

Ministry Report

News/Views
From the Franciscan Sisters
of Christian Charity
Sponsored Ministries, Inc.

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MISSION STATEMENT

The mission of the Franciscan Sisters of Christian Charity Sponsored Ministries is to carry out the commitment of the Sponsor to the healing and educational mission of the Catholic Church through the provision of quality health care and educational services.

In a spirit of partnership with dedicated religious and lay leaders, the Franciscan Sisters of Christian Charity Sponsored Ministries will strengthen the Sponsor's commitment by leading change, ensuring stewardship of resources and integrating mission and values.

Collaborate to Transform

By Sister Kay Klackner, OSF, Vice President of Mission

Collaboration is a working practice where people or organizations partner to achieve a common purpose. There are several benefits to collaboration: innovation, problem-solving, efficiency, employee satisfaction, and professional development. System leadership evaluates what their organizations do best on their own and what makes sense to explore collaboration for better fiscal sustainability and achieve business benefit.

This edition of the *Ministry Report* provides you with an example of collaboration that brought about change to better assist those we serve at each organization of our system. Similarly, the system office has sought collaboration to change processes that benefit both the organization and the system. Most recently the human resource personnel of our organizations collaborated with the system director of corporate services and chief finance officer to incorporate ADP Payroll Services into each organization. This partnership allows efficiency in better pricing, streamlines processes, supports onboarding of new hires, and assists with enrolling of benefits. Perhaps the greatest benefit is that the human

resource personnel transformed into a problem-solving group among themselves.

Another example of collaboration is the system-wide employee engagement survey using Press Ganey. In addition to each organization addressing areas of celebration and improvement of the survey results, the system leadership can assess common areas of improvement and provide connections between organizations who perform well in those needed areas.

Representatives of the organizations form committees that collaborate for the good of all. Committees such as finance, investment, capital needs, quality, and mission

collaborate to make system-wide decisions or spur innovation. Working together improves the system as well as the individual entities.

Humans, as social beings, tend to be collaborative people who enjoy engagement with others. We want to be part of a community with power to achieve a shared goal. Operating as a team brings success and aligns the group with the vision of moving in the same direction. Sounds like a successful plan for our organizations and the system.





Message from the President

Friends,

In the previous edition of the *Ministry Report*, Scott McConnaha bid farewell to us after many faithful years of service to our ministries and the Sisters. Scott will be missed by many who enjoyed his calm, guiding hand in both the successes and the challenges we faced as a system throughout his years of service. I wish Scott well as he moves into this new chapter of his life. We are all cheering for his success.



Tim Loch

As is often common with farewells, there is a corresponding hello and welcome. We now welcome Ryan Neville as the next president and CEO of FSCCM. He will begin his role in mid to late February. Ryan has most recently served as president of the Northeast Market for Froedtert ThedaCare Health. As president, Ryan was responsible for the strategy and oversight of Froedtert Holy Family Memorial Hospital, eleven regional clinics, and the development of new facilities / relationships in the Lakeshore area (Manitowoc, Two Rivers, Sheboygan, Plymouth, and Fond du Lac communities). Ryan brings experience in both large and small health systems including critical access hospitals.

A native of Ohio, Ryan holds a master's degree in business administration and is an occupational therapist by training. He is a Fellow in the American College of Healthcare Executives and past president of the ACHE Wisconsin Board. Ryan is a certified handler with Therapy Dog International, and you just might see him roaming the floors of Holy Family Memorial, bringing joy to the patients and staff. He and his wife, Jen, are empty nesters and live in the Maribel, Wisc., area with their Golden Retrievers. Ryan is looking forward to joining FSCCM and working with all of you as we carry out our important mission.

