



Continuing Courageously

2022 Year in Review



“As members of the congregation, we have stood on the shoulders of many sisters who’ve gone before us. ... The rootedness of our health ministry always will be there, but how it’s carried out will change, given the circumstances of the time.

On behalf of all the sisters and myself, thank you for living the SSM Health values of respect, compassion, excellence, stewardship, and community as you reveal the healing presence of God through exceptional health care service.”

— Sister Judith A. Bell, FSM

Our Mission:

Through our exceptional health care services, we reveal the healing presence of God.

Our Vision:

Peace, hope and health for every person, family, and community, especially those most in need.

Our Values:

- Compassion
- Respect
- Excellence
- Stewardship
- Community

Dear colleagues and community,

In 2022, we celebrated the 150th anniversary of our founding sisters, the Franciscan Sisters of Mary. They arrived in St. Louis during a smallpox epidemic in 1872 and began planting the seeds that would become our health ministry.

At that time, the sisters cared for patients on the streets and in converted homes, with minimal resources and none of the modern medicines or technologies we have today. Through these challenges, and risks to their own health, they never wavered in their commitment to serving those in need. These courageous women were driven by a higher purpose and a love for God and people – a desire to ease human suffering and bring healing in mind, body, and spirit. We continue their legacy today as we work to fulfill our Mission and Vision of providing peace, hope and health for every person, family and community, especially those most in need.

As we honor our past, we also look forward to how our health ministry will progress into the future. The stories on the following pages are a testament to how our team members, providers and partners are collaborating, innovating and supporting one another to meet the challenges ahead. They demonstrate our deeply held commitment to our communities and to ensuring health equity for all.

On behalf of SSM Health Ministries, the SSM Health Board of Directors, and our senior leadership team, thank you for your continued dedication to bringing our Mission to life in countless ways, every day. In the words of Mother Odilia, “Continue courageously.”

Sincerely,

Fr. Michael Rozier
SJ, PhD
President and Chair,
SSM Health Ministries

Samuel Ross, MD, MS
Chair, SSM Health
Board of Directors

Laura S. Kaiser, FACHE
President and CEO,
SSM Health

Investing in the hands of our Mission

Every day, team members across SSM Health show up, serving with dedication, compassion, and shared purpose. Building upon the foundation established by our founding sisters, we demonstrate our commitment to being present – to one another, our patients, and our communities – by promoting the individual dignity and well-being of every person. In 2022, we:

- Recognized hundreds of team members through DAISY Awards for nursing (including annual Lifetime Achievement), Mission, Clinical and Professional Practice Model awards and other honors.
- Received recognition by *Forbes* for the second consecutive year as one of “America’s Best Employers for Diversity.”
- Came together to provide relief to frontline staff at the height of the COVID-19 omicron wave, with 160 business office team members filling 296 shifts totaling nearly 2,000 volunteer hours in just three weeks. Volunteers cleaned rooms and restocked supplies, delivered meals, transported and rounded on patients, answered phones, delivered medications, and more.
- Conducted quarterly Employee Voice Pulse surveys to guide improvements and measure progress in the areas of job stress, work-life balance, and recognition. Results in 2022 showed an 8% increase in employee engagement.
- Deployed innovative approaches to nurse recruiting and retention, including the launch of a new externship program to increase the pipeline for future nurses that has enrolled 333 nursing students from 36 universities in five states. We also added innovative and flexible nursing employment options.
- Successfully implemented a hiring incident command project to address an urgent



Then

Now

need for registered nurses – garnering 1,500 nurse applications, screening more than 600 individuals and extending more than 250 job offers in just two months.

- Engaged teams at all levels to proactively assess and improve workplace safety, then invested more than \$5 million in 2022 to implement security enhancements.
- Supported ongoing career advancement through tuition reimbursement, continuing education, leadership development programs, and more.
- Promoted diversity, equity, and inclusion throughout SSM Health, including professional development programs and hiring to increase diversity in our team. We have achieved steady growth in the representation of people of color among SSM Health’s leaders and professionals – an 18.6% increase since the establishment of this key performance indicator in January 2021. In our administrative fellowship and summer administrative internship programs during 2022, 42% of participants were racially and ethnically diverse.

