

Happy Holidays 2018 and Joyous wishes for 2019!



Hello Everyone!

It is with sincere appreciation that I send you the annual end of year letter for 2018. Our patients and families remark daily that our hospital 'feels different'; they claim that they feel known and truly cared for as patients, people and families when they come through our door. Shriners Hospital for Children -SLC is an amazing place thanks to each of you!

Surgery: This year we completed 977 surgeries involving over 2,100 different procedures. We completed over 55 spine surgeries and had 13 kids placed in halo traction. Over 73% of our overall surgeries were outpatient surgeries. The total theatre time was nearly 2,000 hours. This adds up to many hours before and after "wheels in and wheels out" of the OR, meaning our MDs and RNs and OR staff completed over 2500 total hours of work caring for patients. Between January and November, 75 Risser casts were placed, and over 55 children had spinal surgery with implants. Six of these had MAGEC rods placed. Our OR monthly billing was over 1.54 million dollars/mo., and although much of this was covered by SHC Charity Care, money was returned to the overall budget to reduce our draw on the endowment and keep our mission alive. And, we are the first hospital in Utah and the entire SHC system to achieve a 'Go Clear' Gold Level Status Award from the Association of Perioperative Registered Nurses (AORN) keeping our staff and most importantly our patients safe from surgical smoke.

Inpatient, SCU and Outpatient Surgical Unit: This year our clinical floor helped 71 patients through the Special Care Unit (SCU) for over 2000 hours of acute patient care. We had over 200 inpatient admissions and over 720 outpatient surgical visits. We had Halo patients here for a total of 380 days—for a total of 13 children. Halo kids often can't get this kind of care through a regular hospital, in addition, the traction offered by the Halo makes their surgery much safer. We had 120 patients that had an epidural catheter for pain control which involves multi-specialty coordination. Fifty nine kids were here for bisphosphonate treatment for their OI—for over 70 days of treatment—another incredible service that our staff offers to these brittle bone children. Between pre-op and post-op calls to patients, as well as triage calls, our busy nurses answered over 800 hundred patient calls this year. Our pediatric team has really helped keep the avenues of communication open between the medical and nursing staff to assure that our kids have strong continuity of care.

Supply Chain: Chase and his team have been super busy keeping us stocked and compliant with all the Lawson orderings. Our inventory turnover rate is better than the national average, our fill rates (do we have stuff the second we need it) is nearly 99% and the orders that are on contract (so we get the best rate that we can) is 74% for hospital and 97% for orthopedic implants. For this last metric, anything above 70% is considered excellent. Chase and his team have not only been highly vigilant to our needs, but also have remained excellent stewards of SHC resources to use our contracts as fully as possible.

Business Development: This year our team spoke at over 35 engagements, visited 18 conferences and health fairs, and made **386 site visits** to healthcare professional offices. This is incredibly helpful in educating the Intermountain West about the great work that we do at SHC-SLC. Our total referrals were 1,925 with physician referrals coming in at 1,195. In August, the Business Development team, together with the Marketing and Communications team, initiated a 'back to school scoliosis awareness' campaign which generated 77,856 emails to parents in our catchment area-36% which were opened by parents and viewed. We truly appreciate the over **7,687 miles** that Nevah and Jill logged on our behalf.

Therapy Services: The therapy team saw 4856 visits. Theresa Golley has been an amazing addition to our staff, and we thank her for all her wonderful energy and ideas. Laura saw over 530 visits for speech pathology, helping 92 individual children. Occupational therapy had over 800 visits, helping 291 individual kids and their families. Physical Therapy had over 3500 visits with 915 individual families assisted. Sonia continued to offer a very specialized (and successful) program to help our adolescent scoliosis patients Jen was instrumental in the outcome of our limb lengthening kids treated by Dr. McClure. Our bike program continues to bring loads of smiles to children challenged in mobility; this year nearly 50 kids got modified bikes, and 6 received a new fat wheel bikes---nearly 60 very happy, and spinning kids! Excellent!