Lastly, I'd like to extend a heartfelt thank you to the staff at all our ministries who care for our sick or elderly patients and residents. You have chosen a field in which you sacrifice holidays with family. You may find it difficult to take personal time off since you are acutely aware of the needs of our residents and patients. You brave our challenging winter weather conditions or work extra shifts to cover for colleagues who could not make it in. As I write this article, we are experiencing a surge of COVID and Norovirus outbreaks which presents you with even more challenges. You embody the charism of our sponsors, "Selfless Dedication to the Service of Others." God bless you.

SAVE THE DATES



Trustee Forum

February 20, 2025

Strategic Planning Quarterly Reports

April 18, 2025

July 18, 2025

October 24, 2025

January 23, 2026

New Board Member System Orientation

October 23, 2025

New Year's Blessings

Be strong and courageous.
Do not be afraid or terrified
because the Lord your God
goes with you.

He will never leave you nor
forsake you. May 2025 bring
joy, peace, and happiness to
you and your family.

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Collaboration for Change: Clement Manor and Cristo Rey High School

In an era where innovation and collaboration define success, Clement Manor is shaping a path of relevance and purpose through its partnership with Cristo Rey Jesuit High School. This collaboration emphasizes Clement Manor's commitment to its core values and empowers the next generation of professionals from underserved communities.

Cristo Rey's Mission: Bridging Education and Opportunity

Cristo Rey Jesuit High School operates a transformative work-study program that allows students with limited financial means to receive a Catholic education. Students gain invaluable real-world experience, confidence, and skills that link their academic coursework to future careers by working five full days monthly in professional settings across Milwaukee. This innovative approach opens doors to the professional world, preparing students to become first-generation college graduates.

Clement Manor's Values in Action

Clement Manor, sponsored by the Franciscan Sisters of Christian Charity, exemplifies the Catholic Church's healing mission. Its core values—respect, collaboration, and quality service—are evident in every interaction with residents, employees, and the broader community. These principles align with the Cristo Rey students,

fostering an environment where collaboration creates lasting change.

Hands-On Experience and Career Foundations

Clement Manor offers Cristo Rey students practical experience in nursing and senior activities through this partnership. Five students currently work at Clement Manor, three of whom aspire to pursue nursing careers and two of whom gain insights into senior care. Students actively contribute to the nursing and activities programs and are evaluated regularly by Clement Manor supervisors, ensuring they receive meaningful and constructive guidance.

This collaboration is especially significant for Cristo Rey students; many are first-generation high school graduates. Clement Manor provides a supportive environment that helps them connect academic learning with real-life experience, building a solid foundation for their future careers.

Investing in the Future Workforce

Clement Manor's involvement extends beyond mentoring. Cristo Rey facilitates transportation and provides lunches on workdays, ensuring accessibility for students. Moreover, Clement Manor offers students the opportunity for post-graduation employment, enabling them to earn an income while pursuing higher education—a step



Paulina, student at Cristo Rey Jesuit High School works with Rebecca, Clement Manor's music therapist.

toward breaking cycles of financial hardship.

A Win-Win Partnership

This collaboration exemplifies how organizations can stay relevant by embracing shared missions and fostering community growth. For Clement Manor, it's about investing in the future while honoring its respect, collaboration, and quality service values. For Cristo Rey students, it's a gateway to opportunity and a brighter future.

Together, Clement Manor and Cristo Rey Jesuit High School demonstrate how partnerships can empower change—one student, one collaboration, one future at a time.



St. Joseph's Elder Services Completes Phase One of Remodel Project

The people of West Point, Neb., are known for working together, helping each other out, and supporting one another's events and projects—in other words, collaborating. While long-term care facilities have closed in many rural towns, including those in the West Point area, St. Joseph's Retirement Community and St. Joseph's Hillside Villa are thriving.

The most basic and consistent collaboration is between St. Joseph's Elder Services and Franciscan Healthcare. Care for residents and patients is nearly seamless as health needs change, and there is a transition from one level of care to another. The collaboration between building ownership and provider of services means that while long-term facilities seldom thrive financially, Franciscan Healthcare has the back of St. Joseph's Elder Services.

