

**Hospital Sisters**  
HEALTH SYSTEM



**2020**

HOSPITAL SISTERS HEALTH SYSTEM

**ANNUAL REPORT**

# Message from Our HSHS President and CEO and Board Chair



When the Hospital Sisters of St. Francis came to America to begin their healthcare ministry 145 years ago, none of them could have imagined what the years ahead would have in store. Hospital Sisters Health System has a long and storied history over its 145-year existence, with many milestones that will never be forgotten. In each of the communities we serve, HSHS has played an integral part in that community's history by providing for the health and well-being of the people living there. This year will be another milestone for the history books as America has faced the challenges of COVID-19 mixed with instances of racial injustice and societal unrest. While it has been a challenging year, HSHS has continued to be an essential cornerstone for our communities, committed to our mission and serving the needs of all people living there.

The COVID-19 pandemic has shown us the extraordinary resilience of our colleagues. We are at a place where we are being called to care for others during a period of incredible uncertainty and overwhelming needs. Throughout the pandemic, we have relied on the strength of our dedicated colleagues who have served on the frontlines and been selfless caregivers to our patients, whether COVID-positive or not. HSHS is truly blessed to have colleagues who heroically place themselves at significant risk to care for those in need.

This year has also reminded us of the Sisters' important role in the Springfield Race Riots of 1908 when they treated the injured and infirmed side by side in the hospital hallways, no matter the color of their skin. We are proud of this long history of condemning racism and affirming the human dignity of all people. Today, we recommit ourselves to continue that tradition.

In spite of the challenges this year, HSHS has many achievements to celebrate. One of this year's highlights across the system includes the expansion of telemedicine. With so many patients staying home during the pandemic and reluctant to seek healthcare in traditional settings, telemedicine grew exponentially. It was one of the many occasions when our HSHS colleagues arose to the challenge to find innovative solutions to meet the needs of our patients in new ways.

Our physician partnerships continued to see steady growth this year as we opened clinics in new markets for HSHS. HSHS Medical Group and Prairie Cardiovascular opened clinics in Troy, Edwardsville and Mattoon - each of them a first for HSHS in those cities. Prevea Health continued their expansion as well, with a new clinic in Menominee and several replacements of existing clinics to better meet the growing demand of patients. We also partnered on the development of a new outpatient cancer center in O'Fallon, Illinois that will serve countless residents of the metro east area of St. Louis and southwest Illinois. As healthcare continues to move care to ambulatory settings, we expect more growth in our physician clinics, partnerships and telehealth services.

Additionally, as a Catholic healthcare provider, HSHS has a long and rich tradition of addressing health disparities and health needs in the communities we serve. HSHS ministries collaborate with community partners to address needs through our broader community health programs. This includes strategic health partnerships, subsidized health services, research and community building activities. In 2020, these came in the form of neighborhood and emergency department-based community health worker programs; COVID-19 community awareness, resources and education, including free COVID-19 drive-through testing sites; equity, diversity and inclusion trainings; access to healthy foods through partnerships and community gardens; behavioral telehealth crisis intervention screening; development of healthcare specific human trafficking education; shelter-based homeless clinics; participation in community screenings, and so much more.

Looking forward to 2021, HSHS will continue to be faithful to our mission and care for all people regardless of race, income or gender. Year after year, we see our colleagues step forward to care for their neighbors, often putting themselves and their families at risk. We are so proud of the care they have provided during this COVID-19 pandemic and how they personify our Franciscan mission, values and heritage.

For more than 145 years, our mission to share the healing love of Christ has remained constant. On behalf of the HSHS family and now more than ever, we are honored to serve our patients, their families and our communities in the healing tradition of Jesus Christ and St. Francis and St. Clare of Assisi. Stay safe and be well.

