality measures in the following areas:</p> <ul style="list-style-type: none"> • Breast and colorectal cancer screenings • Influenza immunization • Controlling high blood pressure • Diabetes A1C control • Documentation of current medications • Use of high risk medications in the elderly 	<p>Service Maintain or improve the Clinician and Group Consumer Assessment of Healthcare Providers and Systems (CGCAHPS) survey score.</p>	<p>People Maintain or improve physician and employee engagement.</p>	<p>Growth Increase patient encounters.</p> <p>Finance Maintain operating variance at zero.</p>

2016 Annual Report

The following providers signed contracts to join the Blessing Physician Services team during Fiscal Year 2016:



Sara Baig, MD
Invasive Cardiology



Emmanuel Bessay, MD, PhD
General Surgery



Daniel Child, DO
Family Medicine



Matthew Cormier, DO
Family Medicine



Austin DeRosa, MD
Urology



Nickolas Gillette, DO
Walk-In Clinic



Warren Hagan, MD
Plastic Surgery



Robert Johnson, MD
Radiation Oncology



Michael Nellestein, MD, FACS
Venous Disease



Asad Rafiq, MD
Gastroenterology



Elyas Safar, MD
Nephrology



Garry Sandhu, MD
Urology

Photo not available: **Amy North, DO, Family Medicine**



Mandy Brummel, NP
Gastroenterology



Shanna Dierker, NP
Cardiology



Nichollette Haubrich, NP
General Surgery



Kerri Henderson, NP
Walk-In Clinic



Christina Metternich, NP
Family Medicine

Mary Logsdon, NP
Family Medicine



Photo not available:
L.J. Helmke, NP,
Cardiology

THE BLESSING FOUNDATION

Life does not stop when you are ill. While a woman was fighting for her life against breast cancer, her bills still needed to be paid. With her savings depleted, the woman could have faced even more stress in her life than she already had. Donors to The Blessing Foundation made sure that did not happen. With a gift of \$1,685 the woman was able to address her financial commitments; including purchasing some items she needed for recovery. In addition, the gift helped pay for a plane ticket to bring her daughter from out-of-town to assist with her mother's recovery.

"I want to thank you for everything the Blessing Cancer Center has done for my mom so far," the daughter wrote to us. "This means so much to both of us. I have been trying to save all of the money that I can to help her with paying bills. This means so much to me to be able to come home and see her while she is going through this crisis. Thank you so much to you and everyone you work with and the donors for taking care of her, mentally and emotionally as well as physically."

I want to add my thanks to our donors. The work you do to improve the health of our communities changes lives.

How it happens

We received 37,047 gifts totaling \$2,037,309 during Fiscal Year 2016, including support of the capital campaigns of Blessing and Illini hospitals.

We manage 51 active restricted funds for Blessing Hospital into which donations flow. Illini Community Hospital has 10 active restricted funds. The funds help patients in financial need during stressful medical crises – with needs including gas, food, shelter, medication, and medical equipment.

Caring Club donations are unrestricted and utilized for many Health System needs, including assisting patients to be discharged safely by meeting any outstanding medical needs they have including durable medical equipment and/or medications, or gasoline money to return for further treatment. In 2016 Blessing Health System employees stepped up



Pat Gerveler
President/CEO

and donated \$124,408, surpassing the goal of \$100,000. The money was needed. Even with lower gas prices, 215 patients received \$23,694 in gas/transportation assistance.

The patient assistance process begins when we are contacted by Blessing Health System social workers and care coordinators requesting assistance for patients with medical and/or financial needs unable to be met by any other resources. There are also funds that our Board of Trustees has granted to Blessing Health System departments to assist with purchasing equipment and various other items to enhance patient care.

In addition to meeting needs already mentioned, we provided \$1,720,000 to Blessing Health System affiliates for programs and services vital to improving the health of our communities but that cannot financially support themselves.



Shirley Murphy (right), of the Dr. Robert and Shirley Murphy Scholarship, talks to the scholarship recipient.

