



A Year of Caring, Strategy and Dedication

St. Luke's Annual Report 2021

THE PATIENT. ABOVE ALL ELSE.®



The Patient. Above All Else.

“We are proud of where this plan is leading St. Luke’s. It’s a bright future of improved care, better outcomes, and more resources for the most vulnerable in our community”

Dear Community Members,

Throughout St. Luke’s, 2021 was a year of caring, strategy and dedication. We accomplished so much, despite the ongoing challenges of the COVID-19 pandemic. There are more stories of employees living out our Mission than we could ever fit into this Annual Report, more moments of compassion and caring than we can count. And for that, we are forever humbled and grateful.

Our Mission, *The Patient. Above All Else.*, moves us to serve and to do all we can for the people we are privileged to care for. As an organization, our Mission is supported by a strategic plan and four pillars (more about these on page three). We are proud of where this plan is leading St. Luke’s. It’s a bright future of improved care, better outcomes, and more resources for the most vulnerable in our community. It’s a future with a redeveloped, state-of-the-art campus built to meet the evolving demands of health care, and a growing and healthy workforce of skilled and compassionate employees.

St. Luke’s has always been an organization focused on the communities that make us who we are and that we are called to serve. Our employees, our patients, and the people who visit or call the Northland their home are the ones who drive St. Luke’s to be the very best and who drive our employees to do their very best each and every day. We are humbled by their professionalism and dedication.

The work highlighted in this Annual Report would not be possible without everyone at St. Luke’s. We appreciate their contributions to our patients, their colleagues and the organization.

Sincerely,



Eric Lohn
Co-President/CEO &
Chief Financial Officer



Nicholas Van Deelen, MD
Co-President/CEO &
Chief Medical Officer



Herbert Minke
Board of Directors
Chair

Our Mission

The Patient. Above All Else.

Our Vision

To provide the highest quality healthcare through trusted partnerships with our patients, employees and communities.

Our Values



Compassion

Quality

Teamwork

Safety

Pillars of Health



HEALTH OF OUR PATIENTS

HEALTH OF OUR PEOPLE

HEALTH OF OUR ORGANIZATION

HEALTH OF OUR COMMUNITIES

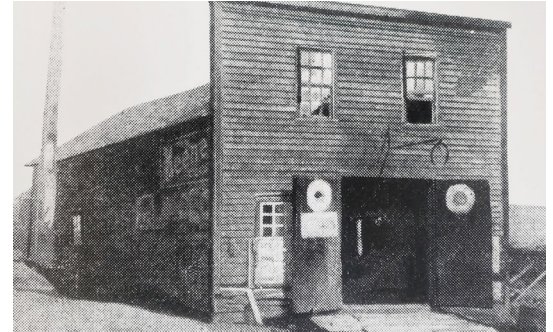
From blacksmith shop to modern healthcare system

At the height of the Victorian era, Duluth was a promising young city that was desperately in need of a hospital. The typhoid outbreak of 1881 finally made it impossible to continue ignoring the void. A small group from St. Paul's Episcopal Church took action.

The humble beginnings of a hospital were set up in an old blacksmith's shop. They called it St. Luke's, and within a month it was so full that patients often had to share a bed. In 1902, St. Luke's moved to the corner of 1st Street and 9th Avenue East where it still stands today, well over a century later.

St. Luke's has grown into a comprehensive healthcare system that serves the communities of northeastern Minnesota, northwestern Wisconsin and the Upper Peninsula of Michigan. St. Luke's includes primary and specialty care clinics, a tertiary and critical access hospital, a Level II Regional Trauma Center to provide emergency care, a nationally recognized heart and vascular center, as well as a cancer center accredited by the American College of Surgeons' Commission on Cancer.

As the close-to-home healthcare provider for many, St. Luke's uses a unique combination of expertise, technology and compassion to provide cost-effective, accessible medical care. We were founded to offer care to all, regardless of race, religion or background. We continue to do that as each doctor, nurse and other St. Luke's staff member strives to live out our Mission every day: **The Patient. Above All Else.**



Comprehensive Health Care System

Non-profit, 501(c)3
Governed by a community board



St. Luke's Hospital, Duluth, MN

Est. November 18, 1881
267 licensed beds, 18 bassinets



Lake View Hospital, Two Harbors, MN

Est. July 1957, Critical Access Hospital
25 licensed beds



St. Luke's Foundation, Duluth, MN

A 501(c)3 organization that provides innovative support to advance compassionate patient care, research and community health.