Sincerely,

Mary Starmann-Harrison  
HSHS President and CEO

Bill Murray  
HSHS Board Chair



# TABLE of CONTENTS

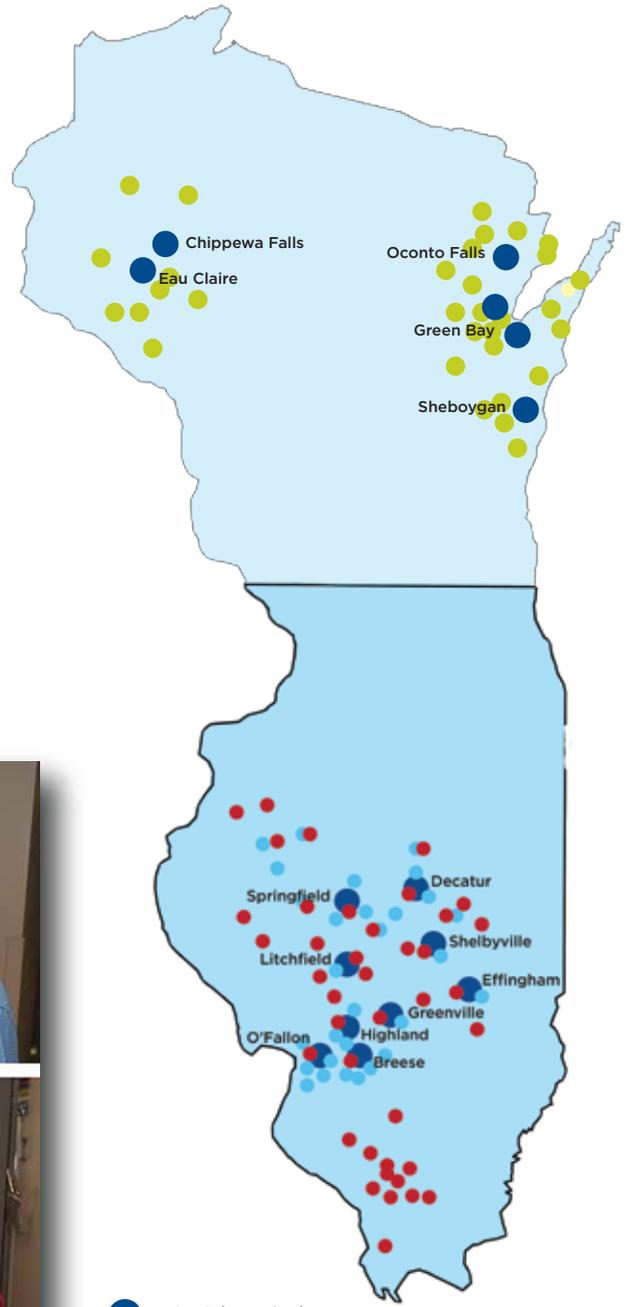
3	OUR SYSTEM OF CARE
4	HSHS BY THE NUMBERS
5	COVID-19 PANDEMIC
7	COMMUNITY SUPPORT
9	OUR COVID-19 PATIENTS
11	HOPE ARRIVES
13	COMMUNITY BENEFIT
15	SYSTEM BUILDING & GROWTH
18	COVID-19 & TELEHEALTH
19	OUR PEOPLE
20	THANK YOU

# Hospital Sisters Health System

## OUR SYSTEM OF CARE

HSHS is a highly integrated, multi-institutional health care system comprised of 15 hospitals and more than 250 physician practice sites in Illinois and Wisconsin. The system serves rural and mid-sized communities throughout both states. HSHS is committed to delivering high-quality, compassionate, holistic, and cost-effective healthcare services to all who seek it. Sponsored by Hospital Sisters Ministries, our mission is *to reveal and embody Christ's healing love for all people through our high-quality Franciscan health care ministry*. That mission is carried out every day by the more than 12,000 colleagues and more than 3,200 physicians who care for patients in our facilities.

Through our care integration strategy, investments in state-of-the-art facilities and technology, and substantial community benefit programs, we continue the legacy of the Hospital Sisters of St. Francis to care for the residents of the communities we serve, with a special emphasis on the poor and vulnerable.



