

Paula and Chase Bergstedt,  
Patients at St. Luke's  
Miller Creek Medical Clinic



## The Patient. Above All Else.

---

St. Luke's Annual  
Report 2013

THE PATIENT.  
ABOVE ALL ELSE.®

  
St. Luke's

2013  
FEATURE

# Friendly, personal care to guide patients through the system



---

When the primary care doctor is involved, it's very patient-friendly and provides better continuity of care.

---

As health care becomes more complex, St. Luke's is able to provide patients with a personal, cohesive experience that starts with primary care. "In areas of the country without strong primary care, they see more people in the emergency room, as they go there for every symptom," says Brian Capps, MD, primary care physician with St. Luke's P.S. Rudie Medical Clinic in downtown Duluth. "When primary care is readily at hand, we can offer appropriate care at less cost than an emergency room visit."

Todd Scaia, clinic manager for St. Luke's H bbing Family Medical Clinic and Laurentian Medical Clinic, sees the value every day. "The primary care doctor is the tour guide. When the primary care doctor is involved, it's very patient-friendly and provides better continuity of care within the system." St. Luke's primary care clinics are closely aligned with the specialty services and many specialty physicians visit clinics. With northern Minnesota's unpredictable winter weather and aging population, having services close to home is a real benefit.

John Watkins, MD, orthopedic surgeon with St. Luke's Orthopedics & Sports Medicine, agrees. "We're all on the same team for the patient," he says. "Sharing the same system makes it easier for the patient. One of the benefits of St. Luke's is that our specialty physicians have good working relationships with the primary care doctors."

Patients who are not feeling well or who have never had a health issue may not know what to expect from their medical treatment. That's where the primary care physician can be very helpful. Dr. Capps says, "It can be overwhelming for patients. A physician who knows you can help you know what to expect, what happens during a procedure, what recovery will be like, what to expect from rehab. We can tell you all those things ahead of time so your expectations meet what occurs."

As a regional system, St. Luke's has the benefit of tailoring each primary care clinic to the community it serves. John Strange, St. Luke's President and CEO, sums it up. "The Patient Above All Else is not just advertising. It's who we are. We take care of people. We take care of the families, friends and neighbors in our communities. That makes health care a very personal thing."

---

TO OUR  
COMMUNITY

# Helping patients navigate changes in health care

---

St. Luke's primary and specialty care providers support patients throughout their health journey.

---

At St. Luke's, employees in our hospitals and clinics strive each and every day to live our mission—The Patient Above All Else. Our patient testimonials in 2013 spoke highly of our caring staff. Paula, a patient at Miller Creek Medical Clinic, said, "We're not just names on a chart." Debra, a patient in St. Luke's Weight Loss Essentials program, said, "My weight management doctor is a great coach."

2013 was a year of preparing for changes in health care delivery, including encouraging people to choose a primary care provider. A primary care provider lays a foundation for patients and families to utilize the many services available in a comprehensive health care system such as St. Luke's. And a visit to a primary care physician begins a bond that can help determine best paths to overall health—which could include any of our specialty services and hospital care at any point in life.

Expanding our services to fill patient needs continues as we grow. In January, St. Luke's welcomed Austin & Treacy, PA, a comprehensive eye care clinic, into St. Luke's health system. The practice is now named St. Luke's Ophthalmology Associates. St. Luke's also welcomed a number of new medical providers in primary care and specialty clinics.

St. Luke's works hard to ensure health care services are provided to the people of our region with compassion and respect. Living our mission each and every day is the focus of everything we do.



Sincerely,

John Strange  
President and CEO

Mark Emmel  
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

THE PATIENT. ABOVE ALL ELSE.®



St. Luke's welcomed Austin & Treacy, PA, a comprehensive eye care clinic, to our health care system in January. Renamed St. Luke's Ophthalmology Associates, the clinic is staffed by a team of experienced professionals dedicated to eye care.



Laurentian Medical Clinic's two-million-dollar expansion opened to patients in February. The clinic increased in size by 60 percent, allowing it to become an ambulatory care center. The clinic offers primary care, visiting specialists, urgent care, and imaging services including low-dose CT, ultrasound, MRI scans and mobile echocardiography.



As a continuation of St. Luke's medical campus plan, vacant buildings on East Second Street between 11th Avenue East and 12th Avenue East were razed to make way for the expansion of employee parking adjacent to Campus Building A. About 250 additional employee parking spaces were created.



