



Growth.  
Expansion.  
Quality care.

St. Luke's Annual Report 2012

THE PATIENT. ABOVE ALL ELSE.®



2012  
FEATURE

# Building a better patient experience



In response to feedback from patients, family members, physicians and staff, we dedicated resources to open new clinics, expand service offerings and upgrade clinic environments, most notably the opening of St. Luke's Campus Building A.

St. Luke's Campus Building A, located at 1012 East Second Street, is now home to six practices—St. Luke's Gastroenterology Associates, St. Luke's Neurosurgery Associates, St. Luke's Orthopedics & Sports Medicine, St. Luke's Pediatric Associates, St. Luke's Physical Medicine & Rehab Associates, and St. Luke's Plastic Surgery Associates—as well as three levels of parking. With the opening of Campus Building A, patients can enjoy a more spacious, comfortable health care setting.

St. Luke's Urgent Care clinics have made it easier for patients to get the care they need when they need it. To expand access to urgent care services throughout the region, we opened Urgent Care clinics at Laurentian Medical Clinic in Mountain Iron and Lake View Hospital in Two Harbors. Both offer walk-in care and weekend hours for minor health care issues that need to be addressed as soon as possible. With the opening of Lake View Pharmacy, also in Two Harbors, patients can now enjoy the convenience of an on-site pharmacy.

Every day, we challenge ourselves to find ways of improving the patient care experience.

TO OUR  
COMMUNITY

St. Luke's focus on expansion and growth allows us to better serve our patients.

---

In 2012, we created new spaces and welcomed another physician practice into our health care system—just a few of the ways we stayed true to our mission: the patient above all else.

---

### Expansion

St. Luke's Campus Building A is the most visible example of our expansion in 2012. Located on the corner of Second Street and Tenth Avenue East, it opened in September to provide a more spacious home for the six St. Luke's clinics that relocated there. Staff and patients are delighted with the comfortable, welcoming space, modern equipment and ample parking. Campus Building A was built to accommodate our continued growth and expansion.

### Growth

St. Luke's welcomed Northland Obstetrics & Gynecology into St. Luke's health care system. Located in the Northland Medical Building, the practice is now St. Luke's Obstetrics & Gynecology Associates. Building on a long-standing and collegial relationship, the specialty clinic allows us to continue providing quality obstetrics and gynecology care to women throughout Duluth and surrounding areas.

### Quality Care

St. Luke's Regional Heart Center achieved a major milestone when Dr. Mary Boylan, St. Luke's Cardiothoracic Associates, performed the 1,000th cardiothoracic surgery at St. Luke's Hospital. With the goal of reducing patient exposure during radiologic exams, we installed low-dose Computed Tomography (CT) equipment at St. Luke's Hospital and Lake View Hospital.

By investing in expansion and growth, St. Luke's ensures that the people of our region have access to the most compassionate, respectful care delivered by our exceptional staff. Putting the patient above all else is the focus of everything we do.



Sincerely,

John Strange  
President and CEO

Dale Moe  
Board Chair

Our Mission

# The Patient Above All Else

---

Our Values

The patient comes first.

Quality is our expectation.

People make it happen.

Everyone is treated with respect.

---



## YEAR IN REVIEW

# The Year in Review

---

## Expansion



Laurentian Medical Clinic launched its new Urgent Care services in March with walk-in care and weekend hours. Urgent Care treats minor health care issues that need to be addressed as soon as possible.



Lake View Hospital, located in Two Harbors, opened Urgent Care in June.



St. Luke's welcomed Northland Obstetrics & Gynecology to our health care system in July. The clinic, renamed St. Luke's Obstetrics & Gynecology Associates, is staffed by a team of caring, experienced professionals dedicated to women's reproductive health.

---

## YEAR IN REVIEW



Lake View Pharmacy, located in Two Harbors, opened in July and hosted an open house for the community in September.



St. Luke's Duluth Internal Medicine Associates celebrated the reopening of its fully refurbished clinic with an open house in July. Located in the Medical Arts Building, the remodeled clinic features new equipment, greater efficiency and a more comfortable patient experience.



