



# A Year of Growth

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St. Luke's Annual Report 2017

THE PATIENT. ABOVE ALL ELSE.®



“St. Luke’s was certainly kept on its toes in 2017, and it’s comforting and gratifying to know that everyone at St. Luke’s has worked extraordinarily hard in these busy times to meet the health and wellness needs of patients and families.”

It was an exciting year at St. Luke’s. In 2017, St. Luke’s was the epitome of busy! It was amazing to watch everyone pull together under high volumes and demanding situations to provide exceptional care to patients and families in our hospitals and clinics. Our employees certainly showcased their abilities and dedication in living our mission to put The Patient Above All Else.

Over the year, volumes at our hospitals and clinics steadily increased. The end-of-year highs were the result of several different things, some of which continue to have a positive impact on hospital admissions and clinic visits.

One is that St. Luke’s redesigned the way we answer calls from regional physicians for consults and admissions. Our new **Luke’s Consult** dedicated phone line quickly connects a regional physician with a St. Luke’s physician in one of our specialty clinics. Another is our **Luke’s Transfer** dedicated phone line which connects a St. Luke’s intake physician with a regional physician for a patient’s admission to St. Luke’s Hospital. Together, these two lines have been an incredibly successful endeavor.

Visits and additions in the clinic division kept everyone busy, as well. Our newest clinic, St. Luke’s Vascular Surgery Associates, opened its practice at the beginning of the year. St. Luke’s Advanced Wound Care & Hyperbaric Center celebrated its opening at the same time. The Center offers new wound care technology with two hyperbaric chambers, in addition to continuing to offer all other wound care, ostomy and continence services. In addition, we were pleased to welcome Northland Ear, Nose & Throat Associates, now called St. Luke’s Ear, Nose & Throat Associates, and Duluth Kidney Services, now called St. Luke’s Nephrology Associates. Both clinics continue to serve patients from throughout the region.

St. Luke’s was certainly kept on its toes in 2017, and it’s comforting and gratifying to know that everyone at St. Luke’s has worked extraordinarily hard in these busy times to meet the health and wellness needs of patients and families. Our employees are truly the best, and our patients benefit from the ongoing collective mission to put The Patient Above All Else.

Sincerely,



John Strange  
President and CEO



Brian Murphy  
Board Chair

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Our Mission

# The Patient. Above All Else.

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Our Values

The patient comes first.

Quality is our expectation.

People make it happen.

Everyone is treated with respect.

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St. Luke's welcomed Northland Ear, Nose & Throat into the St. Luke's family of specialty clinics. The practice is now called St. Luke's Ear, Nose & Throat Associates. It has served patients in the Duluth area for more than 25 years by providing high quality, comprehensive ear, nose, throat, head and neck care. The clinic stayed in St. Luke's Medical Office Pavilion.



St. Luke's Vascular Surgery Associates, a new St. Luke's specialty clinic, opened in February in Northland Medical Center. Providers include Dr. Mark Eginton, Dr. Duangnapa Cuddy, and David LaBore, PA.



St. Luke's Advanced Wound Care & Hyperbaric Center opened, offering new wound care technology with two hyperbaric chambers—which are the first and only ones in the region. The Center continues to offer other wound care, ostomy and continence services. The Center is located on the second floor of Northland Medical Center.



St. Luke's welcomed Duluth Kidney Services into the St. Luke's family of specialty clinics. The practice is now called St. Luke's Nephrology Associates. The clinic has a long history of caring for patients at St. Luke's, earning an excellent reputation with patients and caregivers. The clinic is now located in St. Luke's Lakeview Building.

In May, St. Luke's became the only hospital in the region with the expertise to remove stroke-causing clots through Endovascular Thrombectomy for stroke patients. Large-vessel ischemic stroke patients may be good candidates for this procedure, which is performed by interventional radiologists Dr. Morgan Althoen and Dr. Naveen Gowda in the hybrid operating room at St. Luke's Surgical & Procedural Care.

 A graphic with a dark blue background featuring a crescent moon and stars. The text "Quiet Please" is written in a white, elegant script font.
 

