2018 Mission Report
Of the Mission Committee of the Board of Trustees of Marymount Hospital

The Mission of Cleveland Clinic Marymount Hospital is to provide excellent health care guided by the Christian values of service, compassion, dignity and respect.
Let all who enter and leave Marymount bear with them . . .

A deep feeling of **Peace** to combat the unrest and confusion of the world;

A greater understanding of **Charity** to oppose the existing hatred and enmity;

An ability to **Pardon** and forgive the injuries inflicted by the thoughtless throngs;

A stronger **Faith** to replace the uncertainty of the doubting and wavering seekers of truth;

A firm **Hope** in themselves and in the fundamental goodness of humanity;

A **Light** of inspiration guiding them to goodness to dispel the darkness of evil;

An unbounded **Joy** to relieve the burden of suffering and sorrow.

The realization of this Franciscan prayer will prove that this hospital was not established in vain.

*From the Souvenir of the Dedication of Marymount Hospital, October 30, 1949*

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**Cover photo:** Showing our theme, “Commit, Connect, Communicate: The Three Cs”

Caregivers from many departments gathered with Sisters of St. Joseph Third Order of St. Francis, Student Nurses, Volunteers, Trinity High School Interns and others around Our Lady of Grace. We stand connected with each other in teamwork, mutual care, and sharing a common Mission. We stand connected as people of many religions and none. Through our Mission we are connected to the work of the Lord. Our Matron, Mary Our Lady of Grace, “keeps us in her hands.” We rejoice in our connection to the Sisters of St. Joseph, Third Order of St. Francis, to the entire Cleveland Clinic which supports us with abundant resources, to Bishop Perez and the Cleveland Catholic Diocese. **All of us stand together that we might connect with and serve every patient and family member who comes to us for healing and help.**

**Why “Our Lady of Grace”?**

The reason for Marymount’s 18 foot tall statue of Mary which weighs six tons stems from the founding of our hospital. In a letter written by the SSJ-TOSF Acting Mother General, Mother Mary Dionysia, to the Provincial, Mother Mary Theobald, for the occasion of the Dedication of Marymount Hospital, Oct. 30th 1949 she wrote “June 9th – the Feast of Mary, Virgin Mother of Grace – must ever remain of great significance to Marymount Hospital. On that day the good Mother of Grace took Mother Mary Virginia to her Eternal Reward, so that the Hospital would have certain proof that MARY would ALWAYS keep Marymount in Her hands! . . . In all your needs go to the Mother of Grace with confidence! Work for Her and with Her and you will bring not only health to sick bodies, but peace to souls!”
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Message from the President

Daniel Napierkowski, MD
President

The 2018 Mission report is a summary of the efforts of Cleveland Clinic Marymount Hospital in continued partnership with the Sisters of St Joseph of the Third Order of St. Frances. This living partnership binds together the Cleveland Clinic’s commitment to world class quality healthcare with the Catholicity of the founding Order centered in service, compassion, dignity and respect for all patients. Our caregivers continually strive to live that mission focusing on quality, safety and patient experience while providing a healing environment for our patients and making Marymount hospital a rewarding and satisfying place to work. I am proud of our team’s efforts to ensure great care for our patients and for each other. They also serve our surrounding community and they do all of this while continually working together to improve hospital safety, efficiency and communications.

Looking back at 2018 we saw a sustained focus on quality, safety and continued excellence. We are proud of achieving a five star rating from the Centers for Medicare & Medicaid Services (CMS) as well as an “A” rating from several ratings companies including Leapfrog. These ratings have helped our hospital maintain its position as a “medical Hub” for the Cleveland Clinic, accepting transfers from the main Campus and Hillcrest Hospital while continuing to serve the surrounding communities. Community efforts included providing health and wellness programs in local schools, churches and senior centers including screenings, educational seminars and donations of food and school supplies. Our Helping Hands committee provided over 150 meals to local families for the Christmas holidays.

In this report you will find many examples of how we provide world class care and service on our 52 acre healthcare oasis. I believe that it highlights many of our caregivers and the programs that are truly special.

As we look forward to the coming year, we hope to continue to strengthen the bond between Marymount Hospital and the founding Sisters while growing and evolving to meet the changing needs of our community in the years ahead.

Daniel Napierkowski, MD
President, Cleveland Clinic Marymount Hospital
Marymount Hospital Overview

Marymount Hospital’s Role on the Sisters’ Intergenerational Health and Education Campus

Cleveland Clinic Marymount Hospital is a Catholic hospital founded by The Sisters of St. Joseph of the Third Order of St. Francis located on the Intergenerational Health and Education Campus. The campus is home to several flourishing ministries founded by the Sisters in a beautiful 52+ acre park-like setting. These include Marymount Convent, Marymount Hospital, and The Village at Marymount, Trinity High School, Marymount Child Care Center and the Franciscan Center.

In addition, there are outdoor Stations of the Cross, the National Shrine of the Sacred Heart, the shrine of Our Lady of Czestochowa and various other statues and religious settings situated near the entrances to all the ministries.

As a Catholic hospital within the Cleveland Clinic Regional Hospital System, Marymount Hospital follows the Ethical and Religious Directives for Catholic Health Care Services, Sixth Edition¹, relies on the resources available through the Catholic Health Association and the National Conference of Catholic Bishops, and follows the policies of the Catholic Diocese of Cleveland while always adhering to the Catholic and other Covenants contained in the 1995 Definitive Agreement by and between Cleveland Clinic, Marymount Hospital, and Marymount Health Care Systems. Specifically, Marymount Health Care Systems, as the Special Member of Marymount Hospital, retains control over the mission, philosophy or religious values of Marymount and Marymount’s conduct as a Catholic healthcare facility as it relates to the activities of Marymount.

Marymount Hospital continues to be proud to carry forward the Catholic healthcare ministry which is part of the Mission and Legacy of the Sisters who serve as Member of Marymount Health Care Systems.

Bishop Nelson Perez’ Visit

Bishop of Cleveland Nelson Perez is responsible for the Catholicity of all Catholic Health Care institutions in the diocese. On February 13th he visited Marymount Hospital and all of the ministries on the Intergenerational Health and Education Campus.

“Dr. Daniel Napierkowski, an anesthesiologist and our hospital president, was joined by several other hospital administrators and Cleveland Clinic officials as he led Bishop Perez on a tour. Napierkowski showed off a major addition to the hospital that opened in 2012. It includes a new main entrance, state-of-the-art operating rooms and other technology facilities. The bishop saw the emergency department, met with several staff members, doctors, nurses and other caregivers. “I have a special regard for nurses,” Bishop Perez said, explaining that he spent two weeks in intensive care in a New York hospital after being seriously injured in a 31-car crash. “I saw hospitals from a different perspective and have a new appreciation of what you do.” He offered a special blessing for the hospital’s caregivers and also blessed the emergency department.”²


²Diocese of Cleveland © 2014 1404 East 9th Street | Cleveland, OH 44114
Mission Committee of the Board of Trustees

The Mission Committee is responsible for assuring compliance with the Ethical and Religious Directives for Catholic Health Care Services, Sixth Edition, (ERDs), so that Marymount Hospital and its facilities, at all times, operate in conformity with the ERDs.

The Committee is also responsible for conducting an annual Mission Audit, supporting the Pastoral Care Department and its related initiatives, advocating for needs of the community to be included among the hospital's strategic initiatives and preparing an annual Mission Report. The 2018 Mission Report will be presented to the Cleveland Clinic, Marymount Health Care Systems, the Marymount Hospital Board of Trustees, the Cleveland Clinic Board of Directors and the Sisters of St. Joseph, TOSF. Marymount Health Care Systems and/or the Sisters of St. Joseph, TOSF, will provide the 2018 Mission Report to the Bishop of the Cleveland Catholic Diocese.

