Change is part of every great organization’s journey.

Four years ago, we had a vision at CHRISTUS St. Vincent to transform our hospital into a progressive and adaptive healthcare system designed to meet the changing needs of Northern New Mexicans for generations to come.

With hard work and the overwhelming support of our community, financial partners and leading industry advisors, we can honestly say CHRISTUS St. Vincent has changed from the inside out.

The past four years have been a journey of self-discovery and new beginnings. What started with celebrating small successes has brought us to where we are today — celebrating the opening of our new Frost Pavilion — the first phase of a $44 million construction and remodel project that will culminate in the completion of 206 brand new, state-of-the-art private rooms later this year.

And this is only the beginning. There is a much bigger story to tell about the accomplishments that have been made and the work being done by the people of CHRISTUS St. Vincent today.

Our relentless pursuit of exceptional care is driven by the passion and ingenuity of our physicians, nurses, leaders and associates in their commitment to give nothing but their very best to the people of northern New Mexico.

Please read on to hear the stories of their accomplishments, and share the good news with others in our community. We are as inspired by the success of our people as they are passionate about providing exceptional care.

Sincerely,

Lillian Montoya, President and CEO
Engaged and Connected

Patient satisfaction is soaring, harm rates have plummeted and associate engagement is at an all-time high. Never has there been a more dynamic team at CHRISTUS St. Vincent.

Our diverse community of 2,162 men and women includes 140 doctors and advanced practice clinicians, 557 nurses and a range of professionals from patient advocates and imaging technicians to food service workers and security officers. Together, we serve more than 300,000 northern New Mexico residents who rely on CHRISTUS St. Vincent for exceptional care.

With a team our size, it's essential to ensure everyone is connected and working toward common goals. Through regular town hall meetings, departmental rounding and associate surveys, we engage every associate in making CHRISTUS St. Vincent the best possible place to work and receive care.

Whenever possible, we celebrate success and express our gratitude. From formal awards ceremonies to shout outs at team meetings, we never tire of showing appreciation for a job well done. As a partner of the DAISY Award for Extraordinary Nurses program, our patients can even express their thanks by nominating nurses for special recognition.

Annual galas, holiday parties, and parking lot barbecues are opportunities to relax, have fun and strengthen relationships within our work family. To relieve stress and prevent burnout, our spiritual care team also offers group meditation, grief counseling, and even the occasional “Spa for the Soul” complete with soft lighting, soothing sounds and rejuvenating massage.

In all we do, perhaps one of the most valuable ways we support our associates is in making it easier for them to balance work with their everyday lives. Competitive wages, comprehensive benefits and flexible scheduling are just a few ways we show we care and have earned CHRISTUS St. Vincent the distinction of being a “New Mexico Family Friendly Business” by the New Mexico Task Force on Work Life Balance.

By The Numbers

2,162 Associates
570 Nurses*
1,001 Staff (non-clinical)
110 Physicians
40 Advanced Practice Clinicians (including CRNAs)
516 All Medical Staff
*Bedside Nurses 443

A Great Place to Work

Voluntary Turnover Rates vs. National Hospital Average:

- National Average
- CHRISTUS St. Vincent

All Associates
- 13.2% National
- 6.64% CSV

Bedside Nurses
- 11.2% National
- 5.8% CSV

*National Hospital Average, full- and part-time associates CY16
**CSV full and part-time associates, FY18 through December, 2017
Supporting A Healthy Local Economy

From providing meaningful employment and supporting local business to ensuring the people of northern New Mexico have access to exceptional care — CHRISTUS St. Vincent plays an important role in the health of our local economy.

In FY17, CHRISTUS St. Vincent distributed more than $190 million in payroll and benefits to the 2,162 associates employed by our hospital and clinics. These dollars work to support the financial security and well-being of our associates and move throughout our community to prosper local businesses.

Our local real estate market feels the impact, as well. Working with SVH Support, St. Vincent Hospital Foundation and Homewise, Inc., many CHRISTUS St. Vincent associates receive the information, financial advice and down payment assistance they need to become Santa Fe County homeowners.

All proceeds generated from CHRISTUS St. Vincent’s services are reinvested in improving the health and well-being of our community. From technology upgrades to service-line expansions, these investments have a positive financial impact throughout New Mexico. In FY17, CHRISTUS St. Vincent’s expansion and remodel project to convert to all-private rooms increased our spending with New Mexico vendors to more than $68 million, with $32 million paid out to northern New Mexico vendors alone.

