

**The Headwaters Fund
2009 Grant Fund Application
COVERSHEET**

For Office Use Only

App. #:
Org. #:

Date of application: February 9, 2009

I. COVER SHEET SUMMARY INFORMATION

Type, word-process or print neatly. This form may be downloaded from our website. *Please submit your application with this one-page coversheet on top.*

A. Organization Information

Organization Name: St. Joseph Hospital

Address: 2700 Dolbeer Street, Eureka, California 95501

Telephone number: (707) 269-4223 Fax number: (707) 269-3897

Director/CEO: Mr. Joe Mark, President and CEO, St. Joseph Health System-Humboldt County

Organization Type: Gov't type: _____ (local, state, etc.) Nonprofit type: 501c3 (c3, c4, etc.)

Total current year organizational budget: \$ 154,827,000 # of FTE employees: 980.9

Summarize the organization's mission (*in the space provided*): The Sisters of St. Joseph of Orange have been administering to the health care needs of Humboldt County for nearly 90 years. Our mission has remained the same during this time: *To continually improve the health and quality of life of the people in the communities we serve.* This commitment is further defined by the Vision of the St. Joseph Health System-Humboldt County - *To bring people together to provide compassionate care, promote health improvement, and create healthy communities* and is reflected in our Values *Excellence, Justice, Service and Dignity.*

B. Project Information

Project title: Blueprint for Excellence ~ New Northeast Tower

Amount requested: \$300,000.00 Total project cost: \$127M Period covered: 2009-2011

Total match amount: \$25M + future fundraising (see Application Instructions for match requirements)

Cash match: \$12.5M In-kind match: 0

Type of project (specify planning/technical assistance or implementation): Implementation

Geographic focus of project: Humboldt County and the North Coast Region of California.

Contact person name and title: Mr. Joe Mark, President & CEO

Contact phone: (707) 269-4223 Contact email: joseph.mark@stjoe.org

Contact address (if different from above): _____

1. Project Summary: St. Joseph Health System-Humboldt County (SJHS-HC) has embarked upon its most ambitious modernization and expansion project in 50 years - the construction of a new patient care facility at St. Joseph Hospital (SJE) in Eureka, California. The *Blueprint for Excellence* project involves building a new 100,000 square-foot Northeast Tower that will modernize and expand the patient care facility. The new facility will include the Emergency Department, Surgery Department, Intensive Care Unit, and Patient Care Unit. Working with the community SJHS-HC will maintain over 1,200 jobs, create a state-of-the-art facility for Humboldt County, and create a work environment that retains and attracts qualified health care professionals, assuring the Hospital remains a stable cornerstone of the North Coast economy.

2. Project Description and Goals: For nearly 100 years, St. Joseph Hospital has been changing lives and restoring hope to members of our community. Our physicians, nurses, therapists, technicians, office staff and volunteers work very hard to provide the quality healthcare this community has come to expect and deserve. In 1994 the State of California threatened this long term relationship when they enacted the Facilities Seismic Safety Act that mandated all California hospitals increase seismic compliance by 2013. St. Joseph Hospital, with buildings dating back to 1952 and located in a high risk earthquake zone, was put on the red list and ordered to become compliant or shut doors in 2013. After careful consideration of the needs of Humboldt County, examination of the consequence of a decrease in health care services for both Humboldt County and the surrounding area, and reexamining the commitment to the community, the St. Joseph Health System of St. Joseph of Orange and the local SJHS-HC Board of Trustees accepted the challenge to become seismic compliant. This commitment created an opportunity to bring the community together to construct a healthcare facility that will not only meet the seismic requirements, but will also support the healthcare needs of residents of Humboldt County for many years to come.

The *Blueprint for Excellence* Project will achieve the following three goals: 1) Retain 1,200 jobs by building a new patient care facility 2) provide the North Coast a healthcare facility with 'state-of-the-art' medical and healing technologies 3) maintain a work environment that attracts and retains highly skilled and committed professionals.