Nowhere was this more evident than on Christmas Eve, December 24, 2022. On that day a pipe broke at the assisted living facility and an entire wing was flooded and destroyed. Holiday plans were put aside. Leadership and other personnel from Franciscan Healthcare and St. Joseph's Elder Services came together to comfort and care for the residents to keep their lives as normal as possible, to try to minimize the extensive damage, and to begin clean up.

But that was not all; West Point is a small town, and news travels quickly. In no time at all, volunteers in town



The new gathering space at St. Joseph's Retirement Community, and Sue enjoying her new apartment.

brought necessary equipment, including dry vacs and fans and the equipment needed to tear out damaged ceilings, walls, and flooring.

Planning for updating had been in process, but Mother Nature and the collaboration of so many put the plans into action. Over the past two years, intensive and precise planning and decisions needed to be made. Franciscan Healthcare, the Franciscan Sisters of Christian Charity, and local community members are providing the funds. And now, five days short of two years since the flood, December 19-20, 2024, residents are moving into 20 new, enlarged, and updated apartments completing Phase One.

The process of moving residents into the new apartments required collaboration. Staff from St. Joseph's and Franciscan Healthcare worked together to help pack, move, and unpack resident belongings from

their old apartment to their new apartment.

Phase Two has begun at St. Joseph's Retirement Community as the rest of the residential section will be torn out and rebuilt with projected completion in August of 2025.

Collaboration to improve quality of care is also evident. Clinical leaders from St. Joseph's Elder Services and Franciscan Healthcare meet regularly to discuss ways to improve clinical metrics. Two metrics that benefit St. Joseph's, Franciscan Healthcare, and most importantly, the residents, are reducing the number of emergency department visits and hospitalizations.

All this has been done while collaboration and change continue to happen as we better serve the West Point community and witness to our mission: to live and promote the healing mission of Jesus Christ.



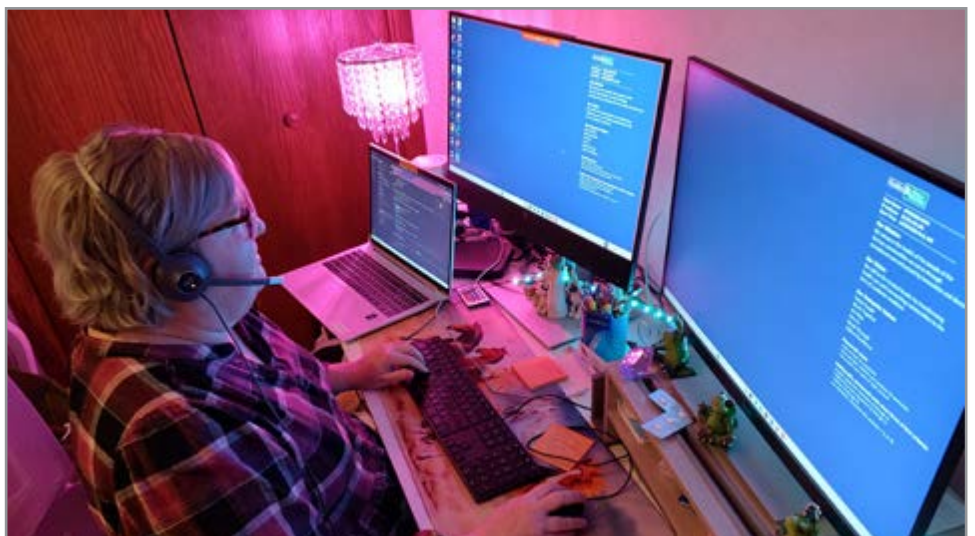
Consumer to Change through Collaboration at Froedtert Holy Family Memorial Hospital