In these and other ways the Mission Committee supports and advocates for the ongoing compliance and adherence to the Catholic religious Mission that defines the operations of Cleveland Clinic Marymount Hospital.

Our Goals for 2018:

These goals, which continued from 2017, are the foundation of our work with special awareness in all we do of our unique Marymount Mission: to provide excellent health care guided by the Christian values of service, compassion, dignity and respect.

I. To complete the Mission Audit for Marymount Health Care Systems Board

II. To align our mission work to support the Cleveland Clinic goals of
   A. Patients First: continuously improve quality, safety and patient satisfaction
   B. Caregivers: Make Marymount the best place to work
   C. Affordability: Provide high value care
   D. Growth: Responsibly develop to sustain our mission
   E. Impact: Make a difference through research\(^3\), education and innovation.

III. To grow our relationship with the Sisters of St. Joseph of the Third Order of St. Francis.

IV. And to encourage the relationship between the Marymount Hospital Board and the Marymount Health Care Systems Board.

Mission Committee Members

The Members of the Mission Committee are appointed by the Marymount Hospital Board of Trustees and include: Sr. Mary Alice Jarosz, SSJ-TOSF, Mission Committee Chair and member of the Marymount Hospital Board of Trustees, Gregory Kurtz, Mayor Emeritus of Independence, OH and member of the Marymount Hospital Board of Trustees, Daniel Napierkowski, M.D., Marymount Hospital President, and liaison to the Marymount Hospital Board of Trustees, Sr. Betty Gulick, SSJ-TOSF, representative of the SSJ-TOSF; Carol Kenney, J.D., representative of the Marymount Health Care Systems, Joseph Rinderknecht, D. Min., Marymount Hospital Director of Pastoral Care, Renee Kolonick, MBA, Marymount Hospital COO, and Barbara Zinner, DNP, RN, Marymount Hospital CNO.

\(^3\)Marymount does not have a research department. We do initiate quality improvement studies and other efforts which improve our fulfillment of our mission.
Mission Effectiveness Committee

The Mission Effectiveness Committee is made up of caregivers at Marymount and led by the Director of Pastoral Care. We are charged with carrying forward the mission goals decided on each year by the Mission Committee of the Board of Trustees. This includes many activities throughout the year such as:

- Planning and presenting the Marymount Campus Mission Day at the hospital. In 2018 it was May 16.
- Caroling throughout the Hospital on December 17.

Sisters of St. Joseph of the Third Order of St. Francis

The Sisters founded Marymount Hospital in 1949. Since being asked to come to Cleveland in 1908 to staff parish schools, their presence here grew rapidly leading to a new province being established in 1926 with its Motherhouse and High School in Garfield Heights. Approached by the local physicians and businessmen, they began the effort which led to Marymount Hospital’s dedication on October 30, 1949. Since its founding, the hospital has continually expanded both beds and services.

Desiring to strengthen their ability to serve this area and fulfill their mission, the Sisters participated in and initiated conversations with various entities and systems which included other Catholic hospitals, University Health System and Meridia Health System. Eventually it became clear that the best and most promising partnership would be with Cleveland Clinic. Since Cleveland Clinic did not have a system in place, a partnership was formed in 1995. Marymount became Cleveland Clinic’s first regional hospital and a model for future partnerships that have grown into the current eleven regional hospitals within Cleveland Clinic.

For their part, the Sisters not only sit on the Board of Trustees of the hospital, but actively reach out to strengthen the relationship with the hospital and our caregivers.

Identifying Factors of Marymount’s Catholic Health Care

Marymount Hospital, as part of Catholic Health Care ministry in the US, is committed to promoting and sustaining the mission of the Church to continue the healing ministry of Jesus. Comprised of more than 600 hospitals and 1,600 long-term care and other health facilities in all 50 states, the Catholic health ministry is the largest group of nonprofit health care providers in the nation.

Founded by the Sisters of St. Joseph of the Third Order of St. Francis in 1949, Marymount values and is inspired by the Franciscan spirituality of the Sisters. Franciscan spirituality undergirds many aspects of our work, including our care for the poor and our efforts to be a green institution.

In Communion with the Church through the Bishop of Cleveland

Marymount serves in communion with the Catholic Church through the Bishop of Cleveland who exercises responsibility as pastor, teacher, and priest. The President of Marymount writes to the Bishop annually on the state of the hospital. The Cleveland Clinic and the Marymount Health Care Systems Board carried on conversations with Bishop Perez throughout 2018.
Sr. Mary Alice Jarosz, SSJ-TOSF, and Carol Kenney, JD, kept the Mission Committee informed as the governance structure documents were reviewed and discussed with Bishop Perez. Bishop Perez is pleased with Marymount’s practices which comply with both the law and the spirit of the ERDs. This process has opened clear channels of communication which will serve us well going forward.

**Ethical and Religious Directives for Catholic Health Care Services, Sixth Edition (ERDs)**

The ERDs is a document of the US Conference of Catholic Bishops. As a Catholic hospital it is policy of Marymount. The ERDs offer ethical guidance on health care delivery and are a rich source of wisdom and help. Among the affirmations underlying the document are:

- We receive all who come to us and seek their physical, mental and spiritual healing; we promote and defend their dignity; we have a special mandate to care for the poor; and we serve all because each person as a child of God has the same right to life and health care as all others.

- This involves: being good stewards of resources; respecting individuals’ conscience and Catholic commitments; respecting confidentiality, patient rights, and the use of appropriate surrogates when patients cannot speak for themselves; advocating for those who are vulnerable or targets of discrimination.

- The right to life and health care also means that we do not: manipulate or intimidate patients, always support free and informed consent; we do not participate in abortion or sterilization in any way; we do not participate in euthanasia or suicide in any way.

- At the end of life we care for patients even when we cannot cure them. We support dying patients and their families with respect, love and support. We provide opportunities to prepare for death. Our ethics reflect Catholic teaching that a person is obligated to use “ordinary, proportionate” means to preserve their life; and may forego “extraordinary, disproportionate” means. And we encourage ethical organ donation.

**All Caregivers are educated about the ERDs**

**Physicians.** Many health care practitioners working at Marymount Hospital have never worked in a faith-based organization before. Thus it is important that our providers are educated on the Ethical and Religious Directives for Catholic Health Care Services, specifically the impact that the ERDs have on the way that they may normally practice medicine related to end of life decisions, issues in care for the beginning of life and performing procedures in our facility that are not supported by Catholic ethical teaching. To educate health care providers, we provide them with the ERD document and encourage them to review the content and ask questions regarding any clarification they may need. The Bylaws of the Medical Staff of Cleveland Clinic Marymount Hospital, Art III.3, “Basic Responsibilities”, a, includes: “Medical Staff members shall adhere to the Ethical and Religious Directives for Catholic Health facilities”. The same requirement was added this year to Article V, “Specified Health Personnel.”

**Caregivers Orientation.** All who come to work at Marymount have an on-line Marymount Orientation in addition to their Cleveland Clinic Orientation. New employees learn about the ERDs and are given a link to the document. On-going review is presented in various ways: periodically by the Director of Pastoral Care to the Leadership Council (Managers and Department Directors); by them to their departments or Nursing Units using summaries; in the Mission Report; Mission Day displays and in other ways. Plans are being prepared for including specific items from the ERDs in the weekly ICU Ethics Rounds, and in the use of on-line “10 Second Pause” emails.