Though CHRISTUS St. Vincent offers a wide variety of healthcare services, there are some community health needs that fall outside our capacity to fulfill. In FY17, we invested $4.9 million with contracted partners and local nonprofits to support our community in addressing these needs.

In good times and bad, the heart of our mission is caring for those in need, regardless of ability to pay. In FY17, CHRISTUS St. Vincent provided more than $27 million dollars in care to those in our community who did not have health insurance or were otherwise unable to pay.

Great Jobs
CHRISTUS St. Vincent Salaries:

$78,137
Average CSV Nurse Salary

$56,580*
Average CSV Workforce Salary

$44,160
Average NM Workforce Salary

*Does not include physician or nurse salaries.

Local Investment

$190 Million Annual Wages and Benefits

$5 Million Community Health Support*

$68 Million State and Local Vendors

$27 Million Uncompensated Care FY17

*Donations to local non-profit safety net organizations and the administration and/or funding of local community health programs and services.

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$190 Million in Annual Wages

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Investment

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Annual Wages and Benefits

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State and Local Vendors

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Uncompensated Care FY17

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Transforming Quality of Care

A passion for extraordinary achievement has infused the heart of CHRISTUS St. Vincent. Millions of dollars invested in talent, infrastructure and state-of-the-art technology have transformed our team into a high-performance powerhouse dedicated to the continual advancement of care.

Safety is our number one priority. Within the past two years, our rigorous “Zero Harm” campaign has made CHRISTUS St. Vincent a model for harm prevention and one of the safest hospitals in New Mexico to work and receive care.

With training in process improvement and dedicated, paid time for projects, our frontline doctors and nurses have tackled challenges faced by hospitals nationwide – protecting patients from infection, reducing risk for adverse drug events and helping more mothers carry babies to term. Their extraordinary efforts have gained national attention. This spring, the work of CHRISTUS St. Vincent’s Clinician Directed Performance Improvement (CDPI) program was presented at the Institute for Healthcare Improvement (IHI) conference in Boston.

On the front lines of the opioid crisis, CHRISTUS St. Vincent’s pediatric team is leading the way. Opiate-addicted babies treated under the team’s new program require less medication for withdrawal symptoms, bond better with moms and are able to leave the hospital sooner than those treated under current national guidelines.

Exceptional imaging and unprecedented comfort define our top-rated 1.5T MRI – just one system from a suite of cutting-edge technology we use to provide precision diagnostics on demand.

In our critical care unit, smart beds designed to turn, tilt, sit and stand are helping nurses get patients moving as soon as possible – speeding recovery and guarding against life-threatening complications like pneumonia and DVT.

Outside the hospital, CHRISTUS St. Vincent outpatient clinics bring world class specialty care close to home – offering advanced treatments in neurosurgery, cancer care, orthopedics and more. Last year, CHRISTUS St. Vincent’s Wound and Hyperbaric clinic became one of only 40 hyperbaric oxygen facilities in the U.S. to be accredited with distinction, ranking it among the top three percent nationwide.

“"We have an entirely new infrastructure focused on quality, safety and service.”

John Beeson, MD, Chief Medical Officer

“"This team is on fire, propelled by the amazing successes we have seen.”

Investing in Quality of Care

$44,000,000
Construction and Renovation of Frost Pavilion, private rooms

$24,000,000
EPIC ConnectCare Patient EMR

$1,970,160
MRI Upgrade

$1,475,647
Patient Monitoring System Upgrade

$1,322,901
Nurse Call Light & Bed Locator Upgrade

$923,430
Laparoscopic & Arthroscopic Surgical System

$901,620
Image-Guided Cardiovascular Procedure System

$827,832
Digital Radiography Upgrade

$761,316
Anesthesia Equipment Upgrade

$515,482
Urologic Imaging System

$76,698,388
Total

*FY15, FY16 and FY17.
In 2014, CHRISTUS St. Vincent asked the people of Santa Fe what they wanted most from their hospital. The overwhelming response was “private rooms”. In November 2017, the hospital reached a major milestone in fulfilling that request — the completion of our Frost Pavilion.

The Frost Pavilion and its 36 state-of-the-art private rooms have been engineered to function as a sophisticated healing environment — a space that maximizes patient safety, comfort and well-being and where form and function combine to support exceptional care. The details of its design and construction have been a labor of love for our leaders, providers, nurses and associates — driven by our desire to offer only the very best to the patients and families we serve.

The remodeling phase of our $44 million project to convert all of our rooms to private rooms has now begun. By the end of 2018, CHRISTUS St. Vincent will have a total of 206 brand new adult patient rooms — every one of them private.