In healthcare, adopting a patient-centered approach of listening to the needs of the consumer is critical to increasing access and improving the overall healthcare journey for patients. By recognizing the needs of our patients, change comes about through collaboration. This has been happening for the past year with Froedtert Holy Family Memorial (FHFM). Aligning with our Froedtert enterprise values of Work Together, Break Through, and Deliver Excellence, Froedtert launched its Enterprise Patient Engagement Center (PEC) in May of 2024. The PEC is a centralized virtual space, not a physical place. PEC staff work remotely from their homes. This virtual team is dedicated to increasing overall access and improving patient experiences by creating a positive, coordinated healthcare experience for our patients and making it easier for

them to connect with us. It also allows us to leverage tools and technology to optimize staff time and talent. Some patient access service representatives (PASRs) were reassigned to new remote PEC representative roles. Most primary care registered nurses transitioned to remote triage RNs in the PEC.

Shortly after that launch, leaders at FHFM identified a gap in patient experience disproportionately impacting our Northeast Medical Group (Sheboygan, Plymouth, Fond du Lac, and Manitowoc). A decision was made to create a local patient engagement center to support the needs of the local communities we serve. Since our local staff has a more robust knowledge base of our local services, they answer phone calls from FHFM patients rather than someone at the Froedtert main campus in Milwaukee doing so.

After experiencing success with that center, FHFM saw an operational opportunity to begin a specialty call center. Collaborating with managers of our various specialties, change was pursued to streamline the process fielding calls for cardiology, musculoskeletal, gastroenterology, wound, and general vascular surgery. As a result, we were able to increase the hours staff answer phones while providing cross coverage for multiple specialties in a more efficient and patient centric manner. As a result, patient inquiries and referrals are coordinated faster and more efficiently. Our patient experience scores have improved as a result. We have seen a steady increase in “ease of contacting the clinic” via our centralized specialty call team. Change truly comes about through collaboration.



Angela Wright, RN, PEC triage nurse, and Karen Forward, PEC representative, work remotely for Froedtert Holy Family Memorial.



Transforming Healthcare for Amish Communities

Approximately 41,000 Amish live within a 30-mile radius of a Genesis HealthCare System facility. Serving six counties in Ohio, Genesis is implementing ways to provide culturally sensitive and accessible healthcare to the Amish population.

Amish typically favor holistic healing practices. They are less likely to prioritize preventative care, often seeking conventional healthcare in emergencies. Amish patients who come to Genesis commonly request general surgery, orthopedic, cardiac, and emergency care.

Identifying Needs

A Genesis task force is learning about Amish approaches to wellness. The group wants to reach, educate, and assist Amish communities with healthcare.

“We’re challenging ourselves to think differently,” said Tisha Babcock, Genesis Coshocton Medical Center Administrator. “We want to understand orders and beliefs to provide the best care.”



Rapid growth is happening around Coshocton, where the Genesis Coshocton Medical Center is located.

Goals set by the task force include:

- Building trusted relationships
- Adapting care delivery
- Developing culturally competent care
- Overcoming technology barriers
- Providing health education to empower communities

Making Connections

Understanding communication needs is important. Amish patients value trusted relationships with providers who understand their lifestyle.

Genesis developed an Amish Liaison position to build relationships with patients. The liaison creates personalized care plans and collaborates across Genesis to guide patients through access and decisions.

The need for technology is being minimized. Paperwork is simplified for patients without access to online medical records. Communication channels are being adapted.

“As healthcare providers, we must adapt the use of technology,” said Babcock. “All patients may not have readily access to telephones or the internet. This means prioritizing in-person communication

over electronic methods. We want to provide support while respecting traditions.”

Cultural Considerations

Genesis is being mindful of Amish healing practices. Flexible appointment scheduling is being offered. With Amish families averaging 7 to 10 members and requiring transportation considerations, many patients request that everyone be seen on the same day.

Recognizing that medical care is often self-payment or covered by church funds, Genesis has introduced a financial liaison to assist with payment and billing concerns and work with local church fund administrators.