Goal #1 ~ Retain 1,200 Jobs: The *Blueprint for Excellence* Project involves constructing a new patient care facility, the Northeast Tower, which includes a New Main Entrance, new & expanded Emergency Department, new & expanded Surgical Department, new Intensive Care Unit and new Progressive Care Unit. The new seismically compliant facility will allow the hospital to continue serving Humboldt County and retain over 1,200 jobs that would otherwise be lost.

St. Joseph Hospital, as a ministry of the St. Joseph Health System, believes all employees should be paid a fair and living wage setting the minimum wage for all Humboldt County employees at \$10.50 per hour. This wage, greater than the federal and State minimum wages, provides even the lowest paid employee with the ability to meet their basic needs. The composite hourly wage for all St Joseph Hospital employees is in excess of \$25.00 per hour for fiscal year 2009.

In addition to these high wages, SJHS-HC provides all employees a wide array of employee benefits. These benefits include medical, dental, vision and mental health insurance, paid time off, retirement paid for all employees, a \$1,000 match for the employee's own retirement contribution, a flexible spending account, long term disability coverage, and access to employee assistance counselors.

St. Joseph Hospital is not only one of the largest employers in the community but is also well respected for the financial resources it provides for all employees. The new tower maintains these excellent positions well into the future.

The Tower project also provides local contractors employment during these difficult economic times. St. Joseph's administration committed hiring local whenever possible, giving local subcontractors priority over any outside bidders. This commitment resulted in 16 local contractors awarded \$22 million dollars of work on the tower itself. These 16 local contractors estimate they will use at least 86 employees on the project and the entire project teams have not yet been finalized. In the future, contracts will be developed for the interior design and furnishing of the tower itself which may increase the numbers of local individuals employed to complete the tower. The project has also relied on local businesses and support services expertise in preparing the site for construction.

Goal 2 ~ Provide the North Coast with a "State-of-the-Art" Healthcare System: Over the past century, advancements in medical technology and improvements in treatment have transformed the face of healthcare. Rapid advances in technology have assured better results, streamlined hospital operations, reduced avoidable errors, and minimized adverse events. The 'State-Of-The-Art' Medical and Healing Technologies offered with the New Northeast Tower will transform patient care as we know it today at St. Joseph Hospital. Future patients at St. Joseph Hospital will experience the advantages of a wireless healthcare system.

Bedside monitoring systems will allow for rapid collection, interpretation and response to a wealth of infusion and monitoring data bringing new levels of safety and efficiency to the entire IV medication and patient monitoring process. In the background, wireless technology will allow for the utilization of laptops to be used for bedside admissions, nursing assessments, and documentation through Electronic Medical Records for live communication with the patient's healthcare team - streamlining the entire patient document system. No more answering the same questions two and three time, your health history can be retrieved from previous visits, referrals to ancillary services for treatment automatically generated when patient meets criteria, i.e., dietician, physical therapy, and all your medications reconciled and accessible by your doctor whenever and wherever s/he needs to reference them. St. Joseph Hospital physicians are now able to connect to the hospital from their offices or their home computers to read lab results and enter medical information for their patients through Physician Connect. The updated system in the new tower will increase their ability to address patient needs wherever they happen to be when the need arises, with increased direct access to vital patient information.

One of the true 'state-of-the-art' technologies St. Joseph Hospital has and will expand in the new tower is Digital Medical Imaging Solutions – instant x-ray images digitized into the computer allowing for immediate access by the healthcare team. This technology is revolutionizing the radiology field and becoming almost mandatory by the Radiologist as a 'must have' technology for their practice.

In addition to the added health care benefits, improved safety and hospital operations, these advanced technologies are attractive to surgeons, physicians, nurses, radiologists, therapists, etc... because they create a working environment that supports their advanced skills, reduces their liabilities, and improves their ability to safely care for all their patients in a more expedient manner.