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Design as Medicine

Entering by way of a sunlight-filled, double-height open lobby, patients and visitors to CHRISTUS St. Vincent’s Frost Pavilion are welcomed with an ambiance of warmth and serenity. Wide, brightly lit halls feature more than 70 original paintings by local artists.

Running the length of the pavilion’s second floor, 36 private rooms comprise CHRISTUS St. Vincent’s new surgical oncology, critical care and progressive care units. Connecting seamlessly one to another, each unit features its own centralized nursing station that ensures nurses and providers are always within close reach of patients.

Each new private room delivers the inherent benefits of privacy — a decreased risk of infection, better quality rest and improved communication with nurses and providers. Beyond these, the Frost Pavilion’s new rooms offer additional features designed to promote healing and well-being.

Soothing landscapes, modern décor and high-end beds with adjustable firmness and position settings combine to create a tranquil, comfortable space optimal for healing. Built-in safety features serve to protect patients and staff from harm — most blending invisibly into the design.

Not to be overlooked, each spacious room has been thoughtfully designed to comfortably accommodate visiting friends and family — perhaps the best medicine of all.
Our Journey to **Always**

Exceptional isn’t a *sometimes* job. It’s a never-ending journey of *always* performing your best.

At CHRISTUS St. Vincent, our journey to ‘always’ is our inspiration to provide an exceptional experience for patients and families, every step of the way. From making sure rooms are *always* clean and fresh to *always* being ready to listen, we know that consistently doing our best helps patients feel better and heal faster.

Our passion for excellence is showing. Throughout our hospital and clinics, patient satisfaction scores are higher than ever before, and our associates are leading the way.

With nearly 50,000 visits per year, our emergency department is *always* busy, but our docs have proven there’s *always* time to show how much you care. In 2017, CHRISTUS St. Vincent Emergency Department had the most improved (and second-highest overall) physician ratings among all CHRISTUS hospitals.

Inside the hospital, CHRISTUS St. Vincent’s nurses work around the clock keeping patients safe, comfortable and actively involved in their care. At every shift change, incoming and departing nurses visit with patients and family members to discuss the important details of the day – ensuring care and communication are *always* consistent.

From managing complex medical issues, to finding post-discharge care, many patients need extra assistance throughout their journey. Our team of specially-trained patient advocates, care coordinators, case managers and nurse navigators provide just that, *always* ensuring patients receive the care and support they need, when they need it.

Last, but not least, our friendly team of patient liaisons ensures our smaller expressions of care and compassion are never missed. Whether delivering a hot cup of coffee, fluffing a pillow or helping visitors find their way, their kindness comes from the heart and is always appreciated.

In One Year

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td>Outpatient visits</td>
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<td>Emergency department visits</td>
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<tr>
<td>Inpatient Stays</td>
<td>12,190</td>
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<td>Annual surgeries (trauma, neuro, robotic)</td>
<td>10,663</td>
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<tr>
<td>New babies</td>
<td>1,303</td>
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“**My heart is here.**”

Monica Leyba, Chief Nursing Executive

“**I’ve been with CHRISTUS St. Vincent for 37 years. Our nurses are the heart of our care. Whatever we can do to support them, we’ll do.**”

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Caring for Our Community

CHRISTUS St. Vincent has a deeply rooted commitment to the health and well-being of our community demonstrated through our many programs that serve vulnerable populations of all ages and our partnerships with local government and non-profit organizations.

Our support of good health extends beyond the walls of the hospital. In FY 17, CHRISTUS St. Vincent awarded more than $1.5 million to local non-profits in support of services addressing maternal health, behavioral health for children and adults, violence prevention and senior care. Additional funding from CHRISTUS Health to our community helps provide shelter to homeless women and children, dental care to the uninsured, transportation for cancer patients, and more.

The ongoing work of the CHRISTUS St. Vincent HUGS (High Utilizer Group Services) program continues to transform lives by providing intensive wrap-around support to the homeless, socially isolated, addicted and victims of trauma. Our Healthy Babies program ensures women without health insurance have access to prenatal care and delivery services, and through our partnerships, professionally trained home visitors help new moms support their babies in reaching developmental milestones. Both of these programs are financially supported by CHRISTUS St. Vincent as a benefit to our community.

Some of Santa Fe’s challenges are bigger than what the hospital alone can address. The health and well-being of the community depends on factors such as housing and other supports. CHRISTUS St. Vincent partners with Santa Fe County and the City of Santa Fe in developing services to respond to those with addictions, housing needs and other issues that impact people’s health.

The 2017-2019 Community Health Needs Assessment and Community Health Implementation Plan can be read online. Visit www.stvin.org/community-health.

