

2022

# PRESIDENT'S REPORT

President & Chief Executive Officer Jeffrey DiLisi, MD, MBA

## FROM THE CEO

The year 2022 saw significant progress in executing our bold strategic plan to strengthen our future.

One of the most complicated initiatives any healthcare system can undertake is implementing a new electronic medical record. Our doing so successfully stands as one of our marquis accomplishments. With Epic, a best-in-class system, we are fulfilling a promise to modernize our technology so we can care for future generations.

We showed exactly what it means to optimize the footprint and address future clinical needs by announcing a new, state-of-the-art, centrally located Roper Hospital Medical Campus in North Charleston, along with a new Medical Office Building in thriving Summerville and a much-needed expansion of our bustling-at-the-seams Roper St. Francis Berkeley Hospital.

Like so many healthcare systems across the country, Roper St. Francis Healthcare faced significant financial headwinds with inflation, a volatile market and lagging reimbursements.

Our executive leadership team in partnership and collaboration with our Integrated Practice Network dyads, took significant steps to improve sustainability by identifying new ways of growing revenue, curbing expenses and restructuring our senior leadership. And we expanded population management by exceeding Boeing's expectations and renewing that longstanding partnership while expanding our clinically integrated care network to nearly 1,400 providers delivering excellent care across 58 specialties.

Clinical excellence is a perpetual priority, and we received numerous national accolades for our quality, including a five-star rating from the Centers for Medicare & Medicaid Services, two Top Hospital Awards and at least one "A" Safety Grades from The Leapfrog Group for all of our hospitals.

In addition, we maintained exceptional teammate engagement, ranking for the third consecutive year as one of Modern Healthcare's top 150 'Best Places to Work' as well as No. 2 on Forbes' America's Best Employers list for South Carolina.

At Roper St. Francis Healthcare, our mission of "healing all people with compassion, faith and excellence" is our creed. We have cared for the Lowcountry for more than 165 years, and we are privileged to continue doing so as we reach for our vision of "providing convenient, high value, clinically integrated care to all."



**Jeffrey DiLisi, MD, MBA**

*President & Chief Executive Officer*

*Roper St. Francis Healthcare*

## LIVING OUR MISSION: Excellence

Our mission of “healing all people with compassion, faith and excellence” is at the center of what we do every day. It is our anchor and our foundation. “Excellence” describes how we exceed standards and expectations. The following awards are evidence of the many ways in which we demonstrated clinical and quality excellence on local, state and national levels in 2022.



**FIVE STAR QUALITY:** Roper St. Francis Mount Pleasant Hospital was the only acute care hospital in the Lowcountry to earn the highest possible rating – five stars – for overall performance from the Centers for Medicare & Medicaid Services. It was one of only six hospitals statewide to earn five stars and among just 429 nationwide to do so.



**TOP HOSPITAL AWARDS:** Bon Secours St. Francis Hospital and Roper St. Francis Berkeley Hospital were recognized again as Top Hospitals by the Leapfrog Group for achievements in patient safety and quality. More than 2,200 hospitals were considered for the award, and a total of 115 top hospitals were selected as Top Hospitals. This is the second consecutive year for both facilities to earn this award, which is widely acknowledged as one of the most competitive awards American hospitals can receive.



**AS FOR SAFETY:** All four Roper St. Francis Healthcare hospitals received at least one “A” Hospital Safety Grade from The Leapfrog Group in 2022 for protecting hospital patients from preventable harm and errors. Roughly 30 percent of hospitals nationwide receive an “A” rating. Hospital Safety Grade results are based on more than 30 national performance measures.



**OUTSTANDING PATIENT EXPERIENCE:** For the fifth consecutive year, Bon Secours St. Francis Hospital, Roper Hospital and Roper St. Francis Mount Pleasant Hospital received the Healthgrades Outstanding Patient Experience Award for ranking in the top 15 percent nationally for best overall patient experience. Healthgrades evaluates patient experience based on 10 measures, using data collected from surveys of the hospital’s own patients.