Goal 3 ~ Maintain A Work Environment That Attracts & Retains Highly Skilled And

Committed Professionals: As the largest private employer in Humboldt County, we understand the importance of people; the skilled hands of a surgeon, the compassionate care of a nurse, the faith of a Chaplin, the coordination between disciplines that make up a patient's healthcare team – people truly are the heartbeat of a healthcare system.

Identifying, recruiting and retaining qualified professionals are of the utmost importance and the most challenging. Workloads and healthcare staffing shortages have caused providers and policymakers to look for means to improve productivity. According to the U.S. Department of Health and Human Services, there was a 6 percent nursing shortage in 2000; that shortage will double by 2010, resulting in a shortage of 275,000 full-time registered nurses. Advanced applications (electronic health records, decision support, e-prescribing, e-research) are just a few of the tools needed to improve efficiencies, decrease the workload, and stay competitive. The *Blueprint for Excellence* project lays the groundwork and provides the tools to accomplish this goal.

Creating a training site with internships, mentorships, and employee incentive programs in conjunction with the appropriate teaching tools enhances our ability to satisfy our employees and persuade future professional to join our family. St. Joseph Hospital has been an avid community partner with the local colleges and high schools for years providing training that educates, challenges, and provides the hands-on experience and job readiness skills students seek to become the accomplished professional needed in the health care industry.

In just the first six months of FY 09, St. Joseph Hospital clinical staff has provided over 12,600 hours mentoring interns; this includes nurses, occupational therapist, physical therapists, and social workers. By the end of FY 09, over 25,000 hours of hands-on training will occur. These hours only include the mentoring hours; it does not include the independent hours students learn on site.

Our Transition Care Program (TCP), a program designed to improve the transitional experience and outcomes from different levels of healthcare such as acute care to an outpatient setting, was featured in *Advance for Nurses Magazine* for its uniqueness and creative utilization of senior-level BSN students. TCP is designed to use senior nursing students as 'transition coaches'. This experience creates additional practice opportunities for students to further develop competencies in client advocacy and empowerment modalities essential for current clinical practice.

3. Furthering Economic Development in Humboldt County: Healthcare touches all our lives. Everybody visits the doctor or dentist and may have been treated at a hospital. Healthcare is a part of the economic landscape and provides well paying jobs that sustain families, brings outside dollars into the County, and creates jobs beyond its own walls. The *Blueprint for Excellence* Project will contribute to the economic development of Humboldt County.

According to the US Department of Labor, healthcare was the largest industry in 2006 providing 14 million jobs—13.6 million jobs for wage and salary workers and about 438,000 jobs for the self-employed. In the 101 corridor, health care was also the largest employer, responsible for 19 percent of all wage and salary jobs, according to the Economic Impact Report, conducted by the CED/SBDC Partnership, California State University, Chico.

The Economic Impact Report explains that healthcare provides over 12,000 jobs in Humboldt County and that the total economic impact of health services is over \$1.3 billion in revenue to businesses and organizations and nearly \$500 million in labor income. The Report concludes that, "...sustaining Humboldt County's current economic growth is unlikely without the presence of a significant health care system."

St. Joseph Hospital's impact is over \$228 million in revenue to businesses and organizations, nearly \$102 million in labor, and nearly 2,150 jobs. The Economic Impact Report defines 'impact' in the case of hospitals as 'direct impact' (the revenue, labor income, and jobs created by the business) and 'secondary impact' (revenue, labor income, and jobs generated by all other businesses and organizations in Humboldt County as a result of dollars covered in the direct impact circulating in the local economy). The goal of retaining 1,200 jobs is clearly a conservative number when considering the 'secondary impact' the hospital has in the community.

Healthcare is not designated as an export-oriented business; however, we argue that every time we care for a patient who lives outside our County line, we are 'exporting' healthcare and bringing outside dollars into the local economy. St. Joseph Hospital's secondary service area includes Del Norte and Trinity Counties. According to the Economic Impact Report, health care provided in Humboldt County to residents of Del Norte and Trinity Counties is responsible for over \$35 million in revenue to businesses and organizations, nearly \$17 million in labor income, and over 360 jobs in Humboldt County. This impact does not include other spending by patients and their families as they visit Humboldt County.