Creating caregivers for the future

The majority of Blessing-Rieman College of Nursing & Health Sciences students receive some form of financial aid. Our donors play a key role in meeting this need. During the 2015-16 academic year, individual donors funded 35 active scholarships from which \$586,755 in scholarships and grants were awarded to students.

Three new Blessing-Rieman scholarships were created.

2016 Annual Report

During 2016 The Blessing Foundation and the College received a major gift from a long-time benefactor; a \$500,000 donation to fund scholarships and assist with the College's operating expenses.

Other donor-supported causes

The following events/programs generated additional support for the services of Blessing Health System affiliates:

- The Blessing Breast Center received \$113,356 in donations for breast care patients in need of financial assistance. More than 53 community groups held events that raised money for the Breast Services Restricted Fund.
- Blessing Hospice & Palliative Care received \$87,669 in donations.
- Online gifts: 150 donations totaling \$30,167.
- The December 2015 Holiday Appeal raised \$18,305 for the unrestricted fund.
- Annual Illini Community Hospital golf tournament raised \$5,750 to benefit Illini's unrestricted purpose fund.
- Honor Gift Program: 36 Honor Gifts totaled \$4,820.
- Papa John's Pizza gifted us \$2,862 as a result of a year-long sales promotion. The money supported the work of Rehabilitation Services, Respiratory Therapy Services, Pharmacy Services and Pediatrics during 2016.
- The Who's Your Angel project was launched for patients and families to honor Health System staff who make a difference in caregiving and raised \$550.

Saying thank you

For the first time a donor appreciation event was held in June 2016 for Humanitarians, Visionaries and Founders-level donors.

One capstone and 119 personalized bricks honoring donors were added to the Blessing Hospital Founders Garden. Eight bricks were added to the New Generation of Caring Garden at Illini Community Hospital in Pittsfield.

A Christmas tradition, we created 202 memorial ornaments, engraved with the names of patients who were remembered by friends and loved ones with gifts to The Foundation. The ornaments were sent to the homes of qualifying patient families cared for by Blessing Hospital, Illini Community Hospital and Blessing Hospice & Palliative Care in Quincy, Carrollton, Carthage and Pittsfield, IL.

Our assets

Our total asset at year's end is \$41,120,143. Investments under management had a market value of \$28,418,309 while cash and other assets amounted to \$1,796,097

Our real estate portfolio value on September 30, 2016 stood at \$10,905,737. Current real estate assets include:

- East Adams County Rural Health Clinic, Golden, IL
- Hamilton Warsaw Clinic, Warsaw, IL
- DaVita Dialysis Center of Hannibal, MO
- QMG - Mt. Sterling Branch Clinic, IL
- Palmyra Clinic, MO;
- Medical Office Building at 1107 College, Quincy
- East building of the Blessing Health Center, 927 Broadway, Quincy
- QMG - Medical Office Building at 231 Cherry Street, Winchester, IL,
- Blessing-Fort Madison, Keokuk Clinic, 1414 Main Street, Keokuk, IA.

2017 GOALS

Growth

Increase total donation income.

Quality

Maintain or increase Employee Engagement score.

Service

Maintain or increase Internal Customer Satisfaction.
Meet the goal set for the number of Consumer Assessment of Healthcare Providers & Systems (CAHPS) survey dimensions that achieve at least the 70th percentile.

Finance

Meet operating and salary expense goals.

DENMAN SERVICES, INC.

Radical changes in the business environment are rocking durable medical equipment (DME) providers.

As of July 1, 2016, Medicare reimbursement rates were set through a “competitive bidding” process. DME providers across the country are now reimbursed for key products and services based on the lowest bids received in the region they serve. In the region we serve, reimbursement fell by more than 40 percent in 10 key product areas. Meanwhile, Medicare demands the same level of service for the lower price.

On the consumer side of the business, high deductible health plans are becoming more popular leading more consumers to choose not to fill their DME prescriptions for products and services because they would be responsible for the full cost of the products or services until their deductible has been met. In addition to the potential negative impact on a patient’s physical health, the decision impacts a DME provider’s financial health.