\$286,909

distributed to 211 team members through our Employee Relief Fund

2,495

employees helped through our Employee Assistance Program (EAP)

\$6,593,225

in tuition reimbursement provided to 1,774 employees

4,545

employees received discounted medical coverage

115

well-being programs provided to employees

12,436

Mission and formation experiences provided to employees

10

diversity recruitment partnerships/relationships with external organizations

666,316

hours of training completed by employees

15.2%

people of color among leaders and professionals

Our health ministries have a commitment to caring for our communities – past, present and future.

“Formative opportunities create community and help participants deepen their own personal experience of spirituality that touches the larger community. Formation is critical now and in carrying the health ministry forward.”

– Sister Mary Noel Brown, CSA

Continuing our legacy of compassionate, high-quality care

In 1872, Mother Odilia and her companions stepped onto the riverbank in St. Louis to begin a health ministry that has grown and flourished for 150 years. SSM Health continues their legacy today - working to make comprehensive high-quality health care more affordable and sustainable for all those we serve.

This year, SLUCare Physician Group joined SSM Health - creating the St. Louis region's leading integrated health care network.

We also expanded our presence and residents' access to high-quality health care in rural Oklahoma by assuming operations of AllianceHealth Seminole.

And in Wisconsin, we opened a new, 180,000-square-foot South Madison Campus clinic that provides access to more than 100 providers and a wide range of primary and specialty care services.

We focused on talent and growth in the Mid-Missouri region, by bringing in new leadership, physicians, and clinical staff - and expanding high-demand services, including physical therapy.

In Southern Illinois, we invested in pediatric care through renovations and installing state-of-the-art equipment.

Systemwide, we enhanced the customer and patient experience by implementing a new, more user-friendly patient satisfaction survey that helps us better understand what matters most to our patients - so we can be more agile and responsive to their needs.

We launched a new patient education platform, providing 345,238 patients with access to educational materials and resources during 2022 to empower them in their journeys to health and wellness.

Through an innovative collaboration with community partners, our SSM Health Behavioral Health Urgent Care

provides critical access to early intervention and follow-up care for patients in the St. Louis metropolitan area. In 2022, the urgent care center served 4,324 patients and connected 2,362 patients to additional resources for ongoing behavioral health care and wellness support. We are also addressing the nationwide shortage of psychiatrists and behavioral health professionals by developing a behavioral health telehealth model in partnership with providers in the communities we serve.

We continued to provide hope and healing to those impacted by the COVID-19 pandemic and administered 173,085 COVID-19 vaccines during 2022.



163,411
inpatient admissions

5,726,283
completed medical group appointments

274,544
virtual visits

241,428
home care visits

520,000
Dean Health Plan members (includes WellFirst Health and Prevea360)

9 million+
Navitus covered lives



Patient born without a voice undergoes life-changing surgery

For the first 20 years of her life, Janiyah Horne, from the small Caribbean island of St. Vincent, could not speak above a whisper. She struggled in school because of it, and her mother, Janice, always worried that she would not be able to hear her daughter cry for help if anything ever happened to her.

That's where Dr. Jack Eisenbeis, SLUCare otolaryngologist at SSM Health Saint Louis University Hospital, stepped in.

"She was diagnosed with a congenital laryngeal web, which restricts the opening of the windpipe," Dr. Eisenbeis said. "She very well may have been the only 20-year old in the world with this condition, as most are diagnosed at birth and undergo surgery at a very young age."

Janiyah's condition is rare - it is estimated only one in every 10,000 people are born with a laryngeal web - but it is even more rare at her age, which is why World Pediatric Project brought her to SSM Health Saint Louis University Hospital for the first time in its history. The World Pediatric Project covers all the costs of bringing a patient and their family to the United States.