According to the most recent study on the topic, 60 percent of middle- and upper-income seniors over 60 years of age require medical care be present in the community in which they locate. Seniors require medical care more often than any other age cohort with the possible exception of children. Therefore, loss of a substantial portion of the middle- and upper-income senior population, and their spending, can be included in the economic impact of all health care.

The *Blueprint for Excellence* project is not about creating new jobs; it's about retaining quality jobs and a reliable workforce and building a system that is ready for growth. *Prosperity* has identified healthcare as a "Target for Opportunity" for its ability to maintain employment concentration, offer opportunities at the lower, mid, and higher levels of the occupational spectrum, and because of its long-term source of structural economic growth, expanding even through short-term economic cycles.

4. Project Beneficiaries: The completion of the 100,000 sq. ft. Northeast Tower will benefit first and foremost our patients. In FY 08, St. Joseph Hospital served 179,333 patients either as an inpatient or outpatient receiving lab, x-ray, and other specialty services.

Since there are no public hospitals in Humboldt County, much of the indigent care is provided by St. Joseph & Redwood Memorial Hospital. In FY 08, St. Joseph Hospital's quantifiable community benefit was \$27,810,000; this includes Charity Care (financial assistance), community services, unpaid costs of state and local programs, and unpaid costs of Medicare.

With over 1000 employees at St. Joseph Hospital and 211 at Redwood Memorial, we consider our staff, physicians, and volunteers as beneficiaries as well. Our employees express their satisfaction and

gratitude annually on the Employee Satisfaction Survey. Their words express it best: *"In my previous employment, all we ever talked about was cost effectiveness. Here we are recognized as humans and reminded of our value."* *"The atmosphere is different here. I can talk with anyone. In my previous job we had to set appointments."* *"I've worked in lots of places with mission statements but this is the first place with values. It is more than a job. It is a meaningful experience."* *"Here there is outreach and a deep concern for the community."* The employees consistently rank the organization as a great place to work in the yearly Gallup employee satisfaction survey.

We consider the business community and homeowners beneficiaries of a stable health care system. The revenue and jobs generated by our employees patronizing their businesses has been explained, but in addition, the stable health care system provides employers the ability to offer their employees excellent health care, resulting in a healthier work force. The ability to attract high quality employees to the area is increased as well with the assurance that there will be a strong, modern hospital for employees and their family members. In addition, workforce stabilization and infrastructure improvements always have a positive effect on real estate and property values.

5. Methods for Success: The *Blueprint for Excellence* Project employs two strategic methods to achieve the expected results: An extensive Capital Campaign Plan and a Stellar Construction Team.

Method #1 – Capital Campaign: The *Blueprint for Excellence* Capital Campaign Plan is based on tested campaign procedures previously employed by St. Joseph Hospital bringing successful direction to a significant number of campaigns over the past two decades. For a project of this magnitude, however, the *Blueprint for Excellence* Capital Campaign begins to look like an enterprise of its own; the Mission, Vision, and Goals set forth; the general strategy, procedures, timelines, and solicitation guidelines developed and put into action; the stakeholders investing their time on the leadership team, steering committee, prospect evaluation committee, and volunteers skillfully selected for their ability to inform, inspire, and involve the community in meeting the Campaign Goal of \$12.5M.

The Stakeholders (board members, employees, business owners, physicians, and volunteers) have invested a significant amount of time planning and executing the Capital Campaign and will continue to do so until the completion in 2010.

The Board Members and other significant Leaders in the organization are responsible for the majority of the solicitation and volunteer recruitment. Their communication skills and ability to inspire people is key to garnering the major gifts needed to make a successful campaign.

The General Campaign Chairperson serves as the leader of the campaign organization and acts under the authority of the Board of Directors, with support from Hospital Administration, the Campaign Office and Steering Committee. The Board of Directors includes both SJE Foundation Board members and SJHS-HC Board of Trustees members. A high degree of involvement in the campaign is expected from all Board Members.