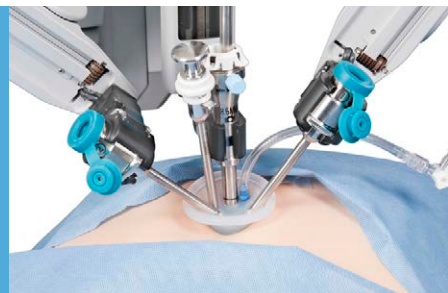
St. Luke's Hospital was designated a Safe Place for young people in crisis to seek refuge. Safe Place signs welcome youth in need to St. Luke's and other local organizations. Safe Place offers a secure location until a representative from Bethany Crisis Shelter arrives to escort youth to the shelter. St. Luke's facility assistants and security officers were trained to assist as part of the certification to become a Safe Place.



A new state-of-the-art Sim Lab opened for staff and community training in September. Nurses, paramedics, EMS staff and physicians learn and hone skills on the life-size Sim Man and Sim Baby models, who breathe and talk like live patients and can be programmed to simulate numerous real-life scenarios such as choking or heart problems. The \$25,000 Sim Lab was made possible through a generous donation to St. Luke's Foundation by an anonymous donor.

**A**cknowledge  
**I**ntroduce  
**D**uration  
**E**xplanation  
**T**hank you

St. Luke's employees are thinking "AIDET." An initiative of the Patient Satisfaction Committee, AIDET got underway in the fall of 2013 and is a way of improving communication with patients, families and coworkers. The five steps are: Acknowledge, Introduce, Duration, Explanation and Thank you. Addressing each of these steps assists in providing excellent care to our patients and their families through effective and empathetic communication.



People in Duluth needing gallbladder surgery now have a new option—single-site robotic gallbladder surgery with the da Vinci® robotic system. Dr. John Bollins, St. Luke's Pavilion Surgical Associates, performed the area's first surgery of this type in September. Robotic gallbladder surgery benefits can include minimal scarring and pain, low blood loss, fast recovery, short hospital stay and high patient satisfaction.

## Initiatives



St. Luke's stepped into the social media arena with its first Facebook post and YouTube channel. Social media provides patients with quick updates about St. Luke's and its services and offers helpful information from our medical experts. St. Luke's also uses LinkedIn to recruit applicants and share news and developments with our industry connections.



St. Luke's launched its iPad Project in the Birthing Center. New mothers and families can check out an iPad for the duration of their stay, for viewing educational videos on subjects related to caring for a new baby, as well as for entertainment, Facebook, Skype and other apps. This \$100,000 project was funded by St. Luke's Foundation's annual Circle of Light event and individual donors.



As part of the ongoing Safe Patient Handling initiative, the first four overhead lifts were installed to make moving patients in St. Luke's Hospital even safer for both patients and staff. These new lifts complement St. Luke's existing patient lifting equipment.

## Honors/Awards



The American Psychological Association (APA) recognized St. Luke's as one of nine 2013 Best Practice Honorees for St. Luke's Safe Patient Handling initiative. Steps taken by St. Luke's Safe Patient Handling Committee helped to reduce worker's compensation claims and employee injuries for five consecutive years, despite an increase in the total number of employees over the same period.

Photo Credit: Larry Canner Photography. Photos courtesy of the American Psychological Association. Used with permission. Marla Halvorson, Director of Human Resources, and Shawn Burns, Human Resource Specialist, accepted the award on behalf of St. Luke's.

St. Luke's was recognized as a Center of Excellence for Hip and Knee Replacements. The designation of Blue Distinction Center+ comes from Blue Cross and Blue Shield of Minnesota. Selection criteria identified medical facilities which demonstrate expertise in delivering quality specialty care, including robust measures focused on improved patient health and safety, as well as new cost-efficiency measures.



Cardiac care at St. Luke's Regional Heart Center ranks among the top in the nation, according to patient feedback. Professional Research Consultants (PRC) presented St. Luke's inpatient cardiac services with a Five Star Excellence Award 2013 for the department's overall quality of care.

US News and World Report's 2013 Best Hospitals Guide named St. Luke's in two categories for its commitment to care of cardiac patients. St. Luke's was honored with silver awards in heart failure patient care and STEMI patient care.

St. Luke's was recognized for quality cardiac care by Blue Cross and Blue Shield of Minnesota through designation as a Blue Distinction Center for Cardiac Care. To receive the designation, St. Luke's demonstrated success in meeting general quality and safety criteria and cardiac-specific quality measures for cardiac surgical and nonsurgical procedures.