- HSHS hospitals
- HSHS Medical Group
- Prairie Cardiovascular
- Prevea Health (multi-specialty group)
- Strategic affiliates/joint ventures



# HSHS BY THE NUMBERS



⊕ **\$2.4 billion**  
⊕ **15 hospitals**

## 3 PHYSICIAN PARTNER GROUPS

+ **HSHS Medical Group**  
*500+ providers, 130+ clinics*

+ **Prevea Health**  
*460+ providers, 65+ clinics*

+ **Prairie Cardiovascular**  
*120+ providers, 40+ locations*



**STAFFED BEDS**  
**1,726**



**ER VISITS**  
**276,421**



**ACTIVE  
MED  
STAFF**  
**8,223**

IL: 5,014 WI: 3,209



**SURGICAL  
CASES**  
**54,712**



**ADMISSIONS**  
**69,672**

IL: 43,304 WI: 26,368

**OUTPATIENT  
REGISTRATIONS**  
**1,311,153**



**BIRTHS**  
**7,557**



**COMMUNITY  
BENEFIT**  
**\$244 million**  
9% of total expenses

*\*numbers are FY2020*



GOD'S LOVE CALLS US TO MOVE BEYOND FEAR.  
WE ASK GOD FOR THE COURAGE TO PUT ON FAITH, HOPE  
AND LOVE AS WE GO OUT INTO THE WORLD AND  
BECOME THE WORD IN BODY AS WELL AS SPIRIT.

- Pope Francis -

# COVID-19 *pandemic*



HSHS first started monitoring and communicating to colleagues about SARS-CoV-2 (COVID-19) in January 2020. Initially, it was a situation HSHS leadership watched from afar but then quickly realized that it was soon coming to each of our HSHS communities. Our leadership teams across the system began to prepare. From supply chain to clinical operations, human resources to IT, all departments were activated to prepare for the worst and hope for the best.

The COVID-19 pandemic completely changed the way hospitals and many other organizations do business. Healthcare workers had to adapt quickly and change processes, protocols and safety precautions.

Colleagues at every HSHS hospital took the pandemic seriously, from implementing visitor restrictions, asking travel questions and screening those coming into the hospitals, to activating incident commands, cancelling elective surgeries and public events. Colleagues stepped up to learn new job responsibilities and worked additional hours to help ensure all services would continue and patients of all kinds cared for. Supply chain colleagues throughout the system put strict inventory controls on all personal protective equipment (PPE) to ensure an



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adequate supply while keeping colleagues, physicians and patients safe.

Early on, operations identified ways to best care for COVID-19 patients, including consolidating patients to a few locations, with engineering and maintenance departments quickly establishing floors designated for COVID-19 care and outfitting rooms with negative airflow for COVID patients and patients awaiting test results.

HSHS hospitals experienced a surge of patients in the spring of 2020 and then again in the fall of 2020. Through it all, colleagues went above and beyond to care for everyone with high-quality compassionate care.

The health, safety and well-being of our providers, colleagues, patients and communities was and has always been our top priority.





# COMMUNITY *support*



Recognizing the seriousness of the pandemic, people in our HSHS communities were eager to help our hospitals. Requests flooded in, asking what the hospitals needed and how they could help. HSHS deeply appreciates the outpouring of kindness and support from community members during the pandemic. So many people found ways to creatively show their support for our patients and healthcare workers on the frontlines.



HSHS launched public safety campaigns that encouraged people to do their part to help stop the spread of COVID-19 as governors in Illinois and Wisconsin issued stay at home orders and other community guidelines during the pandemic to curb the spread of COVID-19. Colleagues felt that was one easy way for the community to help our hospitals. The premise was that if the spread of COVID-19 was slowed, our hospitals would not be overwhelmed with patients and we could continue to serve all who needed care with the proper resources.

Healthcare workers were touched when the “Hearts for Healthcare Workers” campaign was launched around the country, and when many yard signs and car stickers started to appear throughout the communities. Blue ribbons also appeared around tree trunks,

*(continued on next page)*

lights and other fixtures. The common color of scrub uniforms, the blue ribbons showed support for the “blue army” in our hospitals and healthcare facilities. Colorful chalk messages were also drawn at the entrances of hospitals meant to give a boost of encouragement as colleagues entered or exited the hospital facilities.

Community members were also aware of the strain that the pandemic put on PPE for our healthcare workers and they were anxious to do what they could. Supply drives were held, companies altered their normal lines of production to find ways to help and members of the community got creative. Everyone became a crafter, sewing cloth face masks, creating “ear savers” out of yarn, plastic and other materials and much more. These donations flooded our hospitals and helped us through.