**Ethics Committee of the Medical Executive Committee (MEC)**

Ethics Committees are now almost universally found in hospitals. Marymount was an early participant in this movement. Like all Catholic health care services Marymount grounds all of our work on five normative principles: 1. To promote and defend human dignity, respecting the sacredness of life, 2. To care for the poor including adequate health care, 3. To contribute to the common good, 4. To exercise responsible stewardship for equity of care, and, 5. In this pluralistic society Catholic health care services does not offend the rights of

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individual conscience by refusing to provide or permit medical procedures that are judged morally wrong by the teaching authority of the Church. (ERDs, part I)

Informed by the ERDs, medical science, bioethics and moral theology, and, we pray, under the guidance of the Holy Spirit, the MEC Ethics Committee has three functions: 1. To consult on difficult clinical decisions, 2. To assist in formulating institutional policies, and, 3. To guide the professional staff in making ethical decisions and educating hospital personnel about these policies and healthcare ethics in general.9 While the first responsibility accounts for the majority of the work of the MEC Ethics Committee, the committee also hosts and promotes many educational opportunities each year. This year we began a series on the ERDs looking at one section of the document at each meeting. We are greatly assisted by Cleveland Clinic’s Center for Bioethics, primarily in the person of Cristie Cole Horsburgh, JD, Cleveland Clinic east side Staff Ethicist. She attends MEC Ethics Committee meetings and provides consult back-up support. Rev. Joseph M. Koopman, STD, Associate Professor of Moral Theology at St. Mary Seminary and convener of Bishop Perez’ Medical Moral Committee is also a valuable resource.

**Connecting with Caregivers to Help with Difficult Cases: Marymount’s Ethics Consult Service**

This year Rosemary Field, an Advance Practice Registered Nurse, Co-Chair of Marymount’s MEC Ethics Committee and a member of Marymount’s Ethics Consult Team, led a program designed to support ICU nurses using an experiential educational format to develop:

- Confidence in their knowledge of the ethical dimensions of patient care in their daily practice.

- Practical skills to mitigate ethical conflicts or dilemmas, recognize moral distress and apply mitigating strategies.

- Awareness of how The Ethical and Religious Directives for Catholic Health Care Services support the care they provide to patients and their families.

Field explains:

“Physicians, nurses and other members of the health care team experience moral events in their day-to-day work. These moral events may include moral tension, conflict, uncertainty, constraint and/or dilemma, and can make providing critical care extremely challenging for the multidisciplinary team. Since June 1, 2018, weekly rounds in the ICU have allowed us to focus on common triggers to intractable value-laden conflicts such as concerns about whether surrogate decisions are reflective of patient’s wishes and best interest, potentially medically inappropriate treatment and unclear goals of care and/or patient’s wishes.

“Through case-based individual and small group discussion, the rounding team intends to impart clinicians with skills that enable them to gather relevant information, effectively navigate conflict and mobilize and optimize available resources. An ICU nurse states, “Consistent presence of the bioethics rounding team helped me recognize the importance of patient advocacy...a major part of my role as a nurse”.

Rosemary reported the results of the first year of the Ethics Rounds to the Cleveland Clinic’s Center for Bioethics at their Region-wide Development Day in February, 2019.

In addition to Rosemary Field, MS, APRN, AOCNS, Marymount’s Ethics Consult Team includes Joseph Rinderknecht, D. Min., BCC. Cristie Cole Horsburgh, JD, is the Staff Ethicist who manages the ethics consultation services and directs ethics programming in the east region, including Marymount.

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9Hester and Schonfeld p. 2
Advance Directives
The ERDs (see footnote 1, page 5) directive 24 includes: “...a Catholic health care institution will make available to patients information about their rights, under the laws of their state, to make an advance directive for their medical treatment ...” This is required because of our commitment to the Dignity of the Person which promotes a professional-patient Relationship that requires, among other things, mutual respect, trust, honesty, and appropriate confidentiality.

Cleveland Clinic established goals in 2018 for all of its hospitals to increase the percentage of patients who had advance directives. Marymount’s 2017 base line was 15%. We were challenged to raise that number to 25% by the end of 2018. Marymount’s Strategic Agenda Management (SAM) team worked through the year to reach the goal. Our December figure was 23.4%. The process changes which drove that increase will remain in place as we continue to look for even more ways to help our patients make their wishes known. The presence of advance directive documents in a patient’s chart reduces the need for ethics consults at the end of life, as well as the experience of moral distress on the part of caregivers and family members. Nursing, Case Management, Patient Access, Pastoral Care and others were partners in the effort.

Virtus: The Safety and Protection of our Children
As required by the Bishop of Cleveland, every new employee is given basic information on the warning signs of child abuse and on each person’s responsibility to report. Marymount continues the additional on-line orientation required for all Marymount employees which was begun in 2017. The Virtus information and sign-off are included in the on-line orientation. Similarly, new physicians being afforded privileges are provided the information on Virtus and asked to sign that they have read and agree to follow its requirements. For more information on Virtus see https://www.virtusonline.org/virtus/index.cfm.

William D. Keckan: A Founding “Connector” of the Cleveland Clinic era Marymount
After 28 years of service, Bill Keckan, Executive Director in Regional Operations, retired on Jan. 15, 2019. Bill served in many roles during his career at Cleveland Clinic. He began as Chief Financial Officer for Marymount Hospital in 1990, and later as Marymount’s Chief Operating Officer (COO) and twice as Interim President. He joined Regional Operations in 2011 to oversee the transition of Huron Hospital and later Lakewood Hospital to community family health centers. Bill also served as Interim COO for Avon Hospital during its opening. Most recently he had administrative responsibility for CC family health centers and was appointed Interim COO for Euclid Hospital.

In light of his deep interest and involvement in Marymount during the negotiation and the beginning of Marymount’s affiliation with the Cleveland Clinic, we invited him to share his reflection on Marymount’s multisided connections with the Sisters of St. Joseph, the Cleveland Clinic, the Marymount Health Care Systems Board, the Bishop of the Cleveland Catholic Diocese, the employees and Medical staff of Marymount and of course, most importantly the patients and communities we serve.

Bill agreed to share his experience of shaping those connections:
“Since the theme of this year’s Mission Report is Connecting, I’ll share some thoughts that will help to connect Marymount Hospital, The Sisters of St Joseph of the Third Order of St Francis (the Sisters) and Cleveland Clinic. On December 22, 1995, Marymount Hospital merged with Cleveland Clinic. That merger began with a vision. Tom Trudell, Marymount’s President at that time, and the Marymount Board of Trustees foresaw that community hospitals would need to be part of a larger system to survive in the long run. That vision could not be fulfilled without the approval of Marymount’s Sponsoring Order, the Sisters. The Sisters embraced that vision and Marymount became the first hospital to join Cleveland Clinic. Over the next two years, seven more Cleveland area hospitals joined Cleveland Clinic. But Marymount, a Catholic hospital, was the first. Marymount’s relationship with Cleveland Clinic was designed to assure that Marymount remained a Catholic Hospital. For the past 23 years, I’m pleased to say that Cleveland Clinic has respected and safeguarded Marymount’s Catholicity.
But what does it mean to be a Catholic hospital? As a Catholic hospital, Marymount is guided by The Ethical and Religious Directives for Healthcare (the ERDs). The ERDs is a simple document that’s a quick read. I encourage everyone to ask Pastoral Care for a copy. I spent 22 years at Marymount in various leadership roles. It wasn’t until late in my career that I took the time to really read the ERDs. We also invited other leaders and Board members to attend education sessions on the ERDs. That’s when the answer to the question, “What does it mean to be a Catholic hospital?” was revealed. The guidelines in the ERDs are nothing unique to Catholic or secular hospitals. What is unique is that the welfare of the patient is behind every decision that we make. Every patient is our brother and is treated with dignity and respect. At the core of Marymount’s existence and that of all Catholic hospitals is that our Sponsoring Order founded Marymount to continue Jesus’ healing ministry. As Marymount Hospital Caregivers, that’s what we are doing every day. So if you are asked what it means to be a Catholic Hospital, it is where we continue Jesus’ healing ministry. We can thank the Sisters who founded and continue to sponsor Marymount Hospital for placing their faith in you, our Caregivers, and for bringing Catholic healthcare to Cleveland Clinic."