**BEST HOSPITALS:** Bon Secours St. Francis Hospital, Roper St. Francis Berkeley Hospital and Roper St. Francis Mount Pleasant Hospital have been recognized as “Best Hospitals” by Money and Leapfrog Group. The hospitals are among just 148 in the country to be honored on the inaugural list intended to help consumers identify the facilities that consistently deliver the safest, highest value care for patients as well as excellence in hospital experience. Roper St. Francis Healthcare had three of the four hospitals recognized in South Carolina.

**NURSE RESIDENCY REACCREDITATION:** The Nurse Residency Program successfully was re-accredited from the American Nurses Credentialing Center (ANCC). Ours is the only program in South Carolina to have this accreditation, and there are only 227 accredited Nurse Residency Programs in the United States and 812 around the world.

**BEST MATERNITY HOSPITAL:** For the second consecutive year, Bon Secours St. Francis Hospital was recognized as a Best Maternity Hospital by Newsweek in partnership with the Leapfrog Group.

**BEST REGIONAL HOSPITAL:** Roper Hospital was named the No. 2 hospital in South Carolina, according to rankings by U.S. News & World Report. Roper Hospital’s rehabilitation specialty ranked among the nation’s best at No. 43, and the hospital earned a High Performing rating for twelve procedures and conditions.

**EXCEPTIONAL STROKE CARE:** Both Bon Secours St. Francis Hospital and Roper Hospital ranked among America’s 100 Best Hospitals for Stroke Care in 2022, 2021 and 2020, which recognized superior clinical outcomes in the care and treatment of stroke. In addition, all four of the healthcare system’s hospitals received a Get with the Guidelines – Stroke Gold Plus award from the American Heart Association for demonstrating compliance in seven areas of stroke care for more than two years.



**NATIONALLY RECOGNIZED IN SPECIALTY CARE:** Our hospitals continue to be recognized in multiple specialties for superior clinical outcomes by Healthgrades. Some recent awards include:

**Bon Secours St. Francis Hospital**

- Critical Care Excellence Award in 2022, 2021, 2020
- America's 100 Best Gastrointestinal Surgery 2022, 2021
- America's 100 Best Gastrointestinal Care 2022, 2021
- America's 100 Best Spine Surgery 2022
- Pulmonary Care Excellence Award in 2022, 2020

**EXCELLENT CARDIAC CARE:** Roper Hospital was recognized as a BlueCross BlueShield Designated Blue Distinction Center+ for Cardiac Care, which recognizes both its superior quality and cost.

**PRESTIGIOUS NURSING FELLOWSHIP:** One Roper St. Francis Healthcare nurse graduated from a prestigious leadership fellowship program while three were a part of the 2022 class. The Amy V. Cockcroft Leadership Fellowship is hosted through the University of South Carolina's College of Nursing Center for Nursing Leadership and is designed to prepare accomplished nurses for innovative healthcare leadership.

**INCREASING BRAND AWARENESS:** We continue to be the leading health system brand in the Lowcountry with the highest top-of-mind awareness and highest preference in nearly every clinical specialty. We increased the visibility and awareness of our physician expertise and quality through new digital outreach and expanded our brand presence in the community through a number of marquis sponsorships and venues, including the high-profile Roper St. Francis Healthcare Concert Series at Credit One Stadium. We also enhanced our digital experience for patients related to navigating physicians, services and access to our systems of care.

**ENSURING SAFE PATIENT CARE:** Thanks to significant efforts led by Quality and Nursing, our hospitals saw a more than 30 percent improvement in our total of hospital-acquired infections compared to the prior year.

**EXCEEDING QUALITY GOALS:** We exceeded our stretch goal for the BlueCross BlueShield Patient Centered Medical Home+ Population Health Quality Scorecard on metrics including breast cancer screenings, cervical cancer screenings, colorectal cancer screenings and low-value testing for Vitamin D.

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South Carolina  
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Member since 1995



## LIVING OUR MISSION: Healing All People

We are the Lowcountry's only not-for-profit healthcare system. We put our extra money back into our system and into the community to help meet the healthcare needs of all. The following highlights are evidence of the many ways in which we are healing all people by supporting our neighbors' healthcare needs.

**COMMUNITY BENEFIT:** We contributed a total of 5.3 percent, or \$66 million, of our net operating expenses in community benefit. That figure includes \$34 million in charity care, \$31 million in unreimbursed Medicaid costs and \$1 million in community outreach. Teammates donated 2,343 hours of staff time supporting community and health-related initiatives serving 68,898 residents.