Multispecialty Medical Group:

297 physicians and advanced practice clinicians



13 primary care clinics



4 urgent care clinics



30 specialty clinics



eCare online clinic



2 pharmacies



3 Regional Centers: Trauma, Heart & Vascular, Cancer

RECOVER Study



St. Luke's is one of six healthcare organizations participating in the Centers for Disease Control and Prevention's (CDC) ongoing RECOVER (Research on the Epidemiology of SARS-CoV-2 in Essential Response Personnel) cohort study, one of the largest and longest studies of its kind in the United States. This study is designed to learn more about COVID-19 infection among essential workers and has been used to guide the country's response to the pandemic.

Infectious Disease Specialist Dr. Harmony Tyner is the principal investigator at St. Luke's and the study is being managed by St. Luke's research department, the Whiteside Institute for Clinical Research. The goal is to learn how COVID-19 moves through populations. Participants began enrolling in the study in September 2020.



Thanks to the study's participants, researchers have learned volumes. The data collected has resulted in many scholarly papers, with several more in the works. These have been published in major journals like the New England Journal of Medicine. The data has also influenced national policy decisions about masking and vaccination. As new questions arise, data from the study will help provide answers.

"It seems the more that is learned, the more there remains to be answered," Dr. Tyner said. "Thankfully, we have a committed group of participants who are providing those answers through their regular contributions to the data. The study is only successful because of the diligent involvement of the participants, and ours are exceptional!"

This study provides St. Luke's the opportunity to help not only our patients and communities, but to positively impact the lives of many, as we deal with the challenges of this global pandemic.

Pictured: More than 150 of the 600 participants in the CDC's national RECOVER study gathered at St. Luke's for a photo to commemorate their contribution to the study.

At the Forefront of COVID-19 Vaccines and Treatments



In 2021, St. Luke's responded to the unique needs of the ever-changing nature of COVID-19. St. Luke's COVID-19 Vaccine Clinic was quickly created to meet the high demand for the COVID-19 vaccine, inoculating thousands of community members on our campus, while also offering pop-up clinics throughout the Northland, including visits to ships in the harbor, where staff offered vaccine to these broad and vulnerable populations.

As treatments evolved, St. Luke's opened a COVID-19 Treatment Center (CTC) in St. Luke's Emergency Department, which specialized in monoclonal antibody infusions and other cutting-edge treatments that effectively treat people who have COVID-19.

These treatments dramatically reduced the risk of severe disease, hospitalization and death. The CTC continually evolved as new treatments became available to combat new strains. Through this work, St. Luke's was able to provide the most advanced treatments to our patients and community.

Pictured: St. Luke's COVID-19 Vaccine Clinic was quickly created to meet the high demand for the COVID-19 vaccine, inoculating thousands of community members on our campus, while also offering pop-up clinics throughout the Northland, including visits to ships in the harbor.

Supporting the Most Vulnerable in our Community



St. Luke's and CHUM partnered in a powerful way to offer additional housing for homeless seniors. This partnership was celebrated with a ribbon cutting ceremony at St. Francis Apartments in downtown Duluth on September 29.

CHUM had started leasing the first floor of the two-floor Duluth Inn earlier in the year. With St. Luke's purchase of the building at 131 W. 2nd Street, a total of 43 apartment units are now available for homeless seniors in Duluth.

St. Luke's owns and maintains the building and CHUM provides the programming. St. Luke's will not profit from the \$2.6 million venture and all grants for the project will be used to help those 55 and older who are experiencing chronic homelessness. Special preference will be given to people who are 65 and older, are veterans, or have disabilities.

"We see this as an incredible way we can partner with CHUM, which is tremendous asset to our community, to create a safety net for the most vulnerable," said St. Luke's Board of Directors Chair Herb Minke. "We are proud to be here today and look forward to what this means for so many in our community in the future."