St. Luke's celebrated the grand opening of St. Luke's Campus Building A with an open house in September. The building is now home to St. Luke's Gastroenterology Associates, St. Luke's Neurosurgery Associates, St. Luke's Orthopedics & Sports Medicine, St. Luke's Pediatric Associates, St. Luke's Physical Medicine & Rehab Associates and St. Luke's Plastic Surgery Associates, as well as three levels of parking.

---

## Honors

The Minnesota Psychological Association (MPA) honored St. Luke's with a Psychologically Healthy Workplace Award for supporting and recognizing employees and fostering employee health and well-being, while enhancing organizational performance. St. Luke's was the only Minnesota-based organization to receive this award in 2012.

The American College of Cardiology (ACC) honored St. Luke's with a Get With The Guidelines™ Platinum Performance Achievement Award for its treatment of heart attack patients. To qualify, a hospital must consistently follow the treatment guidelines established by the ACC and the American Heart Association for eight or more consecutive quarters and meet at least 90 percent of specific performance measures. St. Luke's is one of 164 hospitals nationwide to receive the 2012 ACTION Registry® Platinum Award.

St. Luke's was listed in the US News & World Report's 2013 Best Hospitals Guide for its commitment to cardiac care. As defined by the American Heart Association and American Stroke Association's Mission: Lifeline campaign, two areas of achievement were recognized with silver awards: handling of heart failure and handling of STEMI (ST segment elevation myocardial infarction).

St. Luke's Regional Heart Center reached a major milestone when Dr. Mary Boylan, St. Luke's Cardiothoracic Associates, performed the 1,000th cardiothoracic surgery at St. Luke's Hospital. Cardiothoracic surgery interventions have been performed at St. Luke's since 2003.

---

---

## Accreditation

The Commission on Cancer granted a three-year accreditation with commendation to St. Luke's Regional Cancer Center for its commitment to quality care, ongoing improvement and public accountability.

The American College of Surgeons recertified St. Luke's Regional Trauma Center as a Level II Trauma Center. The three-year certification recognizes St. Luke's commitment to providing the highest-quality trauma care to all injured patients.

The Intersocietal Accreditation Commission (IAC) granted three-year accreditations to St. Luke's Diagnostic Imaging department for nuclear cardiology and vascular ultrasound (vascular testing in the areas of extracranial cerebrovascular testing, peripheral arterial testing and peripheral venous testing). IAC grants accreditation only to those facilities found to provide quality patient care in compliance with national standards.

The American College of Radiology (ACR) awarded three-year accreditations to St. Luke's Diagnostic Imaging department for ultrasound imaging, positron emission tomography (PET), mammography, and computed tomography (CT) imaging. Centralized Diagnostic Imaging's magnetic resonance imaging (MRI) unit also received ACR accreditation. ACR accreditation represents the highest level of image quality and patient safety as defined by ACR Practice Guidelines and Technical Standards.

The College of American Pathologists (CAP) granted accreditation to St. Luke's Laboratory. The CAP Laboratory Accreditation Program ensures the highest standard of care for all laboratory patients and is recognized as being equal to or more stringent than the U.S. government's inspection program.

---



---

## Sponsorships

St. Luke's Invitational Icebreaker Tournament, one of the largest youth girls' tournaments in Minnesota, hosted 88 teams and 1,350 players, ages 8 to 15, at hockey arenas in Duluth and the surrounding area.



Bullying: Continuing the Conversation, a three-part program sponsored by St. Luke's and the St. Luke's Foundation, invited parents, educators, students and community members to join in conversation to address what the community can do to stop bullying.

---

## Health Initiatives

More than 800 St. Luke's employees participated in two health initiatives: Step to a Healthy Heart and Weight Loss Challenge. Six hundred employees tallied a total of 126,389,962 steps, while 226 employees achieved a combined weight loss of 319 pounds.

In response to rising rates of obesity and obesity-related diseases, St. Luke's removed all sugar-sweetened beverages from hospital and clinic cafeterias, vending machines, special functions, staff lounges and patient meals (based on prescribed dietary needs). Limiting the consumption of sweetened beverages is an important first step toward reducing obesity.