**SPONSORSHIPS:** We supported 51 local organizations through community investment and sponsorships, including in-kind support for our major community health partners and clinics such as the Barrier Islands Free Clinic, Our Lady of Mercy Outreach, the Dream Center, One80 Place and more.

**OPIOID REDUCTION EFFORTS:** We held Medication Take Back events throughout the year to provide an opportunity for education and a way for community members to safely dispose of unused or expired medication. We partnered with law enforcement and drug prevention agencies to collect 143 pounds of medication.

**HELPING TEAMMATES IN CRISIS:** Our Mission Department has helped 56 teammates in crisis with rent, utilities and other necessities. We also provided 46 no-interest loans to help teammates with budget shortfalls.

**HEALTH CARE HEROES:** Ten teammates were honored as Health Care Heroes by the Charleston Regional Business Journal for going above and beyond for the patients they serve. Honorees were highlighted for their work as physicians, nurses, healthcare professionals and engineers as well as for going above and beyond the call of duty.



**VOLUNTEERS CONTRIBUTE:** Although volunteer hours served remain lower than previous years, the support offered by our team remained steady and visible. A total of 301 volunteers contributed more than 35,416 volunteer hours across Roper St. Francis Healthcare.



**COLLECTIVE IMPACT WITH TRIDENT UNITED WAY:**

The Roper St. Francis Foundation and the Trident United Way joined forces with the RSFH Gives! teammate giving campaign and received \$351,069 total. Of that, \$308,118 was pledged to the Roper St. Francis Foundation and \$42,944 was pledged to Trident United Way.



**SUPPORTING UKRAINIAN HEALTHCARE:** Under the leadership of internal medicine physician Dr. Maria Dzierzko-Trojanowska, we identified excess or unused medical and emergency supplies that totaled more than 100 pounds to donate to the Ukrainian Ministry of Health.

**ELEVATING FELLOWSHIP & WELLNESS:** In the spirit of promoting health and togetherness, Roper St. Francis Healthcare leaders helped introduce a new \$9 million outdoor recreation complex to Goose Creek residents. Central Creek Park will serve visitors of all ages and abilities with a variety of barrier-free features, including the Casey Pavilion, which is sponsored by RSFH.





## Strategic Plan 2030 > Initiative in Action

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**NEW ROPER HOSPITAL MEDICAL CAMPUS:** Roper St. Francis Healthcare will make an unprecedented investment in Lowcountry patients by building a new Roper Hospital Medical Campus in North Charleston. Securing the site involved obtaining seven separate plots of land for a total of 27-acres. The campus is near Interstates 26 and 526 and will be easily accessible for patients living in Berkeley, Charleston or Dorchester counties. The \$1 billion project will be one of the largest, most advanced healthcare construction projects on the East Coast and will meet the healthcare needs of one of the fastest growing areas in the country. A press event to announce the location attracted more than 60 dignitaries and officials, including local, state and federal leaders as well as local media.



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**EXPANDING BERKELEY HOSPITAL:** State regulators issued the final green light for Roper St. Francis Berkeley Hospital to more than double in size within four years. The healthcare system will invest \$324 million into the campus by adding 50 beds, 21 ER patient care bays, four new operating rooms, additional CT and MRI machines as well as expanded pharmacy and lab areas.

**GROWING IN SUMMERVILLE:** A new walkable community designed to better connect residents with the fun they want and services they need will be anchored by Roper St. Francis Healthcare. Sawmill will be a mixed-use development in the heart of Summerville where residents can live, work, shop and play. RSFH plans to construct a two-story medical office building and offer a variety of outpatient services by 2025. RSFH was the first tenant to be announced in this centrally located development at a press conference on site.

**CREATING A FACILITY MASTER PLAN:** We began the process of developing a long-term facility master plan that encompasses more than 100 RSFH locations. This process intends to address the opportunities and constraints of each campus and facility in relation to Roper St. Francis Healthcare 2030, our strategic plan. Both inpatient and outpatient service line programs will be evaluated from a facility configuration perspective.