Annual Fetal burial at Calvary Cemetery

We connect not only with our faith but also with grieving parents and the wonderful Caregivers in our Lab and elsewhere who are part of our respectful care of fetal remains at Marymount Hospital. We live out our commitment to the sanctity of human life by arranging for burial annually at Calvary Cemetery. The remains are blessed by our Priest Chaplain and interred with prayers at the graveside. As part of their mission as a Catholic Cemetery, Calvary has provided burial space to the hospital for free since our beginning.

Pastoral Care Department

The Pastoral Care Department is responsible for the daily spiritual care of the patients, their families and the caregivers of Marymount and its affiliates, the Ambulatory Surgery Center and Marymount Urgent Care Center in Broadview Heights. Pastoral Care is a central and perhaps the most obvious sign of Marymount’s Catholicity.

Chaplains visit all patients without regard for religious affiliation. They provide spiritual support in culturally appropriate ways, seeking to assist patients, their families and caregivers through the stress of illness. Full-time Priest Chaplain Fr. Dennis Mrosso, AJ, PhD, is a priest of the Apostles of Jesus order who celebrates daily Mass and provides the Sacrament of Anointing of the Sick as well as general pastoral care.

Chaplain Sr. Jo Ann Poplar, SSJ-TOSF, Board Certified Chaplain (BCC), Chaplain Janet McDonald, and Chaplain Joseph Rinderknecht, D. Min., BCC, are known throughout the hospital for their personal attention, skill and love for our patients. Chaplains Rev. Mark Berry, BCC, and Rev. Ikwo Umosen, BCC, both from the Cleveland Clinic main campus Spiritual Care staff provide overnight on-call coverage. Seventeen volunteer Extraordinary Ministers of Holy Communion complete the department.

They bring daily Holy Communion to Roman Catholic patients. The department’s ability to connect personally with the patients, their families and Marymount caregivers is the gateway to excellent pastoral care, emotional support and also to increased patient satisfaction, better outcomes and caregiver satisfaction. In addition to direct patient pastoral care, the Chaplains contribute to the Marymount community in many ways.

Sr. Jo Ann Poplar received this note for her pastoral care and the Prayer Shawl she was able to give a patient and her family:

“Dear Sister, Thank you so very much for praying with my family before my daughter’s surgery. The prayers were so comforting to my family. Thank you for giving us the beautiful Prayer shawl. It means so much to us. (Their daughter) has had the prayer shawl on top of her as she rests.

Thank you for your kindness and compassion to my daughter.

Love, (Mother, father and daughter)”
Sr. Jo Ann added: This 25 year old patient came to us for hip surgery. She was born with a bone disease which has required on-going medical treatment and now, at 25, a new hip joint. Patients and their families are often frightened anticipating surgeries. Our presence with families in such times, prayers for them, and sometimes a prayer shawl which has been lovingly made for them by volunteers at St. Michael's in Independence help them recognize that God is with them, that they are not alone.

The tradition of blessing new and refurbished areas of the hospital continues. In 2018 5 West Nursing Unit and the Pharmacy Clean Room were completely renewed. At their opening the employee teams, administration and others from across the hospital came for the blessing, a tour and refreshments. In March the Ambulatory Surgery Center celebrated its 20th Anniversary with a celebration and a blessing of the facility. As in every department the renewed areas have a cross and framed Marymount Mission Statement to remind us of our calling and ministry.

Farewell Blessings for retiring and departing caregivers, the blessing of hands for new employees and Nurses during Nurses’ Week, ashes on Ash Wednesday, the blessing of throats on St. Blaise day and many other practices remind Caregivers that their talents, their calling, and their ministry here are gifts from God.

Bereavement Ministry. Pastoral Care shares information and requests prayers throughout the hospital when a caregiver or their family member dies. Condolence cards are sent to employees on behalf of the hospital. Families of all patients who have died in Marymount are invited to a Bereavement Mass which is offered every 4 months. This complements the Cleveland Clinic regional memorial service to which they are also invited. An annual Physicians’ Mass honors all Marymount physicians especially remembering those who have died in the last year.

Supporting our Caregivers in Connecting with Patients, Each other and our Community

Operations – an interview with Renee Kolonick, Chief Operating Officer

Renee, which 2018 accomplishments stand out for you?

“The number one team effort I would highlight is all the work we did around length of stay! In order to lower the average length of stay and safely transition our patients home or to the next level of care, every department, every caregiver, had to be involved and be part of the solution. The Physicians are engaged in the timeliness of the care and the Advanced Practice Providers and nursing staff owned the process. Multidisciplinary rounds brought all voices of the care team together to address the specific challenges of each patient.

These efforts shaved an entire day off the average length of stay and were able to sustain that long term. It was only possible to accomplish this if everyone who had patient contact was involved: Physicians, Nursing, Case Management Transportation, Pharmacy, Rehab Therapy, and Environmental Services;
everyone had to focus on doing their own work as part of a team. I give credit to the entire team because without that focus and total commitment to the patient, we would not have succeeded.”

**Does “Living our Mission” make a difference for our Caregivers?**

“When I first came to Marymount I visited every department in the Hospital and I asked the same question: ‘What do you do to live the Mission?’ Everyone I asked could name what it was they did and align it to our Marymount mission. They didn’t have to stop and think to give me their answer. That included new Caregivers: they catch it, they learn it from their co-workers. Living our mission is part of our everyday life here: it is how we care for patients, care for each other, care for our organization and care for our community.”

**You will soon be leaving us, what are your most important take-aways from your time here?**

“The caregivers at Marymount are amazing!! If you have the right people, focused on the right thing, you can change anything. I believe it is important for a leader to be transparent and lead through the strengths of the team. Everyone needs to know what the vision is and why it is important. That will allow the team to plan how we will collectively reach that vision and achieve our goals. It will be the work of the team, something everyone can buy into and believe in. This has allowed us to accomplish so much, not because we were told to, but because we want to, and believe in what we do.

Our team intentionally focused on team building through our quarterly retreats. These retreats strengthened how we worked together as a team of teams. People came to know each other better, both personally and professionally and therefore trusted each other more. They came to believe in each other and became better partners in the work they shared. Marymount is a great team of highly qualified caregivers who believe in the work they do, and they do that work for the right reasons! This team learned to trust each other enough that they could talk about their challenges, what wasn’t going well, and ask for help. That willingness to be vulnerable takes a lot of courage and a lot of trust, but it opens the door for us to work together to help each other. I am so proud of this team.”

**Nursing – an interview with Barb Zinner, DNP, MSN, RN, NE-BC, CENP, Chief Nursing Officer**

**Barb, as we report on Living our Mission in 2018, what makes you proud from the Nursing perspective?**

The first thing I think of as success that we can all be proud of, are the efforts we have made to strengthen quality and safety. Collaboration was the key. A great example of collaboration are the Interdisciplinary Rounds that occur faithfully at 11am. The Interdisciplinary Rounds involve a team comprised of Nursing, Nurse Practitioners, Pharmacy and Physical Therapy. The team rounds on the patient, and when present includes their family. This collaborative approach helps us live our Mission, which is to provide excellent healthcare to all those we serve. The rounds revolve around each caregiver adding input and expertise into how best to provide individualized care to the patient, which includes listening to the patient and their needs. The rounds help us to serve each patient as a team and assist patients in being informed and involved in their care.