---

## Board of Directors

---

Gail Baldwin, MD  
Secretary

Lisa Bodine

John Cloutier

Marlene David

Mark Emmel  
Vice Chair

Jesse Frye

Edwin King Hall

Dave McMillan  
Treasurer

Dale Moe, Chair

Kathleen Nelson, EdD

Del Prevost

Kristi Stokes

John Strange

Marshall Watson, MD

Ruth Westra, DO

---

## Executive Team

---

John Strange  
President and Chief Executive Officer

Sandra Barkley  
Vice President, Clinics

Ron Franzen  
Vice President, Support Services

Susan Hamel  
Chief Nursing Officer

Jo Ann Hoag  
Vice President of Network Development,  
Interim CEO, Lake View Hospital

James Wuellner  
Vice President of Finance,  
Chief Financial Officer

Susan Benjamin  
Vice President of Finance,  
Chief Financial Officer

Gary Peterson, MD  
Vice President of Medical Affairs,  
Chief Medical Officer

Brian Carlson  
Vice President and CEO,  
Lake View Hospital

---

---

# Medical Staff Organization

---

Paul Sanford, MD  
Chief of Staff

Stephen Hadley, MD  
Secretary

Elisabeth Revoir, MD  
Chief of Staff Elect

---

---

# Medical Department Chairs

---

Nicholas Van Deelen, MD  
Emergency Medicine

Maria Kundel, MD  
Pediatrics

Mary Boylan, MD  
Surgery

Jennifer Boyle, MD  
OB/GYN

David Kirby, MD  
Family Medicine

Juan Colareta, MD  
Psychiatry

Timothy Kleinschmidt, MD  
Medicine

---

NEW  
MEDICAL  
STAFF

# Expanding our medical staff to advance the quality of patient care



**Morgan Althoen, MD**  
Consulting Radiologists, Ltd.



**Christopher Baumbach, MD**  
Miller Creek Medical Clinic



**Daniel Bowman, MD**  
St. Luke's Nocturnist



**Basem Goueli, MD, PhD**  
St. Luke's Oncology & Hematology  
Associates



**Matthew Horning, MD**  
Chequamegon Clinic



**Stephen Huddleston,  
MD, PhD**  
St. Luke's Cardiothoracic Surgery  
Associates

## NEW MEDICAL STAFF



**Edward Martinson, MD**

St. Luke's Physical Medicine & Rehab  
Associates



**Nick Johnson, MD**

St. Luke's Urology Associates



**Daniel Opheim, MD**

St. Luke's Pavilion Surgical Associates



**Luke Stoltzfus, MD**

St. Luke's Anesthesia Associates



**Todd Struckman, MD**

St. Luke's Emergency Medicine



**Andrew Thompson, MD**

St. Luke's Infectious Disease  
Associates



**Cassandra Morsette, NP**

Lake View Medical Clinic



**Jason Nelson, CNP**

St. Luke's Mental Health Services





---

Diagnostic, therapeutic and specialty services to better serve the growing needs of our community

---

## Hospitals

- 
- St. Luke's Hospital
  - Lake View Hospital
- 

## Regional Centers

- 
- St. Luke's Regional Cancer Center
  - St. Luke's Regional Heart Center
  - St. Luke's Regional Trauma Center
-

# Medical & Surgical Services

- 
- Acute Inpatient Rehabilitation
  - Acute Renal Dialysis
  - Allergy and Immunology
  - Anesthesiology
  - Cardiology
  - Cardiothoracic Surgery
  - Colorectal Surgery
  - da Vinci® Surgery System
  - Dermatology
  - Emergency Medicine/Trauma Care
  - Endocrinology
  - Family Medicine
  - Gastroenterology
  - General Surgery
  - Infectious Disease
  - Internal Medicine
  - LASIK Surgery
  - Maternal Child Health
  - Mental Health
  - Nephrology
  - Neurology
  - Neurosurgery
  - Obstetrics/Gynecology  
da Vinci® Surgery (*Minimally Invasive Robotic-Assisted Surgery*) for Gynecology
  - Occupational Medicine
  - Oncology/Hematology
  - Ophthalmology
  - Oral and Maxillofacial Surgery
  - Orthopedic Surgery
  - Otolaryngology
  - Pathology
  - Pediatrics
  - Physical Medicine and Rehabilitation
  - Plastic Surgery
  - Podiatry
  - Pulmonary Medicine
  - Radiation Oncology
  - Radiology
  - Rheumatology
  - Sports Medicine
  - Urology  
da Vinci® Surgery (*Minimally Invasive Robotic-Assisted Surgery*)
  - Vascular Surgery
  - VATS  
(*Video Assisted Thoracoscopic Surgery*)
  - Weight Loss Essentials  
(*Medical and Surgical*)
-