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**SUCCESSFUL EPIC GO LIVE:** In partnership with Bon Secours Mercy Health, we adopted and implemented the best-in-class electronic medical record, Epic, across both ambulatory and acute care settings. Epic is transforming how we deliver care, improving clinical information availability and creating a better experience for patients.

**WORKDAY, ONBASE & STRATA LAUNCH:** We updated our financial suite to include Workday Enterprise Resource Planning, OnBase Enterprise Information Platform, and Strata Capital management systems. Each of these systems are helping to streamline everyday business workflows and unify business systems through a single database while reducing the number of applications and logins.



**IMPROVED PATIENT PORTAL:** We replaced our two patient portals with MyChart, which – for the first time – allows patients to access both their inpatient and outpatient medical records through the same portal. MyChart also allows patients to schedule and manage appointments, message providers, request prescription refills, pay bills and access their medical records from any healthcare organization that also uses MyChart.

**NEW WEBSITE:** We implemented important changes to our website that improves visitors' overall digital experience. The redesign of RSFH.com focused on its technical capabilities, accessibility issues to ensure compliance, and the overall design and navigation. The result is a more inclusive, accessible website and a streamlined mobile experience. We also switched to Epic online scheduling, Odeza appointment reminders and Experian billing platforms to ensure self-service capabilities are available to the growing number of patients who prefer to engage digitally with their health system.

**NEW TIMEKEEPING SYSTEM:** We implemented UKG Dimensions, a cloud-based enterprise workforce management system, that replaced four legacy systems. This change increased our agility to best care for patients, reduced staffing time for managers and allows for more predictable and flexible schedules for teammates.

**INVESTING IN NEW WORKSTATIONS:** One integral part of converting to Epic was the addition of computers in 700 Roper St. Francis Physician Partners rooms. The exam room computers consist of a computer, monitor, mouse, badge reader and – in some cases – a moveable arm in rooms with limited counter space so caregivers can document while maintaining eye-to-eye contact with patients.



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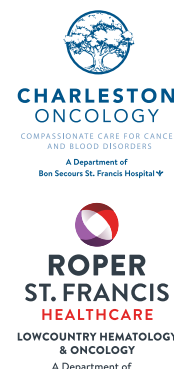
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**NURSING EXCELLENCE:** Pathway to Excellence is the premier designation for healthy work environments, and it recognizes organizations that demonstrate a commitment to establishing the foundation of a healthy workplace for staff.

- Roper St. Francis Berkeley Hospital applied for its American Nurses Credentialing Center Pathway to Excellence designation.
- RSFH was well represented at the 2022 ANCC National Magnet and Pathway to Excellence Conference in Philadelphia, Pa., which attracted nearly 11,000 participants from around the world.
- RSF Mount Pleasant Hospital was recognized for its third Pathway to Excellence designation, achieved in 2021, and that included walking the stage during a celebration. RSFH also had its first two podium presentations and three poster presentations at the conference.



**ONCOLOGY EXPANSION:** We entered into a long-term relationship with Charleston Oncology, the largest independent oncology practice in the Lowcountry. This strengthened our ability to offer the highest quality and most accessible comprehensive cancer care network by bringing Lowcountry Hematology and Oncology and Charleston Oncology together. We also have successfully reengaged with the Southeast Clinical Oncology Research Consortium to enroll oncology clinical trial patients. This broadened our network of cancer providers, making it easier for residents of Charleston, Berkeley and Dorchester counties to access award-winning cancer services.



**STRENGTHEN IPN:** We continue to rely on our Integrated Practice Network, or our partnership between doctors and administrative leaders, to best position our healthcare system for years to come. The IPN leaders worked collaboratively to spearhead strategy, growth, operational efficiency, standardization and quality improvement. We added to our imaging fleet to make CTA and cardiac MRI services easier to access, and we kicked off a prenatal care initiative to improve the health of pregnant moms and babies.

**SAFETY IS EXCELLENCE:** We launched a new long-term initiative to produce safety culture changes. Thus far, the effort has included mandatory training for all teammates and incorporating a safety message into the start of all meetings. These changes are helping to create a safer work and care environment.

**NEW NEUROSURGERY & SPINE PRACTICE:** We opened the first neurosurgery and spine practice in Berkeley County on the second floor of the Medical Office Building on the Roper St. Francis Berkeley Hospital campus. The \$1 million investment included three pods, nine exam rooms, a procedure room, a recovery room and a C-arm machine for imaging.