*Quiet Please*

St. Luke's Nursing division started a new initiative called *Quiet Please*. The initiative includes a pledge by staff members to do what they can to ensure a restful and healing environment for our patients. It includes specialized education for staff on avoidable and unavoidable noise, as well as the negative impact of noise on everyone. The pledge emphasizes quiet hours and includes a number of ways each person can address unnecessary noise for the well-being of our patients.



St. Luke's Breast Center announced the acquisition of Tomosynthesis, more commonly known as 3D mammography. This is the most advanced mammogram technology available today. It creates images of breast tissue in layers rather than traditional two-dimensional images. This option allows the radiologist to view breast tissue one millimeter at a time, similar to flipping through pages in a book.



After an incredible major renovation, Blue Waves Café—formerly called St. Luke's Cafeteria—emerged as a fresh and innovative area for employees and visitors to purchase and enjoy meals and snacks. The renovation provides ample space and efficiency in all aspects of the service. It turned the customer flow around; included major changes to the kitchen, grill, and servery; and now offers new menu items, while also keeping items people have always loved. An open house was held in June, with great reviews.



St. Luke's and our partner, Center for Diagnostic Imaging, built a new state-of-the-art MRI imaging center onto the Second Street side of St. Luke's Hospital. St. Luke's Center for Diagnostic Imaging is committed to providing the highest quality imaging to every patient. The new center has three state-of-the-art MRI scanners, and all three offer exceptionally high quality images for an accurate diagnosis the first time—coupled with a more comfortable patient experience.

St. Luke's redesigned the way calls from physicians for consults and admissions are answered. The new *Luke's Consult* dedicated phone line quickly connects regional physicians with a requested specialty physician. Also, the new *Luke's Transfer* dedicated phone line is answered by an RN who then brings an intake physician onto the call to quickly get the information needed to accept a patient into St. Luke's Hospital. This endeavor has increased the satisfaction of callers seeking consultation, as well as admissions to St. Luke's Hospital.

## Certifications/Awards



CARF Accreditation was granted to St. Luke's Inpatient Rehabilitation Unit and the Unit's Stroke Specialty Program. CARF, the Commission on Accreditation of Rehabilitation Facilities, awarded the three-year accreditation, which included the hospital unit programs and—new this accreditation period—the unit's Stroke Specialty Program.

St. Luke's Home Care was named a Top Agency – 2016 HomeCare Elite® (awarded in 2017), which recognizes the top-performing home health agencies in the U.S. Winners are ranked by an analysis of publicly available performance measures in quality outcomes, best practice (process measure) implementation, patient experience (Home Health CAHPS®), quality improvement and consistency, and financial performance.



St. Luke's Surgical Services received the 2017 Perioperative Leader of the Year Award, presented at the annual Surgical Information Systems (SIS) conference in Atlanta. The award is presented for exemplary use of SIS Analytics to help proactively analyze data to identify operational, financial, and clinical opportunities for improvement.

St. Luke's received the 2017 American College of Cardiology's NCDR ACTION Registry Platinum Performance Achievement Award for cardiac care. The award indicates St. Luke's has reached an aggressive goal of treating cardiac patients to standard levels of care as outlined by the American College of Cardiology.



St. Luke's received the 2017 Mission: Lifeline® STEMI Gold Receiving Quality Achievement Award and NSTEMI Silver Achievement Award for its commitment and success in implementing specific quality improvement measures outlined by the American Heart Association for the treatment of patients who suffer severe heart attacks. The American Heart Association and American Stroke Association awarded St. Luke's with the Get With The Guidelines Stroke—GOLD PLUS achievement award for exemplary stroke care.