Concerning safety, Marymount received an “A” rating from the Leapfrog Group. Leapfrog is a national organization that compiles publicly available and self-reported hospital data to establish their biannual “safety grades.” When they released their fall scores, I was very proud that Marymount achieved the “A” status.

The second major improvement in care in 2018 was the addition and presence of the Nurse Practitioners on each of the nursing units. The advanced practice registered nurse brings clinical skills of excellence, specialized training and enhanced collaboration with both physicians and nursing caregivers. The nurse practitioner presence has resulted in strengthening the team dynamic and relationships, and ultimately the care provided to our patients.
I am also proud to say that in 2018 the nursing team at Marymount took the first step toward achieving Magnet Hospital designation.\textsuperscript{10} Our application was accepted and we will begin the journey of writing our document in 2019, document submission in 2020 and site visit survey in 2021. We are excited and proud to not only begin but continue on the Journey to Magnet designation. This journey will validate that nursing care at Marymount is top standard and that the nurses are the drivers of providing the excellent care. It will involve a huge effort on every nurse’s part. And yet, we know the work and dedication and drive for the journey will be worthwhile, as we are guided on a path to be our very best.

\textit{How did you see us grow our strengths as a Catholic Hospital and in living our Mission?}

In 2018 it was our commitment to connect with each patient. “\textit{Commit, Connect, Communicate: The Three C's}” was the theme. It is a simple idea, yet so powerful. Relationship building with the patient and their family is effective and essential to establishing the patient relationship our Mission calls for. This effort gave our nurses and all our caregivers the \textit{How} to show respect, treat our patients with dignity, and provide compassionate connected care when serving the vulnerable patients. It is simple: \textit{Always} Sit to speak with a patient; \textit{Always} take a moment to personally make a connection; and \textit{Always} communicate clearly and effectively.

\textit{Take-aways: What is the most important thing we learned in 2018?}

For me, the most important take-away from 2018 is to listen to our caregivers. We have to make sure caregivers have a voice, and we have to listen to what they say. Each month in Clinical Practice Council/Shared Governance, I ask these two questions: “What do I need to know?” and “What matters most to you?” I listen to what the nurses have to say and I encourage them to continue bringing forward their concerns. I encourage them to share the great things that are occurring on their units. I call the great things they share with me - “Mission Moments”. These moments capture when caregivers individually or collectively as a team live our Mission by providing excellent health care guided by the Christian values of service, compassion, dignity and respect.

\textbf{Medical Staff – an interview with Douglas Kohler, MD Chief Medical Officer}

\textit{Dr. Kohler, what are you most proud of as you look back on 2018?}

Many things were accomplished in 2018. Some which stand out for me as particularly important include:

- The addition of four orthopedic doctors which broadens our capacity to serve those needing orthopedic surgery;
  - Vahid Entezari, MD, MMS\textsuperscript{c} treats injuries and conditions of the elbow and shoulder including arthroplasty, arthroscopy and muscle transfers.
  - Atul Kamath, MD specializes in injuries and conditions of lower extremities, including primary and revision joint arthroplasty and arthroscopic hip surgery.
  - Brett McCoy, MD specializes in the treatment of sports injuries, fracture care and knee arthroplasty.
  - Nicolas Piuzzi, MD treats injuries and conditions of the lower extremities, including primary and revision arthroplasty of the hip and knee.

\textsuperscript{10} “A Magnet hospital is a medical facility considered the gold standard for nursing practices. Magnet hospitals are certified by the American Nurses’ Credentialing Center (ANCC) as institutions where nurses are empowered to not only take the lead on patient care, but to be the drivers of institutional health care change and innovation.” Quoted from: https://www.snhu.edu/about-us/newsroom/2019/01/what-is-a-magnet-hospital
• Also we’ve added a new Physician to lead our Hospitalist Group: Devon Zoller, MD. Dr. Zoller, is a Hospitalist who worked formerly as Chief Medical Officer of Sound Physicians, a 3,000 provider hospitalist organization operating in 34 states. He was responsible for the largest participant in the Bundled Payment for Care Improvement Initiative (BPCI). His first desire, though, was working as a physician preferably in a community hospital. That search resulted in his coming to Cleveland Clinic and specifically requesting to be assigned to Marymount. “I really appreciate Marymount: the consultants, nurses and in fact every member of the care team I find to be responsive, professional, and very approachable. We collaborate well and I appreciate the mutual respect.”

• Other new Physicians joining us in 2018 who strengthen our services to patients include:

  Cleveland Clinic Intensivists, additional Emergency Medicine Physicians, a New Cleveland Clinic Oncologist, and a new Cleveland Clinic Psychiatrist.

Among other important efforts in 2019 are:

• The establishment of the Indigent Patient Assistance Fund which was begun with a generous contribution from the Medical Executive Committee; This fund helps indigent patients who cannot be discharged without minor assistance such as medications, basic clothing that we don’t have in our Clothing Pantry, transportation etc.

• Our on-going work on Doctor/Patient communication. This even includes individual work with Physicians who have come to appreciate it as their patients respond with better understanding, appreciation of their medical situation and compliance with medications.

• And some people don’t realize how strong our bonds are with the other healthcare facilities on this campus. Fifty percent of our skilled nursing discharges are through the Villa St. Joseph right across Marymount Village Drive from us.

• One more change in 2018 is very worth noting: The Brad A. Davis Scholarship Program was expanded from offering one scholarship to two. They are offered in memory of United States Army Specialist Brad A. Davis who was killed in the line of duty on April 22, 2009 near Baghdad, Iraq. Brad was the son of Marymount Hospital employee Terri Davis.

  In 2019 the Medical Executive Committee of Marymount Hospital is offering a scholarship opportunity to two graduating high school seniors who are pursuing post-high school education. The winner will be awarded a $5,000 scholarship and the runner up will be awarded a $2,500 scholarship. The scholarship may be used for tuition, textbooks, and laboratory fees, and is payable to the school upon Marymount’s receipt of invoice.

  To be eligible for consideration, the student applicant must meet the following criteria: One parent must be an employee of Marymount Hospital or a Cleveland Clinic employee located at the Marymount Campus in good standing and must have worked at least twenty hours per week for the last twelve months; and the applicant must exemplify a well-rounded personal and academic excellence; with a high school cumulative GPA of not less than 2.7 and evidence of civic, church and school extracurricular activities.

After reviewing our institutional relationships and responsibilities, the identifying factors of our Catholic Health Care and hearing from our top leadership, we turn now to how we connect at Marymount to our patients, to co-workers, and to our Community.
Connecting with our Patients and their Families with “service, compassion, dignity and respect.”

**Ethel Lemasters, Environmental Services**

In patient survey comments, a patient on 3S stated that: “Ethel was so warm, kind and personable. My room was so clean!”

**Donna Koterba** MSN, RN NE-BC, in an Appreciation Award wrote of her: “You stood out as someone who not only provided a clean environment, but as someone who made their stay much more pleasant! Thank you for all that you do and for making a positive difference for this patient! A few kind words go a long way and when a patient mentions someone by name, you know that caregiver made a connection!”