The Steering Committee is comprised of the Campaign Chairperson, Division Chairpersons, Board of Trustees Chair, Foundation Board Chair, Hospital CEO, Campaign Director and many other people appointed by the Campaign Chairperson. The Committee is responsible for establishing policies and strategies that guide the campaign to a successful conclusion.

The Volunteers are crucial to the process. These are people who believe in the project enough to make their own contribution first, donate their time to solicit other donations, and help recruit more volunteers to join the cause.

Scope of Work and Timeline: There are two phases to the campaign process. Phase one includes outreach to (Family)those closest to St. Joseph Hospital, including board members, physicians, employees, and volunteers. Phase two is the public campaign organized in four divisions: Leadership, Major Gifts Level I, Major Gifts Level II, and Special Gifts, defined by the anticipated level of donor support and concluding with a broad based community wide effort.

Table 1: Capital Campaign Scope of Work and Timeline

Campaign Divisions	Target	Timeline	Amount Raised as of 2/1/09
Phase One:			
Family	\$1,450,000	Ongoing	\$1,595,847
Phase Two:			
Leadership ~ <i>Pacesetters</i>	\$5,280,000	11-30-08	\$4,686,593
Major Gifts	\$3,700,000	12-31-09	\$139,000
Special Gifts	\$1,750,000	3-31-10	\$16,550
Community Gifts ~ <i>Honor Roll</i>	\$320,000	4-31-10	\$4,764
Other prior gifts/events			\$582,484
Total	\$12,500,000		\$7,025,238

Method #2: - Stellar Construction Crew: Effective team coordination is critical for a project this size, not only to meet the construction schedule, while adhering to all design and engineering specifications and requirements, but also to ensure the safety of the public as patients care services continue during the construction process. This section will focus on the Construction Scope of Work and Timeline. Question 6 below outlines the qualifications of the Construction Team for this project and John Goossens, Construction Director, sums it up nicely by sharing, “This is one of the best teams I’ve worked with! We have truly great subs on this project all of which are committed to building a quality project on or ahead of schedule! It is a major undertaking which we do not take lightly!”

Table 2: Construction Scope of Work and Timeline

Scope of Work	Timeline
Foundation Start	8-5-08
Perimeter CIP Walls Start	9-25-08
Under Slab Utilities	11-20-08
Slab on Grade Start	3-31-09
Structural Steel Start	4-1-09
Structural Steel Complete	6-1-09
Slab On Metal Deck Start	4-29-09
Exterior Enclosure Start	6-22-09
Air Handling Units	7-22-09
Interior Rough In Start	8-31-09
Building Dry-in Complete	10-5-09
T/F Drywall 1 st Start	2-1-09
Northeast Addition Complete	10-18-10

6. Qualifications: Since we are utilizing two methods to reach our expected results, we have included qualifications for both methods.

Method#1 - Capital Campaign Qualifications: The St. Joseph Hospital Foundation Board has combined experience of over 155 years overseeing capital campaigns.

The V.P. of Public Relations and Fund Development, Laurie Watson Stone, has over 18 years of experience in fund raising and solicitation and has been responsible for 10 major funding efforts in the community.

The Capital Campaign Director, Don Dowell, is responsible for the day-to-day operations of the Capital Campaign. With over 15 years experience and \$150M fundraising success during his career, he brings the organizational and communication skills necessary to ensure a successful campaign. Some of his duties include: developing all campaign master plans, campaign materials, and public relations information; recruit, train, and oversee staff, volunteers, and committee leaders; organize all recognition events, letters and gifts; coordinate and focus all campaign leaders and volunteers; and prepare regular progress reports for all committees, leadership, and the community.

Method #2- Stellar Construction Crew Qualifications: St. Joseph Hospital is no stranger to large scale construction projects. Most recently we have successfully built and sustained a new Childbirth Center, providing the only Level II Neo Natal Unit on the North Coast; a new Heart Institute providing life saving cardiac care, and, in cooperation with College of the Redwoods, the American Cancer Society and the Southwest Rotary Club, built the Evergreen Lodge providing housing for out-of-town cancer patients and their families.