Janiyah and her mother arrived in the United States in February 2022 and met Dr. Eisenbeis for the first time on February 11 - the first of many appointments. Five days later, Dr. Eisenbeis operated on Janiyah.

As the weeks progressed, so did Janiyah and her voice. "I didn't know I had this volume of voice in me," Janiyah said.

Janiyah's mother added, "My daughter can speak... you can understand the words that she's saying, and she can sing. To God be the glory."



Scan this QR code to view a video about Janiyah's story.

Partnering to improve health care for all

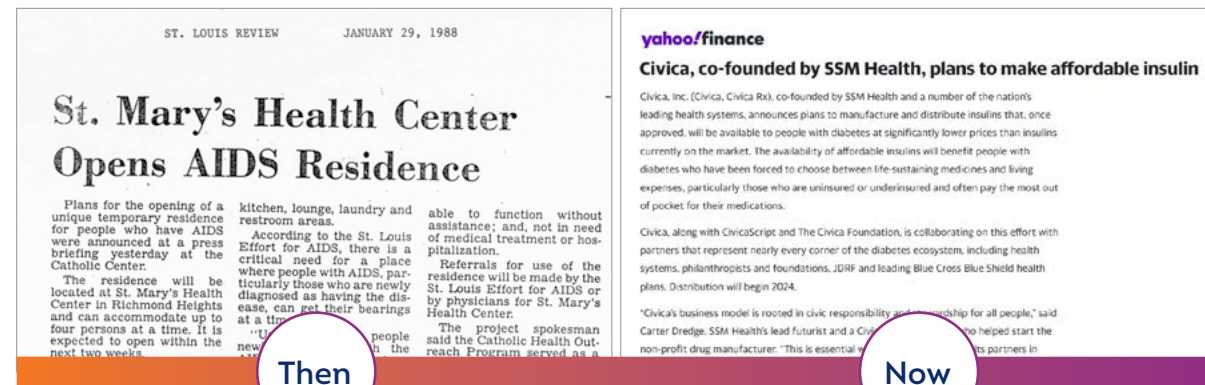
Our founding sisters were pioneers, fueled by unwavering faith and determination to partner with their communities and establish some of the first hospitals, clinics and nursing homes across the Midwest. SSM Health has a long history of bringing together traditional and non-traditional partners to collaborate in solving the many challenges facing our industry and our nation. Here are just a few examples of how we're transforming health care delivery:

- Navitus Health Solutions, SSM Health's fully transparent pharmacy benefit manager, joined as a founding member of CivicaScript - a partnership that will enable greater access and distribution of lower-cost medications to consumers. In 2022, CivicaScript began providing prostate-cancer medication abiraterone acetate at a price \$3,000 less than the average cost for someone with Medicare Part D, the type of insurance people with prostate cancer are most likely to have.
- SSM Health's strategic collaboration with Optum and UnitedHealth Group is supporting investment in community health programs that address the complex

social and economic factors affecting each person's health. Examples include a Behavioral Health Urgent Care and Long-Acting Injectables Clinic in St. Louis that will serve highly vulnerable populations.

- We launched a new program that allows SSM Health's physicians and population health care managers to better communicate and coordinate patient care. In partnership with Navvis, our Vibrance Virtual Care Center has supported more than 45,000 of our highest-risk patients. We also increased the percentage of wellness visit completions among patients age 65 and older with Medicare insurance to 68% in 2022, up from 58% in 2021.

SSM Health continued demonstrating leadership and influence both in the United States and on an international stage. Our experts were featured in television, radio and print stories that appeared more than 12,000 times in 2022. SSM Health's clinical and operational leaders continue to be sought-after speakers for high-profile events, where SSM Health's expertise and thought leadership are helping frame the discussion and spur action in health care transformation.