**Ethel:** “I’m proud to be a part of the mission of Marymount Hospital. I take the time to print out and keep on file word search puzzles for our patients. Not only is it good for hand and eye coordination for stroke patients, it keeps their minds off of what they are going through. Some time ago I was given a few new pairs of Nike tennis shoes. I kept them in the trunk of my car until I could find someone that needed them. I found that one of our patients on my wing, 3 East, was in need of shoes. I decided to give them to this patient. One pair was a perfect fit and she was happy that they were pink, her favorite color. It touched her heart as well as mine to see the smile on her face. She was wearing her new tennis shoes as she was discharged, along with that beautiful smile. Now that makes my work worthwhile!”

**45 Years of Connecting: Sr. Marianne Saucier, SSJ-TOSF, serves Behavioral Health Patients**

Sr. Saucier began working for Marymount Hospital in 1973 as a Board-Certified Music Therapist, and then expanded her role by becoming certified as a Recreational Therapist. Throughout all of these years, she has worked on the in-patient Adult Psychiatric units at Marymount’s Behavioral Health Center. This particular population of patients is probably the least understood and most difficult to work with due to its complex manifestation of symptoms, and often, the patient’s unawareness of their illness. By the grace of God, she has been able to continue to have the strength and compassion to work in this challenging field.

Sr. Marianne, a gifted musician, leads our carolers with her keyboard accompaniment through Marymount’s halls each Christmas! Hearing the Christmas carols sung by our Caregivers brings real joy to patients who want so much to be home for Christmas. She also volunteers as organist and pianist to the facilities located on Marymount Hospital’s campus, providing music for the Sisters of St. Joseph Third Order of St Francis, and for the intergenerational facilities on campus. She prays that she can continue to be a vessel of hope for all. So do we!

**Marymount Radiology Department**

Marymount Radiology provides quality services to the patients and providers in our community every year by staying current with Cleveland Clinic best practices, policies and protocols for our exams. We are ACR certified in CT, Nuclear Medicine, MRI, Ultrasound, and Mammography, which holds us to the highest standards in quality, from equipment to exams and their results. We also have acquired new, state-of-the art imaging, monitoring, and quality control equipment in X-Ray, Nuclear Medicine, Ultrasound, CT, MRI, Interventional Radiology and Imaging Nursing.

We had several deficiency-free inspections this year by the Ohio Department of Health, The Joint Commission, and MQSA (Mammography). This was made possible by participating in multiple external and internal inspections, which help us identify and communicate rules and regulations that help keep our patients and caregivers in a safe and compliant environment. Our Radiology staff continuously works together to monitor our own performance and compliance, and communicates progress and accomplishments throughout the year.
Radiology is blessed with many great staff who connect well with our patients. Among them is Mildred “Bea” Price, an Ultrasound Lead Technician who builds relationships with her patients and her staff. Another is Pam Gerak, 2nd / 3rd shift X-Ray Lead Technician. She has a great rapport with the Radiology team and supports them in many ways. And Brook Underwood, Radiology Supervisor serves us as a HEART Coach and program facilitator, leading others by demonstrating this model of serving coworkers and patients.

Michael Brub, RN, one of our CT Technicians always displays respect to everyone around him, and can often bring a smile and laughter to any patient or coworker’s day. As he tells it: “First of all, I am proud to say I work for Marymount Hospital and am honored to still be part of the family after 19 years. Marymount Hospital is the most caring environment that I have ever been a part of throughout my career.

“What inspires and drives me to come to work every day is that my bosses honestly love and care for their employees and show that love daily. Every team member has a smile on their face and genuinely care about each other personally and work together as a team. Everyone in radiology in general is very supportive and always willing to provide their help and experience to accomplish our goals. And our main goal is to put patients first. So we must treat each of our patients as an individual, not as a faceless visitor.

“A patient came in for a CAT scan not knowing what to expect. She was very anxious and nervous. Before I took her in for her scan, I sat with the patient and introduced myself. She was cold so I provided a warm blanket. I told her ‘I am here to help and listen.’ ‘I totally understand your situation and concern.’ After explaining the procedure step by step, the patient became more comfortable and at ease.

“After the procedure was finished, I told the patient how well she had done and that she would get the test results within a few days. When I thanked the patient for coming to Marymount she gave me a big hug and thanked me for making her feel comfortable. She said that ‘It was the best experience I’ve ever had and I will come back to Marymount again’. Then I accompanied her to the exit.”

Cardiac Rehabilitation

A patient of Marymount Hospital’s Cardiac Rehabilitation wrote a thank you letter after participating in the 12-week Cardiac Rehab program. “I have the highest admiration and respect for the nurses conducting the program. Especially Amy Cunningham-Mays and Anastassia Denton. They both “showed 150 percent effort in professionalism and caring for the well-being of their patients along with making the program light-hearted, fun and educational.”

Caregivers caught sitting on the job!

In 2018, new collapsible stools were purchased to make sure all caregivers can sit at the bedside when in the room with patients. The stools are hanging on the back of the patient’s door on all medical/surgical units. Sitting is a simple yet effective way for all caregivers to connect with our patients. It makes a huge difference for a patient to talk with some face to face rather looking up at someone standing over you!

Michelle Popik, Nurse Manager for PACU shared: “Stan Escano consistently connects with patients and their families. One patient told me, “Stan treated me like an old friend and someone he has known for years.” He makes an effort to sit and connect with his patients. Stan is frequently mentioned for his kindness in patient satisfaction surveys.

And a patient wrote to compliment the care she received from Gay Pawlak, RN, on 2 East/2 South: “I can't say enough about how when Gay pulled up a chair and just came down to my eye level...sitting in a close chair....that really felt like she cared and what I said mattered to her. She was actually listening and I felt her concern and care, right at the exact moment.”
Megan DiFranco, BSN, RN, ICU, receives DAISY Award For Extraordinary Nurses

Marymount Hospital’s 4th Quarter 2018 DAISY Award winners included Megan DiFranco. She was honored with the DAISY award, which celebrates exceptional patient care provided by extraordinary nurses.

Megan DiFranco, BSN, RN, ICU, was nominated by a patient’s family, who commented:

“Megan went above and beyond in her care for my husband. He became terminal half way into his 3 week stay. She went all out to make him comfortable and kept us well informed as to what was happening to him. Megan always made time no matter what to keep us updated, to help interpret the numbers on the monitors and what the IVs were for. As visitors she always did her best to make us comfortable in the room and while we were sleeping in the waiting room. On his last day in the ICU, when he was taken off the ventilator and he was holding on to life longer than he was expected to, he expressed his wish to return home. Megan expedited the Hospice care for home and stayed past her shift to oversee his departure to home. That day I whispered to my husband right before he was removed from the ventilator to send me a rainbow as a sign that he was alright. It was raining softly outside and while my son was waiting in the parking lot for the ambulance to take him home, a beautiful rainbow appeared above the hospital. To our family, this nominee is a beautiful rainbow. Her thoughtfulness and caring ways will always be remembered in our hearts. We always felt he was safe when in her care. He passed away at home with all his family around him.”

In 2018 Marymount has six Daisy Award winners. All together 38 Nurses were nominated. Selections are made by the Shared Governance Healing Environment Council.

The Emergency Department

–From Amber Molan, RN, BSN, Assistant Nurse Manager:

“Halle Lombardi, RN in the Emergency Department goes above and beyond to connect with her patients. She is very kind, empathetic, and patient. She takes the time to go through thorough discharge teaching with her patients to educate them appropriately. Halle develops meaningful relationships with her patients and their families while providing exceptional care.”

“A few weeks ago, we had a very challenging busy night in the ED. We had a juvenile patient that had died suddenly, along with his sister who was taken to another facility. His mother then came into our ED for care shortly after her children’s’ passing. Halle was her nurse. Halle was recognized by our ED staff and by Garfield Police for her unending empathy and compassion to this mother and her family. This was an unbelievably overwhelming time in their lives, and Halle was very gentle with them and provided the sensitive care that they needed. Although the department was incredibly busy, Halle took the time to provide the most outstanding care for this mother.”