Radiology: The radiology services group were super busy and engaged as always!. Dr. Murray did over 450 ultrasound exams for babies with hip dysplasia (this is an amazing service for these families) and helped train Jaime Manning, PA and Susana Kinikini, NP in ultrasound as well. Over 12,000 radiologic exams on nearly 8000 patients were completed --with Dr Murray reading almost all of them. **Nearly 40% were EOS exams—lowering the overall radiation exposure for all these exams by 60%-80% per exam!** Our techs spent over 1,000 hours in the operating room running the C-arm to help over 410 surgeries be safer and faster. Lastly, in a statistic of quality, only 6% of films needed to be repeated (of 12,000)—saving 98% of our kids secondary radiation exposure,

Gait Lab: The gait lab helped evaluate over 320 patients this year to help clarify their bracing, therapy and possibly surgical requirements. Nearly 270 kids had a full gait study which takes nearly 2 hours and multiple personnel to complete. Each study is read by a dedicated team from PT, P&O, Physical Medicine and Rehab faculty from the University, orthopedic surgeons from both PCH and SHC as well as the Gait lab doctors of physical therapy and Dr. MacWilliams. This complex evaluation and interpretation is imperative to help us make the best clinical decisions for our patients with neuromuscular or post-traumatic deformities. The gait lab offers a unique bridge for collaboration of the University, PCH and SHC, all for the improvement of care of children. Since its inception, the SHC-SLC gait lab has done nearly 8000 studies!

Research: Research at SHC-SLC has had a very productive 2018. We developed and activated 11 new clinical trials while simultaneously completing accrual on 5 existing projects. We had a total of 1151 research enrollments with 64 of those coming from prospective patients and 1087 from retrospective patients. Data collected for research resulted in 4 abstract submissions, 2 presentations and 2 publications. We have also expanded our volunteer program with applicants coming to SLC from Michigan, Alaska and Vancouver, Canada. These volunteers have participated in protocol development, data collection, and abstract preparation and have even presented at scientific review meetings. In addition, we hosted the first ever intern for the 'women in academic orthopedics' internship funded by the University of Utah. This medical student then presented at the American Women Medical Association. Dr. Fedorak once again hosted a highly productive Lemeix medical student scholar funded by SHC.

Pharmacy Services: Our pharmacy staff mixed over 4,300 sterile products for patient use. They completed over 22,000 new orders and also double check all out orders to help avoid any medical errors! This group also continued recycling all glass containers and all eligible plastic containers and have researched a green way to get rid of pharmaceutical waste that never gets into our ground or water supply. Our overall cost of medication was nearly \$250,000- with half of that cost covered by Shrine assist, consistent with our mission. They have revamped and improved patient safety measures, medication reconciliation (nearly 2100 orders!) and kept us in front of any potential medication shortages. Next year, we will continue work on our opioid and antibiotic stewardship to help keep our patients even safer.

Health Information Management: Marcus and America and her team have kept us over 90% compliant with our documentation which then quickly gets information back to referring MDs and helps with overall patient care and referrals. With over 90 discharges per month, and over 500 kids/month in clinic, this is no easy task!

Med Staff Changes: Dr John Sanders will be leaving us mid-year in 2019, and we are already hunting for a replacement- with many excellent candidates already applying to evaluate! Dr. Sanders will remain PRN to help cover CME and PTO for continuity of care for our patients. In addition, we sorely miss Dr. Singer who moved back to Colorado to be close to her family. However, we now have the wonderful Dr. Sarah Kuestner and Alisha Wursten, NP to help us with our pediatric needs and car seat clinics. Also, Susana Kinikini has truly risen to the challenge to make the transition smooth and to continue to help in clinic (ultrasounds and injections), on the floors with operative patient's documentation and also on inpatient with all her other work. Thanks to our great pediatric team!

Lastly, our wonderful Dr. Kathy Murray will also retire this December. The care that she has offered our patients can't be overstated. For decades she has read every radiograph taken on our patients, both at SHC and off site. She is an amazing resource. Luckily, she lives very close to the hospital, and I am never letting her drop her credentialing, so she will be here PRN...☺

Wheelchair and Seating: Wheelchair and seating was- as usual- amazing this year. Matt and Ken and their great team repaired 1,590 chairs (up 150 from last year!), and helped 248 donated and 206 insured chairs meet with their grateful and now mobile, new owners. They helped 104 kids get into appropriate sized and safe car seats- doubling last year's numbers.

And the Halloween clinic? That was the most magical day of the year! Not only were 30 kids fitted into Halloween dream machines (twice last year's amount) , but the *Spirit of Halloween* was so inspired that they now offer wheelchair costumes in their online catalogue for kids not lucky enough to live in SLC. This is an incredible gift from SHC-SLC to the pediatric wheelchair ambulators of the world.



You all are my heroes.