CHUM Executive Director John Cole said the need for housing is great. "Having this resource is crucial to helping our most vulnerable adults get the resources they need. It's exciting to be able to grow and make progress on this challenging issue in our community." At the time of the ribbon cutting, eleven people lived at St. Francis Apartments, with the goal of increasing to the full capacity of 43 residents.

This project was also made possible through the support of the City of Duluth, the Duluth Housing & Redevelopment Authority, One Roof Community Housing, St. Louis County and many others.

Pictured: St. Luke's and Duluth leaders celebrated the opening of the St. Francis Apartments, a joint venture between St. Luke's and CHUM, that provides housing for some of the most vulnerable in our community.

Guardians of Excellence Awards



St. Luke's

St. Luke's is one of only eight organizations in the country to be honored with this national award of excellence in quality. The Guardian of Excellence Award from Press Ganey shows that St. Luke's has proven its commitment to the safety of patients by sustaining performance within the top 5% nationally for quality and safety measures for each quarter during the reporting year for the award. This award reflects data from the calendar year 2020.

"Earning this honor shows what incredible work our dedicated staff is doing day in and day out to care for our patients," St. Luke's Co-President/CEO & CMO Nick Van Deelen, MD, said.

The award used data in 12 active and representative clinical measures to calculate the overall composite score. Measures included emergency department, outpatient services, pregnancy and related conditions, stroke, tobacco, and venous thromboembolism.



Lake View

Lake View has proven their commitment to patients by sustaining performance within the top 5% nationally for patient experience.

"Every encounter with our patients and families matters," said Greg Ruberg, President/CEO of Lake View Hospital & Vice President of St. Luke's. "This award is a true reflection of the high-caliber team we have working across our organization."

The award honors healthcare organizations that have reached the 95th percentile in patient experience scores across the United States. Press Ganey awards recipients of the Guardian of Excellence Award annually.

Recent Certifications



DNV NIAHO Accreditation

St. Luke's maintained its Centers for Medicare & Medicaid Services (CMS) recertification through DNV NIAHO accreditation from DNV – Healthcare. St. Luke's demonstrated that it meets or exceeds patient safety standards set by the U.S. CMS.



ISO 9001 Certification

ISO 9001 is the internationally recognized standard for Quality Management Systems (QMS). It is the most widely used QMS standard in the world, with over 1.1 million certificates issued to organizations in 178 countries. DNV's accreditation program is the only one to integrate the ISO 9001. Quality Management System with the Medicare Conditions of Participation.



THE
COMMITTEE
ON **TRAUMA**



Level II Trauma Center

St. Luke's maintained its Level II Trauma Center designation by the Committee on Trauma (COT) of the American College of Surgeons, which recognizes St. Luke's commitment to providing optimal care for injured patients. Verified trauma centers must meet the essential criteria that ensure trauma care capability and institutional performance.



Primary Stroke Center Re-Certification

St. Luke's was re-certified by DNV as a Primary Stroke Center, affirming St. Luke's readiness to handle a full range of stroke-related medical problems.

Recent Certifications



Hip and Knee Replacement Program

St. Luke's was honored to be recognized again as a DNV certified Hip and Knee Replacement Center. The Hip & Knee Replacement Program Certification (HKRPC) integrates requirements related to the CMS Conditions of Participation for hospitals (CoPs). HKRPCs are designed to recognize excellence in orthopedic surgery within the scope of Hip and Knee Replacement and related procedures. The certification means that a hospital has demonstrated compliance with the DNV standard and adherence to guidelines of the American Academy of Orthopaedic Surgeons.



St. Luke's Honored with 3 National Awards for Stroke & Heart Attack Care

St. Luke's was honored to have earned three national awards from the American Heart Association (AHA). St. Luke's earned the awards for commitment to and success in implementing specific quality improvement measures and research-based guidelines outlined by the AHA for the treatment of patients.