**ADDING MOBILE CT:** RSF Berkeley Hospital leaders sought Certificate of Need (CON) approval to add a mobile CT unit next to the emergency department. No other CT scanner in the healthcare system is used more than the one at Berkeley Hospital. The new CT scanner would ensure patients' with emergent needs are addressed on site during times of routine maintenance or an unexpected downtime.

**WORKFORCE STABILIZATION:** Human Resources and Nursing leadership collaborated to develop and implement the first RSFH Nursing Workforce Stabilization Plan. The plan set out specific strategies for both nurse recruitment and retention and included direct feedback from nursing leaders and bedside clinical nurses.

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**LIMB AMPUTATION PREVENTION PROGRAM LAUNCH:** The multidisciplinary Limb Amputation Prevention Program at Roper Hospital aims to eliminate the need for amputations for all patients in the Lowcountry and beyond. It brings providers together to assess and coordinate care, improve communications and minimize the time from diagnosis to treatment.

**MORE FLEXIBLE STAFFING:** As part of our Nursing Workforce Stabilization Plan, our nursing leadership team restructured our Mobile Resource Pool to help create a more flexible staffing infrastructure to address both short- and long-term staffing challenges.

**ADVANCED TREATMENTS:** We continue to offer revolutionary care for Lowcountry patients. Our new robotic Ion Endoluminal System is getting cancer patients answers faster so treatment can begin sooner, and we expanded the number of procedures for which we perform robotic surgeries so patients can heal faster with fewer complications.

**NEW CANCER DRUG APPROVED WITH RSFH SUPPORT:** RSFH had more patients than anywhere else in the world enrolled in the clinical trial of Opdivo, which was approved by the federal Food and Drug Administration to treat lung cancer. Dr. Gene Saylor with Charleston Oncology served as lead investigator for the trial.



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**BACK TO BREAK EVEN:** 2022 was a challenging year financially, with hospitals nationwide feeling labor and supply inflation, suppressed volumes and underperforming investment portfolios. Still, our leadership team developed a plan to bring our 2023 operations back to break-even by reducing costs and increasing revenues. This included renegotiating contracts, working with our IPN leadership to identify efficiencies within service lines and focusing on strategies to reduce contract labor.

**STRENGTHENING OUR FOUNDATION:** Significant enhancements were made to the Roper St. Francis Foundation so it can better support our ambitious Strategic Plan and future growth. Stacy Waters, a nationally recognized fundraising leader, was tapped to oversee the Foundation, and she restructured the team by welcoming three new leaders, promoting existing teammates and nearly tripling its overall staff. In addition, the system's grants team was realigned to fall under Waters.



**STREAMLINED LEADERSHIP:** We restructured our senior leadership team to leverage existing talent and expertise. Together, we've identified cost savings and revenue generating initiatives to prepare us for the next few decades.

**EXPANDING OUR REVENUE PORTFOLIO:** We continued to find ways to better support our enterprise. One of those was the creation of the Roper St. Francis Ancillary Services corporation, which houses LifeLink and ultimately will include Home Health and Hospice. This new corporation within Roper St. Francis Healthcare is creating additional revenue to bolster our patient care efforts.

**REDUCING EXPENSES:** When our Home Health and Hospice lease came up for renewal, we saw an opportunity to reduce our expense. We moved our team to the Roper St. Francis Office Park, which resulted in a \$375,000 reduction in our lease expense.

**CAPITAL INVESTMENTS:** We invested \$146 million in capital expenses, including land for the new Roper Hospital Medical Campus as well as Epic and Workday implementations, to support our strategic future growth.

**WINNING GRANTS:** In 2022, the Office of Grants continued to focus on federal opportunities for pandemic recovery while making a mid-year shift in corporate strategic alignment from finance to the Roper St. Francis Foundation. A year-long, behind-the-scenes efforts of a multidisciplinary team resulted in the submission of \$49 million in FEMA COVID-19 Public Assistance requests that should reap significant funding reimbursements in 2023. Two pandemic recovery applications that came to fruition were a Lowcountry Careers Collaborative \$8.4 million Good Jobs Challenge work force training grant from the U.S. Department of Commerce Economic Development Administration and a \$630,000 FCC COVID-19 Telehealth program award. Overall, the Office of Grants secured nearly \$4.6 million in new awards in 2022, including \$3.6 million in government grants and contracts and \$980,000 in foundation funding to include 22 awards supporting 11 departments and providing major impact in three focus areas: COVID Response, Work Force Training and Community Health.