HSHS colleagues greatly enjoyed some of the generous food donations that nourished them on some long pandemic days. Food always lifts spirits, and that was no exception during the pandemic. Donations from several restaurants, local bakeries and even Girl Scout cookies appeared at our hospital doors day after day.

To say we are grateful to our communities is an understatement. The pandemic is and was challenging in many ways, but the support we felt across the system was overwhelming and so appreciated. This challenging time definitely brought out the good in all of us.





our  
**COVID-19**  
 patients

In 2020, our HSHS ministries cared for

**3,616**  
**COVID-19 patients**



HSHS Hospital	# of patients
HSHS St. John's Hospital	785
HSHS St. Vincent Hospital	361
HSHS St. Mary's Hospital	275
HSHS Sacred Heart Hospital	260
HSHS St. Elizabeth's Hospital	740
HSHS St. Anthony's Memorial Hospital	241
HSHS St. Joseph's Hospital, Chippewa Falls	56
HSHS St. Mary's Hospital Medical Center	549
HSHS St. Nicholas Hospital	168
HSHS St. Joseph's Hospital, Breese	53
HSHS Holy Family Hospital	31
HSHS St. Francis Hospital	42
HSHS St. Joseph's Hospital, Highland	41
HSHS St. Clare Memorial Hospital	5
HSHS Good Shepherd Hospital	9

## Ken's Story: "I thank God every day"

At HSHS, we are committed to protecting and caring for our communities in the midst of the COVID-19 pandemic. We have cared for countless patients affected by COVID-19, including those who have required intensive, around-the-clock care.

Ken, a 64-year-old man from Green Bay, was rushed to HSHS St. Mary's Hospital Medical Center in early April after what he thought was a common cold quickly turned severe and left him gasping for air.

"I had been following the rules, staying at home, and would only go out to get groceries or gas," said Ken. "I really don't know how I came down with it (COVID-19), but when it hit, it hit hard."

Ken required multiple treatments to help him fight off the virus, including continuous positive airway pressure (CPAP), prone positioning and antiviral medications. He was hospitalized at St. Mary's for three weeks.

"Ken was very sick, but his case proved to us all that it is possible for some patients to overcome the worst of COVID-19," said Dr. Manar Alshahrouri, a Prevea Health pulmonologist and critical care physician at HSHS St. Vincent and St. Mary's.

On April 29, just 21 days after he was rushed to St. Mary's, Ken was discharged from the hospital. Medical staff and colleagues lined the hospital hallways and cheered as Ken, in a wheelchair, was escorted by two of his nurses and met outside by his family, including his wife, Wendy, of 35 years.

"My family is everything to me," said Ken.

Ken required additional oxygen throughout his recovery process at home, but was slowly able to return to his daily activities like cutting the grass. While Ken is feeling like himself again physically, he admits a part of him is forever changed.

"Each time we are watching the news and you see how many others are not surviving this virus, my wife says, 'Ken, you don't know how lucky you are.' But I do, and I thank God every day."

Ken also remains thankful to the team at HSHS St. Mary's Hospital Medical Center that saved his life.

"From the bottom of my heart, I thank you. You are the true, real heroes and angels to me."



*Ken, 64 (above), just moments after being discharged from HSHS St. Mary's Hospital Medical Center following a 21-day stay for COVID-19.*



*Pictured left and below are COVID-19 patient discharge celebrations from HSHS St. Elizabeth's Hospital in O'Fallon.*





# HOPE *arrives*



In December 2020, HSHS was so grateful to receive our first shipments of the COVID-19 vaccine. Our first vaccines were administered to frontline healthcare workers on December 16. We took some time to appreciate this milestone as we celebrated the first doses of the vaccine being safely administered in our communities.

Our team began carefully coordinating and distributing the vaccine to our colleagues, other frontline workers and community members with professionalism, skill and compassion, knowing that this vaccine was a game-changer in the pandemic. The vaccine served as a light at the end of the tunnel for us all.