45 million
patients treated with medications from Civica Rx

295
positive media placements in national/industry publications

12,063
overall media placements

97
keynote and panel presentations by SSM Health leaders at national/industry events

SSM Health in the news

- [Civica, co-founded by SSM Health, plans to make affordable insulin](#)
- [Garza keeps pandemic response focused on most vulnerable](#)
- [SSM Health offers the only cardiac MRI in Southern Illinois region](#)
- [Prioritizing the mental health of health care workers](#)
- [SSM Health to open first-of-its-kind mental health treatment unit in Wisconsin](#)
- [St. Mary's Hospital - Jefferson City one of few in U.S. to offer new treatment for back pain](#)



A global catalyst for health care innovation

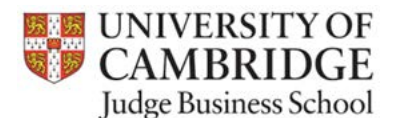
In July 2022, SSM Health and the University of Cambridge Judge Business School convened a conference of 29 senior leaders from 23 health care providers, investors, philanthropies and innovative companies to discuss steps to create new nonprofit ventures - called health care utilities - that improve affordability and access to high-quality care.

The gathering extended our partnership with Cambridge Judge Business School on the Healthcare Utility Initiative and featured presentations from the leaders of Civica Rx and Graphite Health - both health care utilities in which SSM Health is a founding partner. Civica Rx was designed to address skyrocketing prices and critical shortages of life-saving generic medications. Graphite Health was launched to solve the challenges that health systems face in accessing affordable and innovative digital tools.

Participants at the conference represented organizations including the Center for Medicare & Medicaid Services, West Health, Press Ganey Associates and Martis Capital.

SSM Health's Lead Futurist, Carter Dredge, co-led the conference and predicted that it will serve as a catalyst for future innovation and collaboration.

"Momentum is very important to innovation," he said. "It's like surfing - you need a big wave to catch it properly. Right now, we have several big waves going on. Are we prepared to ride that wave? That's what I'm hoping."



Generations of caring for our communities

SSM Health is building on our founding sisters' legacy by using our expertise and resources to ensure that all people have access to the care they need – particularly those who are economically, physically and socially marginalized. For decades, we have been a leader in social justice, and we are working to address the underlying causes of health disparity through a comprehensive, integrated approach to community health.

We are incorporating screening for social determinants of health – including food insecurity, access to safe housing and transportation – into routine patient care encounters. In 2022, Dr. Alex Garza, SSM Health's Chief Community Health Officer, participated in the White House Conference on Hunger, Nutrition and Health – joining other national experts to address food insecurities and other social factors that impact the health of people from disadvantaged communities or groups.

Our work in this area includes participation in the national Healthcare Anchor Network and the St. Louis Area Anchor Network – collaborative partnerships focused on inclusive hiring, equitable purchasing and sustainable investing. In its first year, the St. Louis Area Anchor Network engaged with more than 125 community partners to develop its action plan, and 50 small businesses connected with its members for opportunities to bid for contracts.

Through its philanthropic foundations, SSM Health raised a total of \$45.5 million in 2022 – 10% of which is designated for community health initiatives such as health education and outreach, preventative health care screenings, and maternal and infant health programs.

SSM Health joined a coalition of hospitals nationwide working to encourage conversations among parents and family caregivers about safe gun storage. We also participate alongside our industry peers in social justice action networks, including the Catholic Health Association's Confronting Racism by Achieving Health Equity initiative.

We champion healthy environments as a component of overall health, and SSM Health is one of more than 100 American health care companies that committed to the Biden administration's Health Sector Climate Pledge. The initiative strives to reduce carbon emissions by 50% by 2030, and achieve net zero emissions by 2050. SSM Health is also a member of the National Academy of Medicine Action Collaborative, which strengthens environmental sustainability practices.

Our comprehensive environmental sustainability efforts include reducing energy consumption and medical waste, impact investing, incorporating green building practices, and planting trees to reverse urban deforestation.