And if all that weren't enough, the Un-limb-ited camps continue to be incredibly popular. Twenty five campers enrolled in the winter camp, 16 in the summer and 19 at our Big-Little camp. These camps not only bring the kids together, they also offer incredible treatment

for professional burnout for the staff and Board of Governors, many of whom are involved in these wonderful events.

Thanks so much to wheelchair and seating for making all of our lives more meaningful and fun!

Outreach Clinics: Our teams travelled to 12 outreach clinics in 2018. Our teams dedicated an overnight stay in either Phoenix, Denver or El Paso to see over 470 patients for whom travel is incredibly difficult or simply too expensive. Our El Paso clinic remained overwhelmed by the generosity of Shriner 'Magic Mike' and his El Paso Shriners. Incredible help that has made this clinic an amazing success. We so appreciate their loving assistance. Through outreach, we were able to book over 55 children for surgical services.

Outpatient Clinics: Here in SLC we scheduled over 500 clinics. Over 9000 patients were seen, with nearly 2000 being new patients to our hospital. Over 800 children were booked for surgical indications, over 1000 were seen by social work and interpreter services helped on over 550 encounters. Club foot clinic is considered to be the best in the intermountain west- maybe even the whole US. Dr. Hennessey and her team have put SLC on the map for clubfoot patients. Cerebral Palsy clinics have been added each month—4/mo.—a tremendous asset to these complicated kids. Physical Medicine and Rehab clinics are full and we have been injecting disport in over 15 kids/month. The OI clinics and skeletal dysplasia clinic have wait lists as well! And car seat clinic is incredibly popular to make our older kids, with poor muscle control, safe in their family's car: thanks to the pediatric staff and the wheelchair and seating group for making this possible.

Prosthetic and Orthotics: The amazing POPs team has traveled to 8 outreach clinics, created over 4100 new orthotics (up 3% from last year) and over 230 new prosthetic limbs! Prosthetic limbs were up year again (7%), from last year's incredible 203 mark. They had over 5700 patient visits. In addition, POPS collected \$1,840,562.00—the highest in the system. **This represents the highest number of deliveries ever in SLC and the largest revenue EVER collected by any POPS center.** This truly helps keep our mission alive so we can minimize our draw on the endowment and continue our mission of helping kids without means far into the future.

Computer Services: Computer Services is just here when you need them- thanks folks. This year our great team trained 30 new med staff, 50 other staff, refreshed 75 computers and added a full new 20 computers. And Service Now? Called more than **2000 times**—that's a lot of help for all of us! Robin Mack has moved to a whole new position, clinical transformation specialist, to make sure we all use the EMR to its fullest potential.

We added a new IS person and Bret has moved up to Robin's former role. Thanks Mike Allen and your cheerful team.

HR/Credentialing: Fifty new hires were added to the SHC-SLC family this year. We all owe Beverley a huge amount of gratitude for leading us through this very busy year. We still have some more spots, so this number will climb by the year's end. 100% of our employees enrolled in the open benefits website. Kelly credentialed 31 residents, 11 new providers and 30 re-appointments. 6 new fellows were also credentialed. This is an amazing amount of work to keep us compliant. Thanks for all you do.

Billing: The Hospital collections totaled \$7 million this year. Our charges totaled nearly \$37 million. In February 2019, we are scheduled to begin anesthesia billing—I hope that this helps offset our draw on the endowment even more than we already accomplish with our other provider billing. Physician Assistants also became billable this year within in the SHC system. Mr. Jacobson and I continue to work on optimizing our third party pay to offset our draw on the endowment, but only when **insurance** payments can help us do this. Despite being over-budget for pharmacy and implants, our mission continues: **over 5.8 million dollars of charity care was given this year** to our grateful patients and their families.

Education: Jen Macali has been an educational whirlwind! Over 90 clinical and observational students were here this year for over 5,900 staff hours: **DOUBLE last year!** This is an incredible amount of work for Jen, and all our staff, but this kindness comes back by enhancing our reputation and visibility in many fields. Approximately 20% of our staff is new this year, requiring 52 new staff orientation.

Jen kept us honest and got us to 99% on SHINE and 100% on HIPPA (that wasn't easy). We had 942 participants through the year in 50 different educational offerings. Dozens recertified in PALS and BLS. We trained 22 new volunteers.

Jen has also been instrumental in developing and fine tuning our M&M quarterly conferences which help educate all of us. Thanks for keeping us compliant and current!