The Blueprint *for Excellence* project is one of St. Joseph's most ambitious undertakings and requires an elaborate ensemble of professionals. The Construction Team includes 31% local sub-contractors and 69% California Contractors. This project is generating approximately 86 local jobs and over \$22M dollars for local sub-contractors. The team is made up of the following consultants, architects, engineers, designers, and subs:

St. Joseph Health System's Team of Consultants:

- Steve Gilbert, Vice President, Construction Division (22 Yrs of Experience) • Jim Bostic, Assistant Vice President, Construction (35 Yrs) • Wesley Okamoto, Assistant Vice President Design • LeRoy King, Regional Director (26 years) • Armando Lopez, Director of Construction - Major Projects (10 years)

St. Joseph Health System – Humboldt County:

- John Goossens, Construction Director, (26 Yrs Experience): Worked in hospital facilities and construction for the last 26 years. Assigned to the St. Joseph Health System, Humboldt County in December 1999 to head up the New Addition project as well as all construction/remodel projects. During this period served as Interim Facilities Director.

Independent Firms:

- **KMD Architecture**, Rob Matthew (26 yrs hospital planning design and construction)
- **NM & R Architecture**, Michael O'Connor, (24 years in hospital care architecture)
- **Certified Project Manager, Jim Peterson, Parsons:** Over 35 years experience in engineering and construction. The last 20 years with California OSHPD Acute Care sector working as either an owner or as an owner's representative.

- **Lead Contractor, Skanska:** Skanska is one of the top 5 healthcare contractors in the country; ranked internationally in the top 10 in several markets including healthcare. They instituted a healthcare center of excellence to draw from other teams experiences nationwide. Crew includes **Jeff Lage, Vice President**, 25 years overall construction experience with 20 years experience in healthcare construction; major, complicated hospital construction and renovation work on fully functioning campuses; **David Dwyer, Project Manager**, 9 years experience in health care construction and high tech on fully operating large campuses; 20 years experience in management and construction management; West Point Graduate; **Gary Kultala, Senior Superintendent**, 40 years overall construction experience with 20 years healthcare construction. High rise construction experience; major campus development and construction on complicated projects. Expert in complicated construction planning and logistics management.

Local Main Sub-Contractors:

- **North Bay Drywall:** Building envelope, interior framing and partitions, gyp ceilings, soffits, etc...Vast experience in CA healthcare projects and an extremely talented team of professionals
- **Maples Plumbing:** Wet side mechanical, plumbing. Part of the team that built the St. Joseph Eureka '97 wing and performed numerous projects on the St. Joseph Eureka campus. **Rodney Maples**, Partner/Owner, 30+ years experience. **Tim Ryan**, 40+ years overall experience and 30+ years in healthcare construction. Tim has worked on nearly every hospital campus in this county.
- **O&M Industries:** Dry side mechanical, HVAC. Part of the team that built the St. Joseph Eureka '97 wing and performed numerous projects on the St Joseph Eureka campus. **John McBeth**, Owner. **Mike Finley**, 35+ years construction experience and 20+ years experience. **Donnie Hubbard** , 25 years construction experience and 20+ years experience.
- **Colburn Electric:** Part of team that built the St Joseph Eureka '97 wing and performed numerous projects on the St Joseph Eureka campus. **Bob Colburn**, Owner, working on Redwood, '79 expansion, '97 wing addition. **Quentin Owsley**, 10 years experience in healthcare construction.

7. Project Success: The St. Joseph Health System-Humboldt County Board of Trustees and Leaders within the organization along with the St. Joseph Health System took on this project only after carefully considering of all the facts, risks, challenges, and input from key stakeholders in the community.