As chairperson of the Catholic Health Association's Board of Trustees, SSM Health President and Chief Executive Officer Laura Kaiser is working to increase awareness and dialogue around the importance of preserving our Earth – from cleaning up and protecting local neighborhoods, to meeting global challenges such as climate change.

"It is clear the health of people depends on the health of the community and the health of the planet," said Kaiser. "If we really listen to the natural environment around us, I believe we will each be compelled to action."



Then



Now

135.6 tons

of waste diverted from landfills

76.5 tons

of electronic waste collected and recycled

32.2 tons

of reprocessed single-use medical devices

"I would like us to be a voice at the table for health care equity and health care policy wherever we can. We need to continue to ask ourselves, what is ours to do here? Then, how can we leverage who we are in many ways, to continue improving access to the highest quality care for our communities and beyond?"

– Sister Susan Scholl, FSM

Community benefit throughout our system

Each year, SSM Health reinvests in our communities through charity care, medical education and research, as well as contributions to community health improvement services. Based on findings from Community Health Needs Assessments (CHNAs) conducted in each of our communities, we work together with government agencies, charitable foundations, and other local organizations to provide a safety net, helping people access preventative

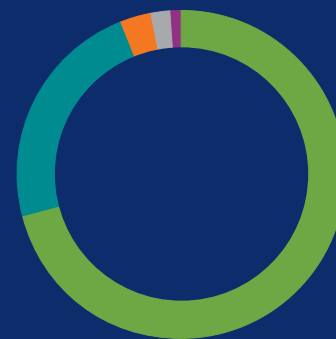
care, investing in critical services, and bringing hope to individuals in difficult times.

In 2022, SSM Health invested more than \$464 million in programs and services that have improved the health of our communities. That's a community benefit equal to 7.7% of our system's total annual revenues.*

*This number is a percentage of net patient service revenue plus premium revenue.

2022 system community benefit numbers

Total	\$464,303,689
Uncompensated care	\$330,975,581
Education and research.....	\$115,023,552
Community benefit activities and programs	\$12,727,953
Subsidized health services	\$5,467,769
Community building.....	\$108,834



Uncompensated care
 Education and research
 Community benefit activities and programs
 Subsidized health services
 Community building

Mid-Missouri



Then



Now

\$17,879,994

in Mid-Missouri community benefit for 2022

SSM Health St. Mary's Hospital - Jefferson City and Catholic Charities of Central and Northern Missouri continue to build upon their partnership to improve health care access and support services in our Mid-Missouri region. When the organizations first came together in 2019, they chose to renovate Shikles Auditorium to serve as a comprehensive health and social services center, helping individuals with their basic needs.

Built in the 1950s, the auditorium is surrounded by subsidized housing, and its residents are significantly more likely to be living in poverty, receiving public assistance, and experiencing social and unmet health needs, including food insecurity. They also lack reliable transportation, and have lower job skills and education. The area

is comprised of a much higher number of minority residents than other areas in Cole County.

The hospital's initial funding for the project included a \$200,000 donation from the hospital's foundation, and an additional \$71,000 from the hospital, to support programming and staff. Since then, SSM Health's support has continued, including helping to add a Food Programs Coordinator in 2021 to oversee the development and implementation of the Catholic Charities food pantry, followed by the addition of a health promotions coordinator in 2022.

Last year, more than 400 individuals received nutrition and health information, while over 1,700 households were served by the food pantry with 300,000 pounds of food supplied. SSM Health also provided resources for health fairs and food distribution events throughout the year.

Oklahoma



Then



Now

Image courtesy of the Franciscan Sisters of Mary

\$68,904,423

in Oklahoma community benefit for 2022

“Loaves and Fishes,” a program implemented in partnership with Regional Food Bank of Oklahoma, works to fill the void for patients who are experiencing food insecurity at Family Medicine Center at SSM Health St. Anthony Hospital in Midtown Oklahoma City. Patients who are identified as food-insecure are provided with a box of non-perishable food and fresh produce – enough food for four meals for a family of four. During 2022, more than

22,000 patients were seen at the center and 1,600 food boxes were distributed to patients who screened positive for food insecurity.