# Diagnostic & Therapeutic Services

- Anticoagulation Clinic
- Biofeedback/Neurofeedback
- Breast Center
- Capsule Endoscopy
- Cardiac Angioplasty
- Cardiac Diagnostics
- Cardiac Rehabilitation
- Cardiology Device Clinic
- Chemotherapy
- Coronary CT Angiography  
(*Computed Tomography*)
- CRRT (*Continuous Renal Replacement Therapy*)
- CT Scanning
- 3D and 4D Conformal Radiation
- Diabetes Care
- Electrophysiology
- Endoscopic Vein Harvesting
- Endoscopy/Proctoscopy/Colonoscopy
- EECP®  
(*Enhanced External Counterpulsation*)
- Guided Imagery
- Hand Therapy
- Hearing Assessments – Lake View
- Heart Failure Clinic
- Hypnosis
- Infusion Therapy
- IMRT (*Intensity-Modulated Radiation Therapy*)
- Laboratory
- Lithotripsy
- Lymphedema Services
- Mammography (*Digital and BSGI*)
- Mental Health
- MRI (*Magnetic Resonance Imaging*)
- Neurological Screening/Diagnostics
- Neuromuscular Electrical Stimulation (NMES)
- Nutrition Counseling
- Occupational Therapy (*Adult and Pediatric*)
- Osteoporosis Screening  
(*DEXA Scan and Heel Ultrasound*)
- Ostomy/Continence/Wound Care
- PACE  
(*Professionally Assisted Customized Exercise*)
- Pain Management
- PET Imaging (*Positron Emission Tomography*)
- Pharmacy
- Physical Therapy (*Adult and Pediatric*)
- Psychological Services
- Pulmonary Rehabilitation
- Radiation Therapy
- Radio-Frequency Ablation
- Radiology
- Rehabilitation (*Inpatient and Outpatient*)
- Respiratory Therapy
- Saebo Rehabilitation  
(*Stroke and Neurological Injury*)
- Sleep Disorders Center
- Speech Therapy (*Adult and Pediatric*)
- Stereotactic Radiosurgery
- Stroke Program
- TMJ Services
- Ultrasound
- Vascular Services
- Vestibular Rehabilitation Therapy
- Vision Rehabilitation Program
- VNUS Closure for Varicose Veins
- Women's Heart Clinic

\* EECP is a registered trademark of Vasomedical, Inc.

# Community & Regional Services

- Childbirth Education
- Child Car Seat Safety Clinics  
*(Partnership with the Duluth Fire Department and Northland's NewsCenter)*
- Clinical Experience Affiliations
- Community Health Education
- Continuing Education Programs  
*(Health Professionals, Physicians and EMS)*
- CPR Training
- Diabetes Education
- Employee Assistance Program
- Fall Prevention Program
- Family Practice Residency Program  
*(Joint Sponsorship)*
- First Aid Classes
- Home Health Care
- Home Telemonitoring
- Hospice Duluth®
- I Can Cope
- Injury Prevention Programs  
*(TraumaRoo, EN CARE, Think First)*
- Joint Replacement Pre-Surgery Class
- Kids Can Cope
- Lake View Cottages *(Assisted Living)*
- Life Link III Air Medical Transport
- Living Well with Chronic Conditions Workshop
- Medical Home
- Osteoporosis Program
- Outpatient Surgery Center at Mariner Medical Clinic
- Outreach Education
- Pavilion Surgery Center
- Physician Outreach Education
- Physical Therapy & Fitness Center  
*(Partnerships with Mount Royal Pines and St. Ann's Residence, Duluth, MN, and William Kelly High School, Silver Bay, MN)*
- Pilates
- St. Luke's Driving Evaluation and Training Program
- St. Luke's International Travel Health Center
- Speaker's Bureau
- Support Groups
- Whiteside Institute for Clinical Research  
*(In collaboration with the University of Minnesota Medical School, Duluth)*