David Sproat, MD, St. Luke's Duluth Internal Medicine Associates, was presented the Physician of the Year Award by the Lake Superior Medical Society (LSMS). This significant award is given in recognition of consistently demonstrating qualities recognized as defining excellence in medical care delivery. Other awardees include: Linda Van Etta, MD, St. Luke's Infectious Disease Associates—Thomas A. Stolee: Exceptional Dedication to the Practice of Medicine Award; Nicholas Van Deelen, MD, St. Luke's Emergency Medicine—John B. Sanford Community Service Award; Paul Sanford, MD—President's Award; and Jay Knuths, MD—2013 LSMC President's Gavel Plaque.



---

## Accreditations

Lake View Hospital was awarded a three-year accreditation in CT (computed tomography) scanning by the American College of Radiology (ACR), recognizing Lake View's commitment to the highest level of image quality and patient safety.

St. Luke's Nuclear Medicine Department was awarded a three-year term of accreditation by the American College of Radiology (ACR). The accreditation represents the highest level of image quality and patient safety.

St. Luke's Weight Loss Surgery program was reaccredited by the American College of Surgeons (ASC). The Level 2 accreditation from the ACS's Bariatric Surgery Center Network demonstrates St. Luke's commitment to delivering the highest standard of care to bariatric surgery patients.

---

---

## Board of Directors

---

Gail Baldwin, MD  
Secretary

Lisa Bodine

Jeff Borling

John Cloutier

Marlene David

Mark Emmel  
Chair

Jesse Frye  
Treasurer

Edwin King Hall

Dave McMillan  
Vice Chair

Dale Moe  
Past Chair

Brian Murphy

Kathleen Nelson, EdD

Elisabeth Revoir, MD  
Chief of Staff

John Strange

Marshall Watson, MD

Ruth Westra, DO

---

---

## Executive Team

---

John Strange  
President and Chief Executive Officer

Sandra Barkley  
Vice President of Clinics

Ron Franzen  
Vice President of Support Services

Sue Hamel  
Vice President and Chief Nursing Officer

Jo Ann Hoag  
President and Chief Executive Officer,  
Lake View; Vice President of Regional  
Development, St. Luke's

Eric Lohn  
Vice President and Chief Financial Officer,  
St. Luke's; Chief Financial Officer,  
Lake View

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

---

---

## Medical Staff Organization

---

Elisabeth Revoir, MD  
Chief of Staff

Paul Sanford, MD  
Immediate Past Chief of Staff

Linda Van Etta, MD  
Chief of Staff Elect

Stephen Hadley, MD  
Secretary

---

---

## Medical Department Chairs

---

Nicholas Van Deelen, MD  
Emergency Medicine

Noelle Westrum, MD  
Pediatrics

Mary Boylan, MD  
Surgery

Jennifer Boyle, MD  
OB-GYN

Daniel Robinson, MD  
Family Medicine

Juan Colareta, MD  
Psychiatry

Timothy Kleinschmidt, MD  
Medicine

---

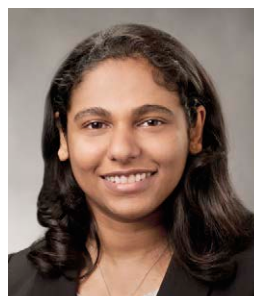
NEW  
MEDICAL  
STAFF

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



**David Baldes, MD**

St. Luke's Psychiatry Associates



**Anne Silva-Benedict, MD**

St. Luke's Oncology & Hematology  
Associates



**John Bollins, DO**

St. Luke's Pavilion Surgical Associates



**Naveen Gowda, MD**

Consulting Radiologists, Ltd.