Infection Prevention and Employee Health: This year we on-boarded 61 new employees and 25 new volunteers through this program. Our hand hygiene rate is the highest yet at 83%--but of course we won't rest until that score is 100%! Our overall surgical infection rate is an enviable 0.99%---under 1% surgical infection is really amazing, and speaks to the teamwork of medical staff, the OR staff, pharmacy and the nursing staff on the floor to assure that the kids are safe. Well Done!

Development: The Development department garnered nearly **1.7 MILLION Dollars** for the hospital this year from over 5000 monetary gifts—the number of gifts is up by over 400. We received 30 gifts at over \$10,000.00! **We accomplished 3 huge tasks: we paid for new OR lights (\$340,000), 2 new defibrillators (\$36,363) and a new Ultrasound Machine (\$30,810).** Our new Director Nathan Clark has been at event after event and we so appreciate his teams dedication to the mission of SHC-SLC. Now that he has gotten to know us, imagine what next year will be like!

Marketing and Communications (Marcom): This year, SHC-SLC was 'liked' on Facebook over 4,700 times-recommending us to others over 60 times on Facebook. This makes us the leader within the SHC system! Our 4th Annual Walk for Love was a hit, with approximately 1300 people in attendance and raised over \$65,000—the best year ever. **AND the BIGGEST in the SYSTEM!**

The national SHC commercials, which feature us along with other SHC hospitals, have estimated over 20 BILLION impressions via national television.

The SHC-SLC Halloween Wheel Chair clinic was featured in the **Washington Post**, FOX news and on the front page of the SLC Tribune'. In addition, now there are now wheelchair costumes for kids nationwide, thanks to our generous sponsor, the 'Spirit of Halloween'. This was truly groundbreaking.

Our Local media coverage included over 220 news stories which gave us **109 million** impressions—worth over \$775,000 if we had paid for them outright....

The Unlimbited camp in January 2018 was a great start to the year. On the TODAY show, Kerry Sanders interviewed our fabulous alumni Santiago Vega, to help us mentor the next generation of para-Olympic athletes.

All this positive exposure means that our little hospital has a tremendous impact on the entire system of SHC's mission - **care for children despite a family's ability to pay!**

Dietary: And of course- food. Our team makes almost 350 meals/month for patients alone. In addition to cooking over **2,300 meals every week**, Maryanda's team also cooked for visiting groups and made all the special teas like Halloween... wow. She estimates that this year alone, we used over 34,000 eggs, 18,000 slices of bread and 6000 cartons of milk. Our dietician, Beth Miller, also found time to see over 850 patients this year to help them with healthy eating; on average over 70/month. We are all so indebted to our dietary staff. Every day. Thank you all so much!

US News and World Report: Our hospital was again ranked in the top 25 of all children's hospitals in the country by USNWR (**#19!**). Our numbers, combined with our division partners at PCH, helped keep us in the top 25 for the fourth year running. This has kept us within the top 2 rated SHC hospitals for the 4th year! In addition, we were named as a top 10 workplace in SLC by the Salt Lake Tribune- the third year in a row.

Press Ganey: For all 4 quarters of 2018, the overall, system average of SHC for patient services has been around 93 for a mean score. Every quarter, we have been above that average with **inpatient with an AVERAGE of 97.2.** (Just for reference, the average for the pediatric hospital peer group is 88.3.) **For outpatient clinic,** the system average has been 93.5. **SLC averaged at 95.1** (last year was 94.4). **For ambulatory surgery,** the system average was 94.2 (pediatric peer group was 91); **SLC was 96.** **All Press Ganey scores, Inpatient, Outpatient and Ambulatory Surgery improved over last year by .7 to 4.7% points!**

In addition, look where we also scored **100%:**

-) Quiet on Inpatient
-) Special diet explanations
-) MDs concern for questions/worries
-) Availability of interpreters
-) MD friendliness to child
-) Staff washed hands before examination
-) Motional Analysis lab
-) P&O fitting
-) Friendliness of Anesthesia
-) Recommend hospital to others...

We should be incredibly proud of these numbers. They are amazing!!!!!!!!!!!!!! Other hospitals couldn't even begin to compete with this...

I can't thank all of you enough for this amazing year and hospital. Just ask our patients and their families, this is a very special place.

Thanks to everyone who makes every child and their family feel so loved.

With love and admiration,

~ Kristen