Supporting Northern New Mexico

$1.5 Million
CHRISTUS St. Vincent
Community Benefit
Funded Programs

VIOLENCE PREVENTION
Las Cumbres
United Way of Santa Fe County
Youth Shelters
Solace Treatment
Esperanza Shelter

ADOLESCENT & ADULT BEHAVIORAL HEALTH
PMS Project Ann Dental Care
Sky Ctr- NM Teen Suicide Prevention
Gerard’s House
PMS-Assertive Community Treatment
La Familia
Life Link
Santa Fe Recovery Center
Friendship Club
Santa Fe Desert Chorale
St. Elizabeth’s Homeless Shelter
Interfaith Shelter

SENIOR CARE
Kitchen Angels
Coming Home Connection
Lifecircle

$1.5 Million
awarded to local nonprofits that
provide community health programs and services.
Always Learning

At CHRISTUS St. Vincent, learning never stops. From providing our associates with ongoing education, training and tuition reimbursement to helping healthcare career dreams take flight, we’re making northern New Mexico’s healthcare workforce stronger every day.

Every nurse deserves a great start. At CHRISTUS St. Vincent, our year-long Nurse Residency Program provides our nurses who are new to acute care with a personal mentor and individualized training to help make their career with us even more rewarding.

Through our Leadership Development Institute, CHRISTUS St. Vincent’s managers and directors develop the strengths they need to lead high-impact teams. Our new and emerging leaders receive guidance, too – learning essential skills that will help them throughout their careers.

We’re also proud to inspire and support our community’s next generation of healthcare professionals.

Local high school students participating in our one-on-one mentorships and Healthcare Exploration Program summer internships gain real-world experience that helps them make informed career choices. With additional support from Rotary Club of Santa Fe, our scholarship program provides up to $6,000 of educational assistance to deserving seniors who continue their healthcare education at a higher learning institution.

Through multiple programs and partnerships with, we provide hands-on training and educational consulting locally and statewide. As a premier site for clinical rotations, many of tomorrow’s nurses, therapists, medical assistants, and technicians begin their professional journey with us.

CHRISTUS St. Vincent’s Family Medicine Residency program trains new doctors from across the country and around the world to bridge economic, language and cultural barriers to provide effective care in the communities they live. Co-sponsored by the University of New Mexico and La Familia Medical Center, the esteemed program received nearly 1,000 applications for its four positions available this year.

In 2017, CHRISTUS St. Vincent donated $250,000 to support Santa Fe Community College’s respiratory therapy program.

“I work with an incredible group of people who genuinely care about doing their best for our community. It’s a blessing to be surrounded by that energy every day.”

“I love what I do.”

Sandra Dominguez, Executive Director, Human Resources
At CHRISTUS St. Vincent, we’re proud to have some amazing friends who care deeply about the health and well-being of northern New Mexico.

From our governing partners – CHRISTUS Health and SVH Support – to St. Vincent Hospital Foundation and Auxiliary, we’re thankful for the team of professionals and volunteers who make the work of CHRISTUS St. Vincent possible.

Texas-based nonprofit CHRISTUS Health’s healing ministry represents the work of more than 45,000 associates working in 60 hospitals and hundreds of facilities located throughout the U.S., Chile, Columbia and Mexico. Our partnership with this innovative family of providers lends us the financial strength and operational savvy of a large healthcare system, placing CHRISTUS St. Vincent at the forefront of care.

With the guidance of our partner, locally-managed SVH Support, they ensure CHRISTUS St. Vincent’s goals consistently align with the needs of our community. Working with CHRISTUS Health and hospital leadership, this expert team of leaders, analysts and advisors provides funding and strategic support for special initiatives, capital investments and employee and community programs.

Since 1980, St. Vincent Hospital Foundation has supported our hospital’s mission to improve the health and well-being of our community. Through the years, their work has directed millions of dollars toward upgrades to technology and infrastructure, career exploration programs, indigent care and more. Through the Foundation’s fundraising efforts and work with Ronald McDonald House Charities of New Mexico, we will soon have a Ronald McDonald family respite room within our hospital.

As an extension of our foundation, more than 250 St. Vincent Hospital Auxiliary volunteers serve our community through their work at CHRISTUS St. Vincent. Whether planning a community blood drive, managing our gift shop or hosting a “baby shower” for new families in need, our auxiliaries reflect our values of dignity and compassion in every way. In 2017, St. Vincent Hospital Auxiliary partnered with Santa Fe Knights of Columbus to collect more than 1,300 new winter coats for local schoolchildren.