Cultural education is being developed for Genesis team members to better understand the Amish community. Additional considerations include looking closely at screening and management of genetic conditions and implementing occupational safety and rehabilitation services.

Building Relationships

The Amish population in the Genesis service area increased by 20% over the last 10 years. Through innovative partnerships and tailored service delivery, Genesis aims to set new standards for Amish healthcare.

“We want to create connections and build trust,” said Babcock. “Our goal is to contribute to the growing Amish population by promoting health and well-being.”



At Home Harmony in Partnership with St. Paul Elder Services Bring an Essential Medicare Benefit to the Community

St. Paul Elder Services is proud to announce an innovative collaboration with At Home Harmony, a medical practice dedicated to patient-centered care, to deliver the new Medicare GUIDE dementia benefit. This partnership is poised to enhance the lives of individuals living with dementia and their caregivers through our home- and community-based programs, including adult day services, personal home care services, home safety assessment services, and caregiver respite services.

The Medicare GUIDE (Guiding an Improved Dementia Experience) model is designed to provide comprehensive support for people living with dementia, offering personalized care management, coordination, and education to navigate the complex journey of dementia. Through this partnership, St. Paul Elder Services and At Home Harmony will combine expertise and resources to ensure that individuals and their families have access to the full spectrum of this groundbreaking benefit.

At St. Paul Elder Services, our mission has always been to enrich the lives of those we serve, empowering them to live with dignity, purpose, and independence. By integrating the GUIDE benefit into our programs, we are able to expand our commitment

to personalized care. This includes providing tailored support plans, offering emotional and practical guidance to caregivers, and improving access to dementia-specific services and resources.

At Home Harmony brings medical expertise and compassionate care to this collaboration, playing a vital



role in ensuring seamless access to the GUIDE benefit. Their team of healthcare professionals specializes in delivering care directly where it's needed—at home—reducing the stress of transportation and offering services in a familiar and comforting environment.

The GUIDE dementia benefit addresses critical gaps in care for individuals and their families. It emphasizes collaboration between

healthcare providers, community organizations, and caregivers, creating a unified approach to managing dementia. With this partnership, individuals living with dementia will benefit from improved care coordination, enhanced quality of life, and better health outcomes. Caregivers, in turn, will receive the support they need to manage their loved ones' care while prioritizing their own well-being. The GUIDE program does not disrupt any relationships with primary care providers or specialists, but rather complements that care with additional, tangible support. GUIDE benefits include a \$2,500 annual voucher that each caregiver can use to cover the cost of services designed and planned to provide them with needed breaks from caregiving from time to time.

Through our partnership with At Home Harmony, St. Paul Elder Services is at the forefront of bringing this essential Medicare benefit to our community. Together, we are not only supporting those living with dementia but also creating a foundation of care that empowers families, enriches lives, and strengthens the community.



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The Franciscan Center Welcomes Crossroads

By Sister Joellen Kohlmann, OSF, Mission Leader

The Franciscan Center, after many hours of collaboration, welcomed Crossroads Community Church as a regular venue rental on Sunday, December 22, 2024, for their first community worship service. In a spirit of Ecumenism, with a Franciscan blend, their dream for a place to worship was realized this past December.

Collaboration, with adjustments for both sides during many meetings, was a major factor in planning and preparing for their weekly services moving to the Franciscan Center. Previously they worshipped in a far from ideal movie theatre space. Excitement has been on the rise as they prepare to have a beautiful and sacred space for worship.

The Franciscan Center has made improvements to media equipment

and internet service along with upgrading the security within the center. Rearranging use of storage space has also been necessary with evaluation of what needs to be stored compared to all that exists. This decluttering is a positive experience and has seen reduction in unused items through sales and donations.

The Center has also had to become more efficient in scheduling of other events to make this space available each Sunday as the Crossroads community worships.

At this time, with excitement on both sides, The Franciscan Center welcomes Crossroads and looks forward to sharing in our journey in praise of God.