In the face of these challenges, our team delivered successes in other areas. Lower health insurance and Worker’s Compensation costs, coupled with savings realized in the purchase of goods through our participation with the BJC Collaborative allowed us to finish Fiscal Year 2016 close to budget goals. I would like to report revenue growth. However, considering the market forces at work, I consider coming very close to meeting anticipated income to be a “win”.

Other wins included five-and-a-half percent growth in our success rate in meeting quality indicators and a nearly two percent jump in customer satisfaction.



Rick Kempe
President/CEO

Linen

Rather than taking a wait-and-see attitude due to market conditions, we invested in the future by spending \$3.7 million to replace the capital equipment at Denman Linen Service with a state-of-the-art tunnel and sort-on-rail system. The tunnel is a high-efficiency washer and the sort-on-rail system automates the movement of laundry through the plant and cleaning process. The new systems increases capacity, quality, consistency and efficiency through less water usage, reduced utility consumption, lower chemical costs, and increases employee safety and productivity.



New rail system at Denman Linen Service.

Speaking of quality, in addition to earning reaccreditation from the Healthcare Laundry Accreditation Council, Denman Linen Service earned the Textile Rental Services Association’s (TRSA) Hygienically Clean certification. The certification acknowledges a laundry organization’s effectiveness in protecting healthcare operations related to the handling of textiles containing potentially infectious materials.

Denman Linen Service began marketing a reusable wrap-around isolation gown. In addition to providing complete front and back coverage for 360 degrees of protection for healthcare workers, and being lighter and more breathable than disposables, the reusable gown helps providers better manage costs compared to disposables. Memorial Medical Center (MMC) made the decision to use these gowns resulting in cost savings for MMC and a new revenue source for us.



The new reusable Medline isolation gown available through Denman Linen Service offers 360 degrees of protection and cost savings compared to disposable isolation gowns.

Photos courtesy of Medline.com

Biomed

Participation in the BJC Collaborative's Clinical Engineering Operating Committee is paying dividends. This year Denman Biomed worked with other Collaborative members on three key projects:

- Brokered an arrangement between BJC and Blessing Hospital for BJC to perform preventive maintenance and service on the Radiation Therapy department's sophisticated Varian TrueBeam STx linear accelerator. This arrangement will save Blessing money while maintaining quality of service when compared to using the manufacturer's technical staff.
- Developing a BJC/Memorial Medical Center/Denman Biomed agreement with Phillips Medical on parts, tubes and service agreement with savings to exceed to \$150,000.
- Also developing a Shared Services agreement among Collaborative members. It involves creation of a database of information and available inventory among members to provide savings to members.

Denman Biomed is assisting Blessing Hospital with surgery expansion, specifically with the creation of the hybrid operating room.

New clients for Denman Biomed during 2016 included contracts with six Illinois prisons for maintenance and repair of their medical and dental equipment, McDonough District Hospital and Putnam County (Missouri) Hospital. Fort Madison (Iowa) Community Hospital extended its contract.

Durable Medical Equipment

In an effort to address reimbursement reductions brought about by the competitive bidding system, we began a process to analyze which products could be moved to "non-assigned" status with payors. When non-assigned products are purchased, the customer pays the price charged and Medicare reimburses the customer.

Denman's Illini Health Services in Pittsfield is assisting Illini Community Hospital with participation in the federal 340b program that provides outpatient drugs to eligible health care organizations at significantly reduced prices to reach more eligible patients, maintain and provide even more comprehensive services and lower medication costs for patients.

2017 GOALS

- Aggressively recruit additional linen customers.
- Grow Biomed's external customer base with an emphasis on imaging services.
- Develop innovative ways to manage the effects of federal competitive bidding, including the possibility of a centralized order processing structure to bolster the revenue cycle.