**I am  
vaccinated  
against COVID!**  
HSHS  
ILLINOIS



PREVEA  
health  
**I was  
vaccinated  
COVID**



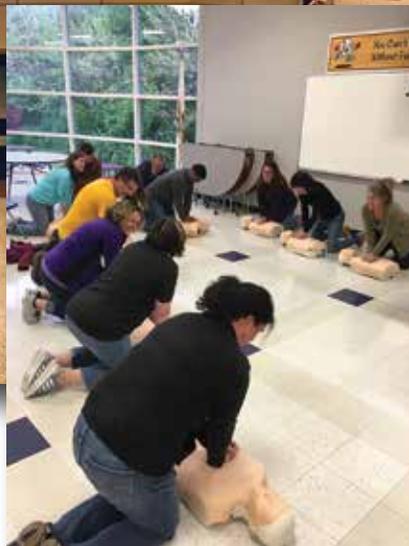
# COMMUNITY *benefit*

## Hospital community gardens proved to be an added blessing in 2020

With many people out of work due to the pandemic, and many restaurants closed, community gardens at several HSHS hospitals helped fill an even greater need for nutritious, locally grown fruits and vegetables. Hospital staff members and community volunteers harvested more than 50 pounds of fruits and vegetables at HSHS Good Shepherd Hospital in Shelbyville. In eastern Wisconsin, the amount of donated produce increased 65 percent thanks to a donation from a local business that allowed for the addition of two raised garden beds for a total of five beds. Hospital colleagues there generously donate their time to plant, weed, maintain and collect produce. The fresh produce was donated to Green Bay, Sheboygan and Oconto Falls food pantries. Over 1,300 pounds of food were donated in eastern Wisconsin.

*Pictured above is the community garden at HSHS Good Shepherd Hospital in Shelbyville and to the right are colleagues from eastern Wisconsin with some of the fruits of their labor.*





### Hands only CPR training

Hands only CPR - which doesn't require mouth-to-mouth resuscitation - was a major initiative for the STAT Heart Team at Prairie Cardiovascular. Trainings were offered to public and private groups prior to COVID restrictions, including at nine local football games, health fairs, job fairs, school districts and state agencies. Prairie colleagues also provided CPR training and certification to 50 Illinois General Assembly staffers.

Thanks to a generous donation from the Prairie Heart Foundation, the team was able to purchase eight mannequins featuring advanced technology that uses light sensors to indicate when a person is compressing the chest at the depth and speed required. These feedback devices enhance the training process and leave participants with greater confidence in their ability to respond to an emergency.



**\$244 million** *dedicated to community benefit*  
*9.9% of all expenses system-wide*

### HSHS St. Clare Memorial Hospital joins oral health partnership to help underserved children in need of dental care

Children with complex dental needs and who are uninsured or underinsured have greater access to care thanks to a new collaboration between HSHS St. Clare Memorial Hospital in Oconto Falls and the Brown County-based Oral Health Partnership (OHP).

Oral Health Partnership, a nonprofit founded in Green Bay in 2005, provides underserved children living in Brown County and surrounding counties access to preventive, restorative and emergency dental services at no cost. It offers a school-based dental care program, three clinic locations throughout Green Bay, and partners with three Green Bay hospitals - including HSHS St. Vincent Hospital and HSHS St. Mary's Hospital Medical Center - to provide treatment for complex dental conditions that require an operating room setting.

"Our hospital's vision is to provide health, healing and hope to all we serve, and we are proud to join our sister-hospitals in Green Bay to assist the OHP in providing a service that is greatly needed for underserved children," said Chris Brabant, president and CEO, HSHS St. Clare Memorial Hospital. "Our partnership with OHP also means children who live in our rural, northern communities and in need of this type of care can now access it closer to home."

As an OHP partner, HSHS St. Clare Memorial Hospital provides operating room space and the assistance of its surgical staff to OHP physicians at no cost to OHP or the patient. Procedures may include the treatment of multiple cavities in young children, abscessed teeth and/or teeth extraction.

HSHS St. Clare Memorial Hospital also provides the services of child life specialists for each child who comes to the hospital to have a dental procedure. Child life specialists are specially trained in helping put children at ease who may be anxious about their procedure.