- St. Luke's has received the 2021 Mission: Lifeline Gold Plus Receiving Center Quality Achievement Award for STEMI
- Mission: Lifeline NSTEMI Gold Quality Achievement Award
- Get with the Guidelines Stroke Gold Plus with Targeting Type 2 Diabetes Honor Roll Award



National Safe Sleep Hospital Certification Program

St. Luke's achieved silver level recognition from the National Safe Sleep Hospital Certification Program for our commitment to best practices and education on infant safe sleep. The National Safe Sleep Hospital Certification was created by Cribs for Kids, the only national infant safe sleep organization. St. Luke's was the first healthcare organization in the state to earn this honor in 2017.

2021 Board of Directors

Herb Minke
Chair

Yvonne Prettner Solon
Vice Chair

Kevin Beardsley
Treasurer

Aimee VanStraaten, MD
Secretary

Mitchell Cardwell, DO

John Cloutier

Edwin King Hall

Patrick Heffernan

Amanda Imes

MayPakou Ly

Rene Settergren

Nyasha Spears, MD

Ruth Westra, DO

2021 Executive Team

Eric Lohn
Co-President/CEO & Chief Financial Officer

Nicholas Van Deelen, MD
Co-President/CEO & Chief Medical Officer

Katherine Becker
Vice President of Corporate Compliance

Michael Boeselager
Vice President of Support Services

Theresa Hannu
Vice President, Chief Nursing Officer

Chris Johnson
Vice President, Strategy & Finance

Greg Ruberg
*President/CEO, Lake View &
Vice President, St. Luke's*

Chris Sorenson
Vice President, Chief Information Officer

Kim Terhaar
Vice President, Ambulatory Care

2021 Medical Staff Organization

Timothy Kleinschmidt, MD
Chief of Staff

Andrea Benson, MD
Chief of Staff Elect

Mary J. Boylan, MD
Immediate Past Chief of Staff

Rebekah Beach, MD
Secretary

2021 Medical Department Chairs

Rachel Gordon, MD
Medicine

Heather Buchholz, MD
Dermatology

Jake Powell, MD
Hospital Medicine

Mark Eginton, MD
Surgery

David Fogarty, MD
Orthopedics

David Hutchinson, MD
Family Medicine

Melissa Miller, MD
OB-GYN

Kevin Morgan, MD
Pediatrics

2021 Summary of Revenues (in thousands)

Patient Services Revenue	\$1,336,600
Deductions from Revenue:	
Contractual/Other	\$819,929
Patient Financial Assistance	\$2,912
Bad Debt	\$8,115
Other Revenue	\$41,644
Total Revenues Received	\$547,288

2021 Summary of Revenue Uses (in thousands)

Salaries/Benefits	\$310,038
Depreciation & Interest	\$25,410
Other Operating Expenses & Reinvestment	\$211,840
Total Revenue Uses	\$547,288

St. Luke's Foundation (in thousands)

Donations	\$1,326
Assets	\$14,398
Grants	\$874

Included in the consolidated St. Luke's organizational values above.

2021 Statistical Highlights

Admissions	10,867
Births	825
Patient Days	61,943
Emergency/Urgent Care Visits	58,471
Outpatient Registrations	168,778
Number of Surgeries	10,313
Home Health/Hospice Visits	33,190
Clinic Visits	700,812

2021 Community

Employees	3,207
Medical Staff & Allied Health Professionals	1,062
Employed Physicians and Advanced Practice Clinicians	302
Providers Welcomed in 2021	35
Specialties	60+
Volunteers	103

Equal Employment Opportunity and Affirmative Action at St. Luke's

It is the policy of St. Luke's to afford equal employment opportunity to all individuals, regardless of race, color, creed, religion, national origin, gender, disability, age, marital status, familial status, veteran status, genetic information, sexual orientation, membership or activity in a local human rights commission, status with regard to public assistance or any other category as defined by law.

In addition, St. Luke's adheres to the equal employment opportunity requirements and will take affirmative action to ensure that our practices are free of discrimination. St. Luke's commitment to equal opportunity is applied through every aspect of the employment relationship, including, but not limited to, recruitment, selection, placement, training, compensation, promotion, transfer, termination, and all other matters of employment.