QUALITY & SERVICE DATA

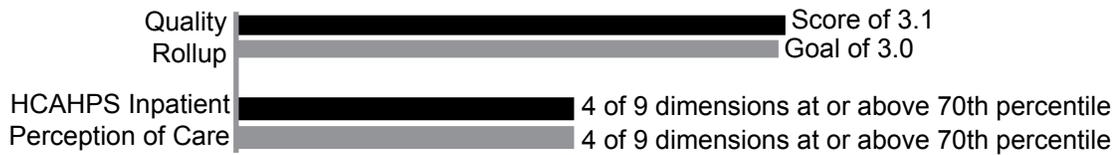
Blessing Health System is dedicated to providing high quality, accessible health care showing compassion and respect to those we serve.

As part of that service, we offer data about the quality of the services we provide to patients and customers. Our goals in providing this information include:

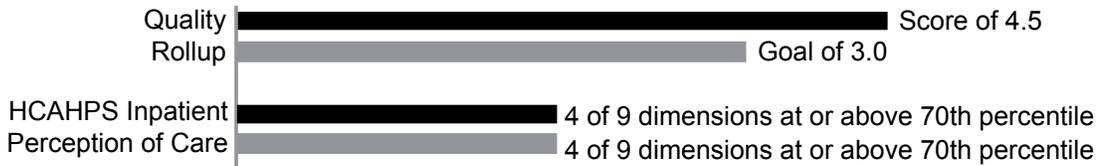
- Providing patients with good information to make informed decisions about their health and healthcare.
- Offering the public and patients accurate and honest data on the quality and prices of the services provided.
- Promoting the science of clinical practice and improve the quality care within the Blessing Health System.

Blessing Hospital

■ Result 2016 ■ Goal



Illini Community Hospital



Blessing Physician Services



Denman Services, Inc.

Overall Customer Satisfaction

Result **95.28%**

The target was 89.4%

Quality Rollup measures include readmission to the hospital within 30 days of discharge for those with pneumonia, heart failure and chronic obstructive pulmonary disease; the expected versus actual mortality rate for those with heart failure and sepsis; and the rate of hospital acquired infections. Goals are determined based on comparison with national benchmarks.

AUDIT COMMITTEE REPORT

The role of the Audit Committee is to assist the Blessing Corporate Services (BCS) Board of Trustees in fulfilling its oversight responsibilities regarding the integrity of financial statements, internal control, and compliance with legal and regulatory requirements, the external audit performance and risk management. Among the Committee's responsibilities are:

- Review of all financial statements;
- Insure integrity of the Internal Audit Department;
- Recommend the appointment and provide oversight of the work of registered public accounting firms employed by the System;
- Resolve disagreements between management and auditors regarding financial reporting;
- Seek information, whenever needed, from employees and/or external parties; and
- Retain independent counsel, accountants or others to advise the Committee or assist in the conduct of an investigation, with Board approval.
- Review the Annual Workplan/Risk Assessment for the organization.
- Complete a review of "Board Independence" for the System Boards.

The Audit Committee met five times during the year inclusive of a special meeting to hear the results of the Compliance Effectiveness Assessment.

Financial Statements/Bond Covenants

The Committee reviewed reports from the Chief Financial Officer each quarter and year-end financials. In addition to the financials, the Chief Financial Officer presented the compliance report bond covenant requirements for Blessing Hospital.

Audit of Accounts

Gray Hunter Stenn presented the 2015 audit at the first meeting of the 2016 calendar year. In addition to the Audit Committee, all BCS Presidents and Board Presidents/Chairs are invited to hear the report. Following the report, the Audit Committee met alone with the External Auditors to discuss any business.

In addition, the Audit Committee approved the new auditor partner rotation with Stephen Koester rotating to the Blessing Health System account.

Internal Audit

The Audit Committee approved the 2016 work plan for the Audit/Compliance department. Each quarter the staff presented audits, findings, and plans of correction for discussion.

Education Services

The Audit Committee members received three education presentations for discussion during the year:

1. Current State of Information Security by Todd Haverstock, Administrative Coordinator Information Security.
2. Enterprise Risk Management by Carolyn Bailey, Administrative Director Risk Management.
3. Five-Year BHS Strategic Financial Plan.