Between October 2019 and March 2020, 36 pediatric patients underwent dental procedures and nearly all received support from child life specialists. While the COVID-19 pandemic halted procedures from March - June 2020, the need remained. In July alone, cases for 15 children were completed by the end of the month.



# SYSTEM *building & growth*

## **Family-centered care was focus of NICU renovation project**

Work on the new neonatal intensive care unit (NICU) in HSHS St. John's Children's Hospital in Springfield was completed in 2020. The new unit expanded capacity to allow for the care of 56 high risk and critically ill newborns in single-family patient rooms. The hospital also plans to offer couplet care rooms in the renovated NICU. Couplet care rooms allow moms and their NICU babies to heal together in the same space while the mother is still a patient in the hospital. St. John's will be one of only a few hospitals across the country to offer this type of developmentally supportive family-centered care.

As the only Level III NICU in the area, St. John's Children's Hospital is a critical medical resource to protect the healthy recovery and development of babies born early throughout south-central Illinois. The NICU cares for more than 700 babies annually. The new unit will open in March 2021.

## **HSHS consolidates to statewide structures to prioritize patient care**

HSHS worked to identify strategic and operational efficiency opportunities that would further our mission in late 2019. In reviewing our opportunities, one of the decisions made by HSHS leadership was to move to a statewide structure in Illinois and Wisconsin. The new consolidated model enables us to prioritize what matters most - providing our healthcare ministry to millions of patients in our communities across Illinois and Wisconsin.

The HSHS Central Illinois Division and the HSHS Southern Illinois Division became HSHS Illinois, led by President and CEO EJ Kuiper, and the HSHS Eastern Wisconsin Division and the HSHS Western Wisconsin Division became HSHS Wisconsin, led by President and CEO Andy Bagnall. The statewide teams oversee hospital operations, working closely with leaders in our physician groups - Prairie Cardiovascular, HSHS Medical Group and Prevea.



*EJ Kuiper  
Andy Bagnall*





### HSHS St. Nicholas Hospital remodels main and emergency department entrance

In March 2020, construction began at HSHS St. Nicholas Hospital on the main entrance and emergency department entrance. The project scope included remodeling the outside and inside of each area as well as the waiting area. Reconstruction work on the emergency department entrance and waiting area wrapped up in early September 2020 and the entire project is slated to be completed in February 2021.



### HSHS St. Elizabeth's Hospital opens new Cancer Care Center

In spring of 2020, HSHS St. Elizabeth's Hospital and Cancer Care Specialists of Illinois (CCSI) welcomed patients into the new Cancer Care Center of O'Fallon. The center offers comprehensive cancer services to patients in the metro east region.

The 31,000-square-foot building houses St. Elizabeth's Hospital's newly added radiation oncology services department and CCSI clinic space. The facility gives cancer patients the ability to receive innovative and advanced radiation and medical oncology treatments close to home. Having all cancer care services in a single location helps reduce barriers and burdens on cancer patients.

The center also features calming décor and beautiful, one-of-a-kind artwork from local artist Sharon Aach. There are three of Aach's unique reverse-painting, mixed media glass panels on display. The vibrant images inspire colleagues and uplift patients. Aach also has numerous pieces on permanent display at St. Elizabeth's, including one that is an artistic depiction of the Canticle of the Sun.

The hospital is proud to continue its quality patient care through its various cancer-related programs to provide the full spectrum of cancer care.



## SYSTEM *building & growth (continued)*



### Expanded Clinton County Rural Health opens on HSHS St. Joseph's Hospital Breese campus

On November 16, 2020, HSHS St. Joseph's Hospital Breese unveiled the newly expanded Clinton County Rural Health medical clinic located on the hospital campus.

This growth initiative took a little more than a year to complete, adding approximately 12,000 square feet onto the existing building. This project also created access to additional parking. Phase two of this expansion involves renovating portions of the preexisting medical practice office which will offer more clinic space, providing patients with additional amenities and convenience. The final phase is anticipated to be completed in late spring/early summer 2021.

St. Joseph's Hospital President and CEO Chris Klay shared, "The Clinton County Rural Health expansion affords us the space to better support existing patients and providers and also supports our efforts to provide quality care and access to the residents of this area."