**Deborah Hatanpa, MD**

Mariner Medical Clinic



**Ben Johnson, MD**

St. Luke's Urgent Care

## NEW MEDICAL STAFF



**Debrah LaBarre, MD**

Mount Royal Medical Clinic



**Samuel Laney, MD**

St. Luke's Physical Medicine & Rehab Associates



**Monica Lee, MD**

Chequamegon Clinic



**Jacob Oestreich, MD**

Lake View Medical Clinic



**Kevin Morgan, MD**

St. Luke's Pediatric Associates



**David Rust, MD**

St. Luke's Orthopedics & Sports Medicine



**Michael Pappas, MD**

St. Luke's Orthopedics & Sports Medicine



**Mark Wagner, MD**

Hibbing Family Medical Clinic



**Amanda Webb Rubin, MD**

St. Luke's Pediatric Associates



**David LaBore, PA-C**

St. Luke's Pavilion Surgical Associates

## NEW MEDICAL STAFF



**Colette Knudsen, FNP**

Occupational Health



**Suzanne Anderson, FNP**

Q Care



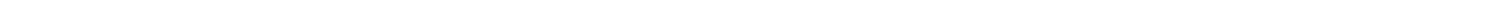
**Jacquelyn Messer, FNP**

St. Luke's Rheumatology Associates



**Mallory Sutton, FNP-BC**

Q Care



---

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
  - Birthing Center
  - Cardiology
  - Cardiothoracic Surgery
  - Colorectal Surgery
  - Dermatology
  - Emergency Medicine/Trauma Care
  - Endocrinology
  - Gastroenterology
  - General Surgery
  - Infectious Disease
  - Internal Medicine
  - LASIK Surgery
  - Mental Health
  - Nephrology
  - Neurology
  - Neurosurgery
  - Obstetrics & Gynecology with 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
  - Primary Care
  - Pulmonary Medicine
  - Radiation Oncology
  - Radiology
  - Rheumatology
  - Sports Medicine
  - Urology with da Vinci® Surgery (*Minimally  
Invasive Robotic-Assisted Surgery*)
  - Vascular Surgery
  - VATS (*Video Assisted Thoracoscopic Surgery*)
  - Weight Loss Essentials (*Medical and Surgical*)
  - Wound, Ostomy & Continence Services
-



# Diagnostic & Therapeutic Services

- Anticoagulation Clinic
- Biofeedback/Neurofeedback
- Breast Center
- Capsule Endoscopy
- Cardiac Angioplasty
- Cardiac Diagnostics
- Cardiac Rehabilitation
- Cardiology Device Clinic
- Cardiology Lipid and Cardiometabolic Disorders Clinic
- Chemotherapy
- Coronary CT Angiography  
(Computed Tomography)
- CT Scanning
- 3D and 4D Conformal Radiation
- Diabetes Care
- Electrophysiology
- Endoscopic Vein Harvesting
- Endoscopy/Proctoscopy/Colonoscopy
- EECPP® (Enhanced External Counterpulsation)
- Guided Imagery
- Hand Therapy
- Hearing Assessments – Lake View Medical Clinic
- Heart Failure Clinic
- Hypnosis
- IMRT (Intensity-Modulated Radiation Therapy)
- Infusion 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

# 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
- Life Link III Air Medical Transport
- Living Well with Chronic Conditions Workshop
- Medical Home
- Osteoporosis Program
- Outpatient Surgery Center – Mariner Medical Clinic
- Outreach Education
- Pavilion Surgery Center
- Physician Outreach Education
- Physical Therapy & Fitness Center  
*(Partnerships with St. Ann's Residence, Duluth, MN, and William Kelly High School, Silver Bay, MN)*
- Pilates
- Spring Forest Qigong
- 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)*

# Primary Care

- Bay Area Medical Clinic, Silver Bay, MN
- Chequamegon Clinic, Ashland, WI
- Denfeld Medical Clinic, Duluth, MN
- Hibbing Family Medical Clinic, Hibbing, 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
- St. Luke's Duluth Internal Medicine Associates, Duluth, MN
- St. Luke's Internal Medicine Associates, Duluth, MN
- St. Luke's Pediatric Associates, Duluth, MN

# Specialty Care

All specialty clinics are located in Duluth, Minnesota. Many of the specialists visit St. Luke's primary care clinics on a consulting basis.

- 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 Emergency Services
- St. Luke's Endocrinology Associates
- St. Luke's Gastroenterology Associates
- St. Luke's Infectious Disease 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 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

Urgent Care services for minor, but urgent, injuries and illnesses are offered at six locations.

- 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

---

## 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.

---

---

## Pharmacies

- Lake View Pharmacy
  - Northland Pharmacy
-

## Summary of Revenues

(in thousands)

	St. Luke's	Lake View
Patient Services Revenue	\$823,526	\$19,894
Deductions from Revenue:		
Contractual/Other	\$468,274	\$6,080
Patient Financial Assistance	\$6,867	\$170
Bad Debt	\$6,445	\$448
Other Revenue	\$20,976	\$614
Total Revenues Received	\$362,916	\$13,810

## Summary of Revenue Uses

(in thousands)

	St. Luke's	Lake View
Salaries/Benefits	\$224,118	\$6,725
Depreciation & Interest	\$12,558	\$1,046
Other Operating Expenses & Reinvestment	\$126,240	\$6,039
Total Revenue Uses	\$362,916	\$13,810

# 2013 Statistical Highlights

	St. Luke's	Lake View
Admissions	10,981	237
Births	910	–
Patient Days	50,454	2,061
Emergency/Urgent Care Visits	73,677	4,590
Outpatient Registrations	149,258	5,896
Occupancy Percentage	48%	33%
Number of Surgeries	10,294	34
Home Health/Hospice Visits	17,932	–
Clinic Visits	553,284	20,528
Assisted Living Resident Days	–	3,424
Occupancy Percentage Assisted Living	–	94%