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## Board of Directors

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John Strange

Aimee VanStraaten, MD

Ruth Westra, DO

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## Executive Team

John Strange  
*President and Chief Executive Officer*

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*Vice President of Support Services*

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*Vice President and Chief Nursing Officer*

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St. Luke's; Chief Financial Officer, Lake View*

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Lake View; Vice President, St. Luke's*

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*Vice President of Strategy & Innovation*

Kimber Wraalstad  
*Vice President/Administrator, Grand Marais*

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## Medical Staff Organization

Mary J. Boylan, MD  
*Chief of Staff*

Timothy Kleinschmidt, MD  
*Chief of Staff Elect*

Vacant  
*Immediate Past Chief of Staff*

Jonathan Schultz, MD  
*Secretary*

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## Medical Department Chairs

Jake Powell, MD  
*Medicine*

Mark Eginton, MD  
*Surgery*

Nicholas Van Deelen, MD  
*Emergency Medicine*

Anne Whitworth, MD  
*Family Medicine*

Claire Mallof, MD  
*OB-GYN*

Amanda Webb, MD  
*Pediatrics*

Michalene Stevermer, DO  
*Psychiatry*

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NEW  
MEDICAL  
STAFF

Expanding our  
medical staff to  
advance the quality  
of patient care



Anemona Anghel, MD  
St. Luke's Cardiology Associates



Patrick Brown, MD  
St. Luke's Dermatology Associates



Peter Coenen, MD  
St. Luke's Emergency Services



Duangnapa Cuddy, DO  
St. Luke's Vascular Surgery Associates



Andrew Hollatz, MD  
St. Luke's Anesthesiology Associates



Jason Klipsic, DO  
St. Luke's Hospital Medicine



**Pamela Landsteiner, MD**  
St. Luke's Dermatology Associates



**Matt Perala, MD**  
St. Luke's Emergency Medicine



**Lisa Roazen, MD**  
St. Luke's Urgent Care/  
Emergency Services



**Tyler Severson, MD**  
St. Luke's Hospital Medicine



**Jordan Thompson, MD**  
St. Luke's Miller Creek  
Medical Clinic—Ophthalmology



**Kalyan Vunnamadala, MD**  
St. Luke's Cardiothoracic Associates



**Jeffrey Wilde, MD**  
St. Luke's Orthopedics &  
Sports Medicine



**Laura Bottelson, PA**  
St. Luke's Orthopedics &  
Sports Medicine



**Michelle Davis, NP**  
St. Luke's Internal Medicine Associates



**Anna Greiner, PA**  
St. Luke's Q Care



**Dana Katchka, NP**  
St. Luke's Chequamegon Clinic



**Kaitlin Larson, PA**  
St. Luke's Neurosurgery Associates



**Amanda St. Aubin, CNM**  
St. Luke's Obstetrics &  
Gynecology Associates



**Sally Spitzer, PA**  
St. Luke's Bay Area Medical Clinic

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

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## Hospitals

- St. Luke's Hospital
- Lake View Hospital

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## Regional Centers

- St. Luke's Regional Cancer Center
  - St. Luke's Regional Heart & Vascular Center
  - St. Luke's Regional Trauma Center
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# Medical & Surgical Services

- Acute Inpatient Rehabilitation
- Acute Renal Dialysis
- Allergy and Immunology
- Anesthesiology
- Audiology
- Bariatric Surgery
- Birthing Center
- Cardiology
- Cardiothoracic Surgery
- Colorectal Surgery
- Complex Valve Clinic
- Critical Care Medicine
- da Vinci® Robotic-Assisted Surgery
- Dermatology
- Ear, Nose and Throat
- Endovascular Thrombectomy
- Emergency Medicine/Trauma Care
- Foot and Ankle Surgery
- Endocrinology
- Gastroenterology
- General Surgery
- Hybrid Operating Room
- Hyperbaric Chamber
- Infectious Disease
- Internal Medicine
- Interventional Radiology
- LASIK Surgery
- Left Atrial Appendage Closure (*Watchman*)
- Mental Health
- Mohs Surgery
- Nephrology
- Neurology
- Neurosurgery
- Obstetrics & Gynecology with da Vinci® Surgery (*Minimally Invasive Robotic-Assisted Surgery*)
- Occupational Medicine
- Oncology/Hematology
- Ophthalmology
- Oral and Maxillofacial Surgery
- Orthopedic Surgery
- Otolaryngology
- Palliative Care Program
- Pathology
- Pediatrics
- Psychiatry
- Physical Medicine and Rehabilitation
- Plastic Surgery
- Skin Care Services (non-surgical)
- Sleep Medicine
- Podiatry
- Primary Care
- Pulmonary Medicine
- Radiation Oncology
- Radiology
- Rheumatology
- Sports Medicine
- Travel 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