### HSHS Medical Group and Prairie Cardiovascular opens two new multispecialty care locations

HSHS Medical Group expanded into two new cities in 2020 - Mattoon and Edwardsville. HSHS Medical Group Multispecialty Care in Mattoon opened in June with walk-in and family medicine services. The clinic is also home to Prairie Cardiovascular outreach services with advanced imaging services provided by HSHS St. Anthony's Memorial Hospital.

HSHS Medical Group, Prairie Cardiovascular and HSHS St. Elizabeth's Outpatient Therapy

celebrated the opening of their new Edwardsville clinic with a socially distanced ribbon cutting in early December (shown in the picture above). Services include internal and family medicine with specialists in nephrology, orthopedic surgery, pulmonology and urology planned to provide outreach services in the near future.

# COVID-19 & telehealth



With stay-at-home orders in both states, patients were weary to come into our clinics for care. Our physician partners had to shift operations to still be able to provide the care that their patients needed from afar. Phone, video and virtual care visits became the primary focus at the onset of the COVID-19 pandemic and when in-person care was required, we assured our patients that they were safe with us. Our physician partner groups saw a dramatic jump of nearly 80% in the care that was provided outside of the clinic setting. For example, from March to June 2020, HSHS Medical Group performed 14,000 virtual visits. While the numbers subsided over the summer months as patients were more comfortable scheduling in-person appointments, they again rose as COVID cases increased later in the fall. From March to the end of 2020, Prevea Health provided over 9,300 virtual care visits and over 17,500 video visits (which are appointments that would have been in-person if not for the pandemic) to patients.

Our providers' agility in switching to video visits meant more than 60,000 patients received care from the safety of their homes. This care delivery method will continue to be an important strategy as we move beyond the COVID crisis, and the lessons learned are invaluable. We were and are proud to be able to find new ways to care for our patients during this time and into the future.

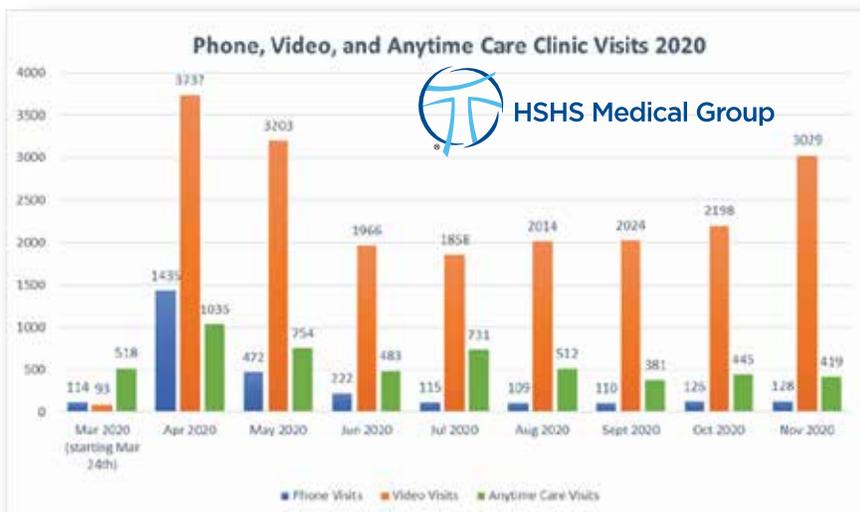
## Prairie turns to virtual care knowing that heart care cannot be delayed

Unlike primary care, cardiovascular care often cannot be delayed, so Prairie providers responded to Gov. Pritzker's stay-at-home orders with their patients' needs in mind. Within days of COVID-19 changes, Prairie launched a statewide campaign to reassure patients that virtual visits were available.

Virtual visits were made available for same day and next day appointments for the safety and convenience of their patients.

Prairie providers quickly adapted to the technology required for virtual visits, and more than 10,000 visits that were meant to be in-person clinic visits were conducted virtually.

By July 2020, Prairie patient volumes were beginning to surpass pre-COVID volumes.