# Family Medicine

- Bay Area Medical Clinic, Silver Bay, MN
- Chequamegon Clinic, Ashland, WI
- Denfeld Medical Clinic, Duluth, MN
- H bbing Family Medical Clinic, H bbing, MN
- Lake View Medical Clinic, Two Harbors, MN
- Laurentian Medical Clinic, Mountain Iron, MN
- Lester River Medical Clinic, Duluth, MN
- Mariner Medical Clinic, Superior, WI
- Miller Creek Medical Clinic, Hermantown, MN
- Mount Royal Medical Clinic, Duluth, MN
- P.S. Rudie Medical Clinic, Duluth, MN

# Specialty Care

Specialty clinics are located in Duluth, Minnesota. In addition, many of our specialists provide consulting services to St. Luke's family medicine clinics.

- St. Luke's Allergy & Immunology Associates
- St. Luke's Anesthesia Associates
- St. Luke's Cardiology Associates
- St. Luke's Cardiothoracic Surgery Associates
- St. Luke's Dermatology Associates
- St. Luke's Duluth Internal Medicine Associates
- St. Luke's Emergency Services
- St. Luke's Endocrinology Associates
- St. Luke's Gastroenterology Associates
- St. Luke's Infectious Disease Associates
- St. Luke's Internal Medicine Associates
- St. Luke's Neurosurgery Associates
- St. Luke's Obstetrics & Gynecology Associates
- St. Luke's Occupational Health Clinic
- St. Luke's Oncology & Hematology Associates
- St. Luke's Ophthalmology Associates
- St. Luke's Orthopedics & Sports Medicine
- St. Luke's Pavilion Surgical Associates
- St. Luke's Pediatric Associates
- St. Luke's Physical Medicine & Rehab Associates
- St. Luke's Plastic Surgery Associates
- St. Luke's Psychiatry Associates
- St. Luke's Pulmonary Medicine Associates
- St. Luke's Radiation Oncology Associates
- St. Luke's Rheumatology Associates
- St. Luke's Surgical Associates
- St. Luke's Urology Associates

# Urgent Care

- St. Luke's Hospital, Duluth, MN
- Denfeld Medical Clinic, Duluth, MN
- Lake View Hospital, Two Harbors, MN
- Laurentian Medical Clinic, Mountain Iron, MN
- Mariner Medical Clinic, Superior, WI
- Miller Creek Medical Clinic, Hermantown, MN



---

## Pharmacies

- 
- Northland Pharmacy
  - Lake View Pharmacy
- 

---

## Q Care

### St. Luke's Express Clinic

---

Q Care, located in the Duluth Cub Foods, offers convenient, walk-in care for minor health concerns for people of all ages. Staffed by a physician assistant or nurse practitioner, the clinic provides basic diagnostic services and prescriptions for treatment, as well as some on-site lab testing.

---

## Summary of Revenues

(in thousands)

	St. Luke's	Lake View
Patient Services Revenue	\$742,411	\$18,409
Deductions from Revenue:		
Contractual/Other	\$407,686	\$5,823
Patient Financial Assistance	\$5,809	\$110
Bad Debt	\$7,003	\$351
Other Revenue	\$16,529	\$1,089
Total Revenues Received	\$338,442	\$13,214

## Summary of Revenue Uses

(in thousands)

	St. Luke's	Lake View
Salaries/Benefits	\$208,818	\$6,486
Depreciation & Interest	\$12,675	\$1,161
Other Operating Expenses & Reinvestment	\$116,949	\$5,567
Total Revenue Uses	338,442	\$13,214

# 2012 Statistical Highlights

	St. Luke's	Lake View
Admissions	10,595	215
Births	880	–
Patient Days	46,534	1,734
Emergency/Urgent Care Visits	70,656	4,276
Outpatient Registrations	153,283	6,328
Occupancy Percentage	50.10%	31.10%
Number of Surgeries	9,852	57
Home Health/Hospice Visits	17,589	–
Clinic Visits	485,411	21,059
Assisted Living Resident Days	–	3,539
Occupancy Percentage Assisted Living	–	87.00%