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**PROVIDING CARE AT HOME:** The Hospital at Home program enables patients who need to be hospitalized the option to receive hospital-level acute care within the comfort and familiarity of their own home. The program discharged seven patients in its first five months, allowing patients with diagnoses such as lithium toxicity, atrial fibrillation and small bowel obstruction to receive treatment in the place they prefer.

**EXPANDING THE ALLIANCE:** The Roper St. Francis Health Alliance is an Accountable Care Organization (ACO)/Clinically Integrated Network (CIN) that facilitates strategic collaboration between Roper St. Francis Healthcare and the region's expert independent and employed providers.



## THE ALLIANCE AT A GLANCE

Emergency Rooms **6**

Expert Providers **1,398**



Hospitals **4 acute & 1 rehab**



Primary Care  
Providers

**282**



Express Care &  
Walk-In Care  
Locations **6**



Charity Care Giving

**\$34 million**



Specialty Care  
Providers

**1,116**



Diverse Specialties

**58**



Patient Visits

**30,385**

**SAVING FAMILIES MONEY:** Through the Boeing Preferred Partnership, the Roper St. Francis Health Alliance offers highly accessible, well-coordinated care to 7,500 employees and families of the Boeing family – at a lower cost. In fact, the Health Alliance has provided Boeing with \$1.2 million in savings between 2019 and 2022. These savings were achieved while also delivering on key quality metrics, particularly in the areas of behavioral health, breast cancer screening, diabetes A1C control, and overall provider rating.

**SAVING TEAMMATES' MONEY:** The Health Alliance proudly manages the health of more than 7,500 of our Roper St. Francis Healthcare teammates and their family members. Providing exceptional care to our teammates is a top priority, and we believe the best place for our teammates to receive care is within our network. Our high performance in quality measures such as controlling high blood pressure, breast cancer screening and preventative care screenings illustrates our commitment to caring for our people.

**IMPROVING MEDICATION ADHERANCE:** Medication adherence is essential to improving the health of the populations we serve. As many as 50 percent of patients with chronic illnesses do not take their medicines as prescribed, with profound consequences for health outcomes and costs. Roper St. Francis Health Alliance led a focused campaign to improve medication adherence, implementing steps such as chart notes and patient text reminders. In addition to building out provider workflows, we also deployed patient-facing materials with helpful tips. As a result, from July 2020 to July 2022 we saw improvements in medication adherence as much as 4 percent for patients with diabetes, hypertension, cholesterol and statin therapy for cardiac and diabetic patients.

“WE CARE  
FOR YOU WHILE YOU  
CARE FOR  
PATIENTS.”

*Sherrel, Director of  
Nursing Services*



## Strategic Plan 2030 > Key Driver in Action

RECRUITING  
NEW TALENT

CULTIVATING  
A CULTURE OF  
ENGAGEMENT

ADVOCATING  
FOR RSFH  
INTERESTS

**STRONG RECRUITMENT:** We continued to respond to an increased demand for care in our hospitals, emergency departments and physician practices. Our Human Resources team onboarded 1,770 teammates, 24 percent more than prior year. Of those new hires, 375 were new nurses, a 27 percent increase over prior year. We also hired eight new primary care physicians.

**ENHANCING TUITION BENEFITS:** Continuing education is a priority at RSFH, and the healthcare system announced enhanced tuition reimbursement benefits for 2023 along with a new partnership with Kaplan and Purdue Global with debt-free education pathways. By increasing tuition reimbursement amounts and expanding eligibility requirements, RSFH will help teammates grow and advance as well as augment their existing skills.