- Acupuncture
- Anticoagulation Clinic
- Biofeedback/Neurofeedback
- Breast Center
- Capsule Endoscopy
- Cardiac Angioplasty
- Cardiac Diagnostics
- Cardiac Rehabilitation
- Cardiology Device Clinic
- Cardiology Lipid and Cardiometabolic Disorders Clinic
- Chemotherapy
- Complex Valve Clinic
- Coronary CT Angiography (Computed Tomography)
- CT, Low Dose for Lung Cancer Screening
- 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
- Heart Failure Clinic
- Hypnosis
- IMRT (Intensity-Modulated Radiation Therapy)
- Infusion Therapy
- Laboratory
- Lithotripsy
- Lymphedema Services
- Mammography (Digital 2D and 3D)
- 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
- Pelvic Floor Therapy
- 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)
- Spring Forest Qigong
- Stereotactic Radiosurgery
- Stroke Program
- TMD Services
- Ultrasound
- Vascular Services
- Vestibular Rehabilitation Therapy
- Vision Rehabilitation Program
- VNUS Closure for Varicose Veins
- Women's Heart Clinic
- Yoga

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# Community & Regional Services

- Childbirth Education
  - Child Car Seat Safety Clinics  
*(Partnership with the Duluth Fire Department and KBJR-TV)*
  - Clinical Experience Affiliations
  - Community Care Team
  - Community Health Education
  - Continuing Education Programs  
*(Health Professionals, Physicians and EMS)*
  - CPR Training
  - Diabetes Education
  - Driving Evaluation and Training Program  
*(through Occupational Therapy Services)*
  - Fall Prevention Program
  - Family Practice Residency Program  
*(Joint Sponsorship)*
  - First Aid Classes
  - Home Care
  - Home Telemonitoring
  - Hospice Duluth®
  - Injury Prevention Programs
  - 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
  - Support Groups
  - Telemedicine
  - Whiteside Institute for Clinical Research  
*(In collaboration with the University of Minnesota Medical School, Duluth)*
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## 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 Medical Arts Clinic, Duluth, MN
  - St. Luke's Internal Medicine Associates, Duluth, MN\*
  - St. Luke's Pediatric Associates, Duluth, MN\*
- \* Certified Health Care Home

## 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 Advanced Wound Care & Hyperbaric Center
- 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 Ear, Nose & Throat 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 International Travel Health Center
- St. Luke's Interventional Pain Management
- St. Luke's Nephrology Associates
- St. Luke's Neurology 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 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 Urology Associates
- St. Luke's Vascular Surgery 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 Clinics

Q Care Express Clinics, 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.

- Cub Foods, Duluth, MN
- Mount Royal Medical Clinic, Duluth, MN

## eCare

St. Luke's eCare is a convenient online service that allows you to receive care for minor health concerns without having to visit a clinic.

## Pharmacies

- Lake View Pharmacy
- Northland Pharmacy

## Summary of Revenues (in thousands)

	St. Luke's	Lake View
Patient Services Revenue	\$1,113,196	\$25,582
Deductions from Revenue:		
Contractual/Other	\$667,145	\$8,700
Patient Financial Assistance	\$3,235	\$132
Bad Debt	\$8,004	\$356
Other Revenue	\$21,716	\$572
<b>Total Revenues Received</b>	<b>\$456,528</b>	<b>\$16,966</b>

## Summary of Revenue Uses (in thousands)

	St. Luke's	Lake View
Salaries/Benefits	\$265,533	\$7,580
Depreciation & Interest	\$15,964	\$892
Other Operating Expenses & Reinvestment	\$175,031	\$8,494
<b>Total Revenue Uses</b>	<b>\$456,528</b>	<b>\$16,966</b>

## 2017 Statistical Highlights

	St. Luke's	Lake View
Admissions	12,522	256
Births	810	–
Patient Days	60,444	2,592
Emergency/Urgent Care Visits	76,264	4,355
Outpatient Registrations	157,862	9,982
Occupancy Percentage	58%	44%
Number of Surgeries	10,044	61
Home Health/Hospice Visits	27,300	–
Clinic Visits	660,835	20,870