“I am very grateful to have a nurse like this on our ED team.”

–From Deb Hibjans, BSN, RN Nurse Manager:

“Vince Viglione has a kind and caring approach to all patients and is sensitive to the behavioral health patients. He sits at the bedside and speaks in a calming tone. He is often mentioned on our patient satisfaction survey. Vince is a Daisy award winner and he demonstrates kindness and compassion to all of our ED patients.

“I would also say that Dr. Fowler is a very compassionate ED Physician. He also has been recognized on many patient surveys for this compassion and caring approach. You will find him sitting at bedside with patients connecting with them, living our mission.”
The Patient Transporters

–From InnerPulse Newsletter,

“Patients First: A patient of 3 South recently called the Ombudsman to compliment three patient transporters: DeAndre Hill, Josh Bryant and Leroy Woods. She said, “These transporters are very well mannered and prompt, and they always have a smile on their faces. They make my day! When they are taking me in my wheelchair down the hall, they inform me of the bumps so I can prepare myself. They are very gentle and kind men. They are so good they deserve a raise!”

Connecting with our Caregivers

With “service, compassion, dignity and respect.”

Employees care for one another through The Employee Care Fund

In 2018 the ECF received $22,988.18 most of which came from our Caregivers, and all of it has or will go out to Caregivers in situations of great need. This generosity began in 2008 and has helped over 408 employees. Over that time $206,138.07 in grants has been awarded.

In August of this year, Marie Cykman left a contribution under Chaplain Joe Rinderknecht's door. When he thanked her she explained: “I am happy to be able to do it. I used to do it when I worked at Lutheran hospital. I always prefer to help my coworkers who may be struggling for whatever reason. I have been there many times when I was young and thought one day when I am able I will be able to help others. Have a wonderful day.” Thanks to Marie and so many like her, our Caregivers who are in need have had more wonderful days.

Overheard from a Caregiver: “I was thinking about trying to move to a different hospital. Then we got a new manager and it was totally different! She’s great – supportive, encouraging, she listens to you. It’s just a totally different place! I'm staying here.” Her new Manager? Carol Snyderwine, Rehab. Manager.

Thank you, Carol, for making Marymount the best place to work!

The Surgery Team at Marymount Ambulatory Surgery Center celebrated ASC’s 20 year Anniversary with generosity!

March 8th was the day when everyone who was free at the ASC gathered to celebrate 20 years with a blessing of the ASC, cake, pizza and a chance to help others.

They decided to “Pay it Forward”. In 24 hours the staff pulled together a raffle and collected $245.00 as part of a 50/50 drawing. Proceeds were to go to the Marymount Employee Care Fund which assists Caregivers who are in serious need. The winning ticket was pulled by our student nurse anesthetist, and the Winner was Suzanne Legaza. Her share was $122.00. She opted to only keep $100.00 and returned $22.00 back to the ECF. Total donation to the ECF: $145.00
Food and Nutrition Services
In Marymount Cafeteria Caregivers see the same staff serving them every day. One of those they see and talk with is Theresa Wendt who works the main line. Theresa loves what she does and it shows:

“I like my work, I like talking with the people, joking with them. I like them and they like me! Life is never dull in the Cafeteria. I’ve carried food for people, I’ve been asked to make an omelet for people here and even by a patient on the floor and I’m happy to do it. People really appreciate a little individualized service. I was honored to be asked to serve omelets for the Doctors’ and Nurses’ Weeks events.

“One day a woman came through the line who was very upset. I stepped out from behind the serving line table and just gave her a hug. I want people to have a good time, to have good food and a chance to relax. Some of them have extremely hard jobs which I wouldn’t want. People are all different. I deal with them all separately, just helping in any way I can.

One person comes in and always complains about the food. It’s hard to not take it personally, and it pulls other people down. I try to be cheerful. I know they have stressful jobs. I care about my customers. “About patient Food Service: I’ve had family members of patients come down and tell me their patient says “The food is wonderful!” I know patients have very few choices, depending on their menu. It’s important to let them have choices because it is one of the few things they can control. People on regular diets often have family members come down to the Café to get some food for a change of taste. I think it is very important to connect with people, so they feel important, are geared to have a good day, and will return in the future for more good food.”

And from Mark Koenig, Director of Food and Nutrition

“Desiree Johnson was setting up a patient’s breakfast tray when she noticed the woman was unresponsive and turning blue. Desiree immediately told a nurse assistant that something was wrong, and insisted she call a code blue when the nurse assistant hesitated. After the code was called, the patient was identified as having a stroke and was immediately cared for by the medical team and taken to ICU. Desiree has always been motivated to do the right thing, and in this case, it saved a patient’s life. She truly embodies Marymount’s mission, values and purpose.” Thank you Desiree!

Initiating The Pause
Cathy Schreiber, RN, Nurse Manager for 4E and 4W, helped in the role out of the PAUSE. The PAUSE is an initiative that honors a patient at the time of death and helps the caregivers who cared for the patient find closure. It not only provides closure, it is a means of love and support without imposing beliefs. This initiative aligns with our hospital mission. Cathy has initiated the PAUSE on several occasions and because of her dedication her staff, too, find value in it.

The Pause is a 15 to 30-second period of silence at the time of a patient’s death, which is shared by caregivers at the patient’s bedside. If present, family members are invited to take part.

Adopting Caregiver Families at Christmas
The Emergency Department Team, the Intensive Care Unit and the Administration participated in adopting Caregiver families in need at Christmas. This year the Emergency Department and the Intensive Care Unit partnered to adopt two families, helping Marymount Employee families in need and encouraging team building between our two critical care units.

This was the Emergency Department’s fifth year adopting a family at Christmas as part of our Adopt-a-Family program coordinated by Pastoral Care. This is a connection which will never be forgotten!
Marymount’s Administration came through as well providing Christmas gifts for two local families who otherwise would have had none. Various Marymount Caregivers contributed to the cost of the Administration’s effort.

One of the families wrote:

“I am sincerely honored to have been chosen as a recipient for this year’s Christmas acts of kindness. Thank you for your generosity, which allowed me to watch my children with great jubilee open up Christmas presents that made them extremely happy.

I am very fortunate and blessed, I am reminded that angels do exist (Hebrews 13:16 & Luke 6:38). Again, on behalf of my family, thank you. May the pace of almighty God be with you forever.”  (Signed)

Connecting with our Community
With “service, compassion, dignity and respect.”

Quality Department

Members of the Quality department contribute on a daily basis to the care of our patients, community and families.

Our team donated their time and efforts to help at the Cleveland Kids Book Bank. This company takes donated books and gives them to children that would otherwise not own a book of their own. This includes placing books in Lending Libraries, giving Day Cares books for kids to keep and making books available through schools and agencies.

In addition, a Stroke Support Group was initiated to allow stroke patients and families to learn from each other and share experiences. Over 300 employees and visitors attended the annual Hospital Safety Fair in October and learned about safe practices that have been implemented in all departments. Sepsis education sessions occurred at the Garfield Heights Civic Center and the Villa, teaching the community the importance of early identification and treatment of sepsis.

St. Mary Seminary Field Education Course: Introduction to Hospital Ministry

From 2014 through 2017 Marymount Pastoral Care Department partnered with St. Mary Seminary to provide a hospital-based course in Pastoral Care. Four Seminarians each year met with ten different hospital departments ranging from surgery to the hospital’s executives. These sixteen future Cleveland Diocese Priests also visited patients putting into practice the skills and insights they had acquired. After each session of visiting with patients they gathered with our Chaplains to reflect and learn from what had happened in their visits. In this way Marymount has reached out to affect the care of thousands of Catholics in the near future.