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**PRIORITIZING SELF-CARE:** We care about our teammates and medical staff's emotional well-being, and we prioritized adding supports. Through the work of our Practice Efficiency & Engagement Team, which is aimed at improving clinician burnout and wellbeing, we introduced the Wellbeing Index as a pilot program for our medical staff and nurses to quickly assess their well-being. In addition, we forged a partnership with Modern Minds/Synchronicity and created a pilot referral program, and we provided access to Caring for Colleagues, a peer-to-peer confidential consultation service for physicians.



**DEVELOPING TALENT:** We continue to invest in developing pipelines through continued support of local programs for students. Our Student Nurse Extern program nearly tripled in size as we welcomed 27 externs who were placed across four hospitals to shadow RN preceptors. Externs, who are within 12 months of graduating, worked 24-32 hours a week and were immersed in the role of RN. In addition, we had 11 youth apprentices working around the system in jobs such as medical office specialist, patient care tech and pharmacy tech.

**JOURNEY TO A LIVING WAGE:** We achieved our commitment to raising our minimum salary to \$15 with another increase in 2022 that affected 167 teammates. We will continue our focus on increasing our minimum wage to provide a living wage as part of our mission.

**TOTAL REWARDS STATEMENTS:** To help teammates understand how their contributions are valued and rewarded, we prepared personalized Total Rewards Statements detailing each component of their compensation, health and projected retirement benefits for the 2022 Plan Year. This reinforced our ongoing efforts to retain top talent.

# Modern Healthcare Best Places to Work <sup>TM</sup> 2022 2020 2021

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**BEST PLACES TO WORK:** For the third consecutive year, Modern Healthcare selected Roper St. Francis Healthcare among the top 150 in its nationwide 2022 Best Places to Work. We were one of just two healthcare employers in South Carolina to be ranked.

**FORBES BEST-IN-STATE:** We ranked as the No. 2 employer in South Carolina, according to Forbes magazine. The rankings were based on a variety of criteria, including safety of work environment, competitiveness of compensation, opportunities for advancement, and openness to telecommuting.

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**TOP QUARTILE FOR ENGAGEMENT:** For the third consecutive year, RSFH ranked in the top 25 percent of healthcare organizations across the country based on teammates' input on the Engagement Survey facilitated by Press Ganey. Our teammates' feedback was compared against more than 1 million healthcare workers nationwide.

**INVESTING IN TEAMMATES:** Despite the challenging financial headwinds, we invested more than \$13 million in our team through the 2022 merit cycle, marking the largest merit/market investment in the history of RSFH.

**FOCUS ON DIVERSITY:** We continued our focus on diversity through numerous outreach and education efforts. We sponsored the Charleston Chamber of Commerce's Diversity Equity Inclusion Conference, and our Diversity & Inclusion Council visited sites across RSFH to share its work and receive feedback.



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**\$10.25 MILLION APPROPRIATION:** Roper St. Francis Healthcare will receive \$10.25 million in federal appropriations to enhance oncology care for patients and design its new Roper Hospital Medical Campus in North Charleston thanks to a bill championed by U.S. Senator Lindsey Graham.

**BUILDING RELATIONSHIPS:** We spent more time talking with the movers and shakers in Columbia and in Washington, D.C. about how we can work in partnership to ensure better healthcare for Lowcountry residents. We met frequently with state and national lawmakers on issues such as Certificate of Need reform and healthcare reimbursement.



**CERTIFICATE OF NEED (CON) REFORM:** CON reform is necessary to ensure everyone has access to care when they need it. But a CON should not be required to relocate an existing hospital to another location within the same county. This is the message we shared with legislators in 2022 to support the relocation of Roper Hospital to a new location in North Charleston. While this was considered in the House, the CON discussion was tabled. We will continue this message in the 2023 session to try and expedite our ability to relocate, which is the best interest of patients, teammates and the communities we serve.

**HOSPITAL AT HOME LEGISLATION:** The Continuing Care team partnered with state and federal legislators to extend the ability of patients to receive acute-level health care services within their home. At the state level, a proviso was included in the 2023 budget that allowed the program to proceed despite the state PHE not being renewed. Concurrently, at the federal level, Sen. Tim Scott co-introduced the Hospital Inpatient Services Modernization Act, which was ultimately included in the year-end Omnibus package extending Hospital at Home for two additional years and decoupling the program from the federal PHE. RSFH has been on the forefront of bringing this innovative care model to our patients.