In April of 2005, a Capital Campaign Feasibility Study was completed at the request of the Board of Trustees to determine readiness for a campaign. Although the report shared insightful challenges that would need to be overcome, the overall results were positive. Community Leaders, Board Members, Physicians, Volunteers, and Donors expressed support and need for the project. The challenges outlined focused on scarcity of major donors, needing to tell the Sisters' story more clearly and loudly, and a disconnect between medical staff, radiology, and leadership. These challenges provided direction and insight that strengthen the planning process and eventually the final outcome.

In 2006, a Humboldt County Health Care Task Force convened to discuss ownership of St. Joseph Hospital (options of selling the hospital were being considered at the time) the task force concluded that operational changes were necessary to maintain solvency – thus new infrastructure, improved efficiencies, etc... were needed and justified.

Additionally, in 2006, the Community Healthcare Alliance commissioned a study to determine the economic impact of healthcare in Humboldt County. This report proved to be very helpful in truly understanding the important contributions a solid healthcare system offers to a community and contributions made by the hospitals including St. Josephs and Redwood Memorial. The dollars were staggering and the consequences of not having a hospital were significant.

In late 2006, the St. Joseph Health System dissolved the \$72M debt facing our organization allowing us to move forward debt free. In addition, they demonstrated their support for the New Northeast Tower by matching funds dollar for dollar up to \$12.5M raised locally.

The positive comments and support shared during the lengthy interviews with stakeholders, the urgency of the seismic requirements, and the generous offer by the St. Joseph Health System to match funds and assume responsibility for the shortfall, gave local administration the power to begin this enormous undertaking.

8. Evaluation: The evaluation component is two-fold: short-term results and long-term results. Short-term results include the successful construction of the Northeast Tower and the successful solicitation of \$12.5M in donations. The long-term results are outcomes achieved from the stated project goals: 1) secure 1,200 jobs, 2) provide “state-of-the-art” technologies 3) maintain a work environment that attracts & retains highly skilled and committed professionals.

The Construction Project has been designed for success. The Project Leaders regularly monitor construction schedules, budgets, and milestone to keep the project on target. The final evaluation will examine budget compliance, seismic compliance, and St. Joseph’s hospital’s ability to meet patient health care demands after 2013.

The Capital Campaign has one outcome in sight –raise at least \$12.5M.

St. Joseph Health System-Humboldt County has a battery of evaluation tools that will be used to determine the success of the stated goals.

The Human Resource Department, Finance and each individual department monitors FTEs and number of employees on a monthly basis. Our goal is to maintain approximately 1,200 jobs.

One year after the completion of the grant, the number of FTEs and employees will be reviewed to determine success.

Our Patient Satisfaction Surveys that are administered randomly to discharged patients are monitored by department leads on a weekly basis. Every negative response generates an Incident Report and an Action Plan, and contacts the patient. This tool will keep us informed about patient’s satisfaction with the new facility. This is a quantitative and qualitative report and each department lead is held accountable for the scores of their work units.

Employee Satisfaction Surveys are conducted annually to keep leadership apprised of major employee concerns. Each department of the hospital meets with staff after the survey results are announced and each create an action plan to address the defined employee needs identified in the survey. After the completion of the Tower, there will be a renewed focus on the responses to the question regarding employees having the tools needed to perform their job. The question has traditionally fallen low with a score of 3.70 out of 5 and there has been focused attention to assuring staff has access to what they need. Staff will be asked to assist with the ‘layout’ of the work areas in the new tower and the Gallup survey will provide feedback on the success of the completed project.

9. Sustainability: The Capital Campaign has provided St Joseph Hospital with the opportunity to retell our story to the community, highlighting specialty services and the ability to respond to the healthcare needs of the community. The positive media coverage has boosted staff and volunteer morale and ignited a new excitement for the work and the future we are building.

The Capital Campaign will also continue to expand our Foundation's fundraising efforts improving the overall contributions made to our dependent programs.

Additionally, we expect a significant increase in patient through put with the expanded Emergency Department, Expanded ICU Beds, and additional Operating Rooms. Currently capacity is quite stretched in these three areas as demand often exceeds daily supply.