In 2018 we worked with the Seminary faculty to re-design this learning experience to be parish based and integrated with the parish intern work required of the Seminarians. Starting in the fall of 2019, the number of St. Mary students coming to Marymount will grow to ten. The new curriculum will involve four intensive days at Marymount spread throughout the academic year. Students will write reflections on pastoral care they provide in their parishes. These will be reviewed by our Chaplains. The course will be spread over the entire year and integrated with their parish work.

According to Chaplain Joe Rinderknecht, D. Min. “This is an exciting evolution in our ability to help prepare these students for ministry. Through the amazing talents of our Caregivers, these future priests will grow in an ethic of service; the compassion they bring will be deepened with greater understanding of their people; they will grow in respect for ordinary people and their loved ones who face the trials of sickness, surgery, therapies, recovery or sometimes death. They will recognize in a new way the profound God-given dignity of each individual.”
Patients receive get well cards from Garfield Heights students on Thanksgiving

Since 2009, students from local school systems have brought happiness to the patients in Marymount Hospital on Thanksgiving Day. This year, under the guidance of Terrance Olszewski, Garfield Heights’ superintendent, the fourth and fifth grade students at Maple Leaf, William Foster and Elmwood Elementary schools used their free time and art class periods to make get well cards for our patients. On Nov. 19, students from Maple Leaf Elementary School presented more than 200 handmade cards to Dr. Napierkowski and Manny Economos who organized the effort. Fr. Dennis Mrosso, Priest Chaplain blessed the cards. On Thanksgiving, our patients each received one of the cards on their meal tray.

“The Garfield Heights City Schools values our partnership with Marymount Hospital very much.” says Olszewski. “And one thing rang true while our students were preparing these get-well-soon-cards: our children care deeply about our community members, particularly those who had to spend Thanksgiving away from their families and in the hospital. Thank you to Marymount Hospital and the Helping Hands Committee for the opportunity to express our care, sensitivity and love for those who might be in need of some holiday cheer this year!”

And from Donnell Jenkins, Environmental Services Team Lead: “During the Thanksgiving Holiday the EVS department has been fortunate to distribute the Thanksgiving cards.

On this past Thanksgiving we presented a special card to a patient in room 308 who was feeling discouraged and at the lowest in his life. One line that stood out in the card was “Stay strong and keep fighting because you are a winner.” This really impacted him and spoke to his current condition in his life giving him the encouragement he needed for strength. Each year I look forward to spending time with my department presenting these cards to the patients and seeing them enlighten the lives of each individual.”

Donnell Jenkins

Nurses work together to help others

During the holiday season, the Marymount Hospital Emergency Department worked together to make blankets for the Nursing Institute’s “no sew” blanket drive.

“What started as a simple idea seven years ago has evolved into a long standing tradition to keep the homeless warm throughout northeast Ohio’s cold winter season. Hosted by the Nursing Institute, the “no-sew” blanket drive collects fleece blankets for the Emergency Men’s Shelter in Cleveland which houses 350 men each night.” (Caregiver Communications, 10/22/18)
Serving our Community with the Highest Quality and Safest Care: SolVE, Solutions for Value Enhancement

Improving What Matters Most

In two series of SolVE projects 159 Caregivers worked on 15 different project teams to provide the best outcomes for our patients. These projects addressed:

- Reducing Bloodborne Pathogen Exposures,
- Code Sepsis practice,
- Discharge Throughput: Physician Discharge Process
- Nursing Communication,
- Reducing Observation Length of Stay,
- Increasing Use of the Problem List,
- Reducing All-Cause Readmissions,
- Reducing Workplace Violence,
- Responsiveness to Call lights,
- Hospital Cleanliness

These intensive efforts resulted in documented improvements which help us provide the best care everyday. We greatly appreciate the caregivers who took on the responsibility to work on these interdisciplinary teams!

Helping Hands Committee

For the 36th year, Marymount Hospital’s Helping Hands Committee made it possible to deliver food baskets to needy individuals and families throughout the hospital’s service area on December 12th. The baskets included a frozen turkey and food for a holiday meal. A holiday prayer card was also included. Children under 14 received stocking stuffers of hats, gloves, mittens, coloring books, crayons, chapter books, and candy canes.

The committee does everything needed from fund raising to purchasing the food, packing the baskets and enlisting 14 teams of caregivers to deliver them to families in the immediate area. We distributed about 125 baskets this year.

Marymount’s 2018 Mission day surpassed past years

Each year together with all of the Marymount Health and Education Campus we celebrate our Mission. On May 16th the ministries of the Sisters of St. Joseph of the Third Order of St. Francis: the hospital, Trinity High School, Marymount Congregational Home, Marymount Place, Villa St. Joseph and Marymount Child Care Center all participated. More than 260 Marymount Hospital caregivers came to view the posters made by 19 departments. Caregivers contributed 1,000 pounds of food for the Employee Food Pantry, and more than $1,000 was raised by the basket raffle — all of which went to the Marymount Employee Care Fund. At 4 p.m., those who could gathered with employees from across the campus to attend the Mission Day Mass with Bishop Gries.

Looking Forward

Due to new Cleveland Clinic Regional Hospitals’ board governance structures, the relationship of Marymount to the Cleveland Clinic through the Regional Hospital governance needed to be reviewed in light of the original Definitive Agreement. After lengthy consideration on all sides the new governance structure and related documents have been approved. The document revisions reflecting the new structure are completed.

The Mission Committee of the Board of Trustees anticipates two annual compliance reporting documents:

- An annual Mission/Catholicity Audit summarizing compliance with legal requirements of the Definitive Agreement including Catholic and other Covenants which is being prepared by the Marymount Healthcare Systems Board, and
- An Annual Mission Report summarizing mission goals, accomplishments, mission activities, “mission lived” examples and compliance with ERDs, ERD education, and Bishop’s office requirements.
Our goals for 2019:

I. To complete the Mission Audit for Marymount Health Care Systems Board

II. To include in our work on Cleveland Clinic goals emphases from our Mission and the Ethical and Religious Directives.
   A. “Patients First: continuously improve quality, safety and patient satisfaction” including ways that broaden employee’s understanding of ‘physical, mental and spiritual healing’ for every patient.
   B. “Caregivers: Make Marymount the best place to work” where employees are treated justly and show a spirit of mutual respect.
   C. “Affordability: Provide high value care,” especially to those who can least afford it.
   D. “Growth: Responsibly develop to sustain our mission” including to promote human dignity; to care for the poor, to contribute to the common good; to contribute to the health of our community and to uphold the moral teaching of the Church.
   E. “Impact: Make a difference through research, education and innovation” promoting medical study consistent with (our) mission.. .and with Catholic moral principles.

III. To grow our relationship with the Sisters of St. Joseph of the Third Order of St. Francis.

IV. And to support the relationship between the Marymount Hospital Board and the Marymount Health Care Systems Board.

What our Mission Statement means to us

“Jesus’ healing mission went further than caring only for physical affliction. He touched people at the deepest level of their existence: he sought their physical, mental, and spiritual healing (John 6:36, 11:25-27). He ‘came so that they might have life and have it more abundantly’ (John 10:10).”

Thank you Marymount caregivers for living our Mission!

A postscript: There are many more stories which could be told, many more people and departments whose excellent work exemplifies the Mission of Marymount. Size limits have required choosing. The profound thanks of all Marymount Caregivers, Patients and our surrounding Community belong to everyone who serves here with their time, their talents, their hearts and minds. Thank you all!