A large portion of the produce is grown on an urban farm on the hospital campus. In partnership with the 8th Street Church of the Nazarene, the farm is located just outside of the Family Medicine Center, just as St. Anthony’s founding sisters once operated a farm on the hospital campus. The remaining produce is either donated to other community organizations, or sold to sustain the ongoing operations of the 8th Street Urban Farm.

Southern Illinois



Then



Now

\$33,862,361

in Southern Illinois community benefit for 2022

SSM Health’s Southern Illinois ministries prioritize access to healthy food for the surrounding areas. To mitigate growing concerns of food insecurity, both during and prior to the COVID-19 pandemic, SSM Health created a sustainable partnership with the University of Illinois Extension and United Way of South-Central Illinois to bring mobile food distribution events to three communities every

month. Since its inception in 2020, the mobile markets have provided boxes of produce, meat/dairy, and pantry staples to more than 500 households collectively each month.

Prior to 2021, the effort was primarily funded through a USDA grant. Once grant funding was fully utilized, SSM Health became the key contributor to sustain the program. In 2022, SSM Health contributed a total of \$49,953 to support mobile markets in Marion and Jefferson counties, reaching over 5,500 households.

St. Louis



Then

Now

\$173,996,921

in St. Louis community benefit for 2022

At SSM Health St. Mary's Hospital - St. Louis, our team of professionals at The WISH (Women and Infant Substance Help) Center provides comprehensive, high-risk maternity care for people who are affected by opioid dependency. The WISH Center operates on the foundational principles of medication-assisted treatment (MAT) - the use of medications in combination with counseling and behavioral therapies for the treatment of substance use disorders.

When a baby is born addicted and must go through "withdrawal," the condition is known as Neonatal Abstinence Syndrome (NAS). The average length of stay in the NICU for babies

born with NAS at SSM Health St. Mary's was 17.4 days. For babies born from WISH Center moms, the average nursery stay is 6.9 days. In addition to the care patients receive during pregnancy, the Aftercare Program of WISH supports moms for two years post-delivery, with the goal of supporting her in her sobriety into her next pregnancy.

In 2022, the WISH Center had 2,006 patient encounters resulting in 214 deliveries. The groundbreaking facility was the first in the St. Louis region, and one of few in the nation, to provide non-judgmental holistic care for mothers with addictions and their unborn children. It serves as a prototype for organizations looking to support this vulnerable population.

Wisconsin



Then

Now

\$169,659,990

in Wisconsin community benefit for 2022

In April 2022, SSM Health partnered with area health care organizations, including the Dane County Health Council, to launch ConnectRx Wisconsin, a system dedicated to supporting Black pregnant women by providing greater access to health care and family-stabilizing resources. The program aligns with priorities listed in SSM Health St. Mary's Hospital - Madison's 2022-2024 Community Health Needs Assessment. ConnectRx seeks to reduce Wisconsin's high racial disparity regarding infant mortality, as the state currently has one of the highest disparities in the country.

The program deploys a care coordination system across Dane County that helps to connect women to resources and fill unmet

needs to promote successful births and improve overall birth outcomes in the state. The initiative stems from a 2017 community assessment, called Saving Our Babies, which outlined the growing racial disparity gap in Dane County and called for immediate action. Through ConnectRx, pregnant women can receive access to community health workers, doulas, and various programs focused on addressing the social determinants of health.

In 2022, 80% of our patients were screened for social determinants of health at their new OB appointments, resulting in 133 referrals to ConnectRx. Of the 133 patient referrals, 52 women were enrolled. We also referred 278 patients to the OB RN Navigator. The number of referrals demonstrates there was a definite gap in care for patients needing to be connected to community resources.





Image courtesy
of the Franciscan
Sisters of Mary

“Continue courageously,
for the love of God.”

— **Mother Mary Odilia Berger**