Assessment of the Committee Charter

The Audit Committee reviewed and assessed the adequacy of the Committee Charter as well as confirmed that all responsibilities outlined in the Charter had been completed.

Compliance/Effectiveness Assessment

The Compliance Officer provided a quarterly report of Compliance audits both externally and internally. Risk areas were discussed by the Committee. In 2016, the Audit Committee received an independent Compliance Effectiveness Assessment report from Boerner Consulting, LLC. The purpose of the assessment was to assess that each component of an effective compliance program has been successfully implemented according to the U.S. Sentencing Guidelines for Organizations.

Independence

In 2012, the Audit Committee assumed the responsibility for assessing the independence of all BHS boards and reporting to the BCS Board their findings. All Boards were determined to have a majority of independent members for 2016.

General

The Audit Committee meets as often as needed, at least four times a year. Five members make up the Committee. Three are BCS Board members, and two are non-Board members. Committee members must be independent, meaning they have not been employed by the Blessing Health System in an executive capacity within the last five years and are not affiliated with a company that advises or consults Blessing. Audit Committee members must also be "financially literate," meaning having past employment experience in accounting or finance, professional certification in accounting or comparable experience or background, including having been a chief executive officer, chief financial officer or other senior officer with financial oversight.

2016 Annual Report

BCS Audit Committee Members are:

Helen Cornell, Chair (resigned due to relocation)
John Obert
Chris Niemann
Bryan Stokes (resigned)

Phil Conover, Chair (new)
Vicky Eidson, D.Mgt.
Mary Oakley (new)

Maureen Kahn, President/Chief Executive Officer, Blessing Corporate Services and Blessing Hospital, is an ex-officio member of the Audit Committee.

The following BCS staff assists the Audit Committee in fulfilling its duties:

Betty J. Kasparie, BCS Compliance Officer
Patrick M. Gerveler, Chief Financial Officer
Lou Ann Weills, Internal Auditor
Richene Stotts, Internal Auditor
Sandy Schulte, Internal Auditor

OPERATING SUMMARY 2016

BLESSING HOSPITAL

Admissions 14,716
Babies 1,168
Outpatients 381,826
TOTAL PATIENT ENCOUNTERS ... 397,710

Average Length of Stay 3.6

TOTAL SURGERIES 16,597

Including 115 open heart surgeries

Emergency Center Visits 45,731
Blessing FastCare Visits 7,511
Lab Tests 702,168
Cardiopulmonary Procedures 127,933
Cardiology Procedures 41,786
Radiology Procedures 111,089
Physical Therapy & Rehab 130,001

BH Employees 2,206
Active Volunteers 707
Volunteer Hours 61,883

Walk-In Clinic

Patient Visits 20,811

ILLINI COMMUNITY HOSPITAL

Acute Admissions 245
Acute Average Length of Stay 3.1
Worthington Square admissions 184
Worthington Square Length of Stay 5.9
Outpatient visits 95,084

ILLINI COMMUNITY HOSPITAL (continued)

TOTAL SURGERIES 342

Emergency Visits 7,095
Lab Tests 61,445
Respiratory Treatments 6,085
Radiology Procedures 10,075
Rural Health Clinic & XPress visits .. 10,251
Employees 211
Active Volunteers 35
Volunteer Hours 4,045

BLESSING PHYSICIAN SERVICES

Total Patient Visits 162,344
Gross Revenue \$72,609,246
Blessing Hospital Production \$190,827,970
Illini Hospital Production \$1,943,361
Total number of employees 289

DENMAN SERVICES

Total Employment 151
Denman Medical (21); Adaptive Mobility (4);
Denman Biomedical (9); Denman Corporate (9);
Linen/Quincy (70); Linen/Decatur (5);
Linen/Springfield (8); Linen/Cape Girardeau (4)
Macomb Medical (5); Illini Health Services (11);
Hannibal Medical (5)



Improving Your Life

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