# OUR PEOPLE

We welcomed these colleagues to the HSHS leadership team this year:



(above, left to right)

**Lora Johnas**, Vice President of Care Management | **Jennifer Cobb**, Senior Vice President and Chief Mission Officer | **Terry Deis**, President and CEO, HSHS St. John's Hospital, Springfield | **Peter Kung**, Senior Vice President and Chief Strategy Officer | **Theresa Rutherford**, President and CEO, HSHS St. Mary's Hospital, Decatur

## Executive Management Team

Mary Starmann-Harrison  
*President and CEO*

Marc Shelton, MD  
*Senior Vice President  
& Chief Clinical Officer*

Michael W. Cottrell  
*Senior Vice President  
& Chief Financial Officer*

David Beach  
*Senior Vice President  
& Chief Human Resources Officer*

Amy Bulpitt  
*Senior Vice President  
& Chief Legal Officer*

Jennifer Cobb\*  
*Senior Vice President  
& Chief Mission Officer*

Peter Kung\*\*  
*Senior Vice President  
& Chief Strategy Officer*

Ann Carr  
*Treasurer*

\*Joined HSHS in April 2020

\*\*Joined HSHS in October 2020



### Mary Starmann-Harrison announces retirement from HSHS

In December 2020, Mary Starmann-Harrison, president and CEO of HSHS, announced her plans to retire in the second half of 2021. Mary has led the system for almost 10 years and will assist in transitioning her successor prior to her retirement.

"Mary's contributions to the HSHS ministry over the past decade have far exceeded the usual measures for success," said Sister Jomary Trstensky, OSF, chair of Hospital Sisters Ministries. "In everything she undertook, she acted with passion and with a personal investment in the underlying

HSHS mission. She maintained an absolute vigilance for the religious values of the organization even while she searched for new and contemporary ways of serving those entrusted to our care."

During Mary's tenure as HSHS president and CEO, HSHS has grown to 15 hospitals in Illinois and Wisconsin, adding three hospitals to the system. Also in Illinois, she oversaw the construction of two new replacement hospitals in Highland and O'Fallon. HSHS Medical Group and Prairie Cardiovascular experienced significant growth, and the Prevea physician partnership expanded and continues to grow. HSHS also created numerous partnerships and affiliations to improve access to high-quality health care in the communities served. Mary was also a key leader in establishing health insurance products in Wisconsin and Illinois, including Prevea360 in Wisconsin and Live360 in Illinois, which offers community employers high-quality network providers at an affordable cost.

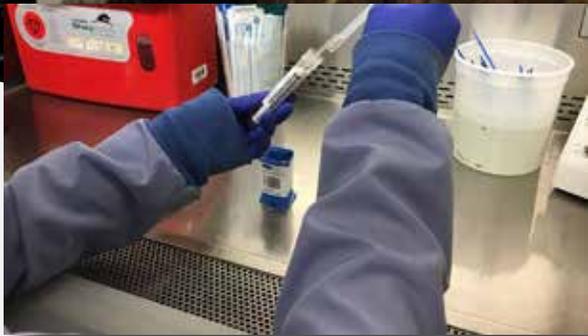
Mary and her husband, Greg, plan to retire in Arizona. We thank Mary for her leadership and years of service to HSHS.

## HSHS Board of Directors

Bill Murray, Chairperson  
William H. Blum, Vice Chairperson  
Sister Gertrude (Trudy) O'Connor, OSF, Secretary  
Mary Starmann-Harrison, President

Robert B. Atwell  
Matthew Lambert, M.D.  
Janice Wiegmann  
John Sheehan

Sister Christa Ann Struewing, OSF  
William S. Lyke  
J. Michael Houston



# THANK YOU

To all of our 12,000+ colleagues across HSHS, THANK YOU for your dedication to our mission and the exceptional care you have provided to our patients and community throughout the COVID-19 pandemic. We are so proud of our colleagues who continually go above and beyond, and are blessed to have them a part of our HSHS family.



we are  
**HSHS**  
Hospital Sisters Health System

## OUR MISSION

To reveal and embody Christ's healing love for all people through our high quality Franciscan health care ministry.

## OUR VISION

Rooted in our Franciscan mission, we will be the unique, high quality health system providing exceptional care, centered on the whole person.

## OUR VALUES

Respect | Care | Competence | Joy



**Hospital Sisters**  
HEALTH SYSTEM

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