Every day, our healthcare ministry is alive with activity, and our team members are its heartbeat. When patients come to us for care, our team members’ skilled touch heals and comforts them, all the while strengthening the bonds we share with the communities we are privileged to serve.

All of our more than 14,000 team members provide the life-changing, life-saving care those communities count on.

Within this Annual Report, you will meet a few of these dedicated team members and physicians who are driven by a desire to help others and guided by vocations built on service.

These colleagues truly embody the values and living ministry of the Franciscan Missionaries of Our Lady Health System—a ministry delivered person by person, every day.
As of this writing, the Franciscan Missionaries of Our Lady Health System continues to help our state heal and recover from the tragic events of 2015-2016, including a deadly mass shooting at a Lafayette movie theater in the summer of 2015, and historic flooding that inundated Bogalusa and Monroe in the spring of 2016.

After the fiscal year ended, more tragedy struck our state: three law enforcement officers were killed and six wounded in an attack in Baton Rouge, followed a month later by devastating floods that damaged or flooded some 300,000 South Louisiana homes.

In each instance, our team members and physicians responded with compassionate care. Today, we continue to support and respond to those affected by the tragedies, and we are working closely with those communities to continue the healing process.

Our team members give their heart and soul, and show warmth and the true depth of their being through their work. It’s this Christ-likeness upon which they are carrying our healthcare ministry into the future.

Sister Barbara Arceneaux, FMOL Regional Minister, Franciscan Missionaries of Our Lady North American Region
Meet Our Team Members

For more than 100 years, the Sisters of the Franciscan Missionaries of Our Lady have worked relentlessly to make sure everyone who needs medical care in Louisiana receives it, especially those most in need.

Today, more than 14,000 team members in our Health System, as well as hundreds of physicians, carry out that mission every day by providing compassionate, skilled care and support.

In the pages that follow, you will meet a few of these inspiring people. While their work, backgrounds and personalities are all unique, they share something essential: a deep commitment to serving others.
The Missionary

Sister Margarida Vasques, FMOL
Vocations Committee member, former General Superior

Before Sister Margarida Vasques began her life with the Franciscan Missionaries of Our Lady in 1960, before she became a nurse and a nursing instructor, long before she was elected General Superior—the Franciscan Missionaries’ highest position globally—two influential people inspired Sister Margarida to pursue a religious life.

The first was one of her high school teachers in Portugal, a Franciscan Sister. “She was very kind, she was always available to explain and give time to the students,” she recalls. “When I was looking at her interactions and how she worked with students, I thought, ‘I would like to be like Sister Maria Clara.’”

The others who inspired Sister Margarida were Sisters who had returned to Portugal after doing mission work in Mozambique, Africa. “I wanted to go, to see and to live with them as a missionary,” she says.

So began the journey toward consecrated life for 16-year-old Margarida Vasques, whose father was the town mayor and whose mother ran the local post office. She was the first in her family to choose consecrated life as a Sister.

For 56 years she has served as a Franciscan Sister, including six years as General Superior in Paris, and the last 20 years in Louisiana. Her vocation has taken her all over the world.

Today, Sister Margarida works with Ollie Steele Burden Manor Nursing Home and Rehabilitation Facility as a mission coordinator. She is also a liaison between the Regional Council of the Franciscan Missionaries of Our Lady and the Vocation Team. She helped to develop the Sisters’ new website and Facebook page for vocations.

“Vocation is a gift from God,” Sister Margarida says. “Usually it is a long journey, a work of faith, prayer and discernment—trying to listen and understand God’s call. The most important part of vocation work is to give a joyful witness of our lives as consecrated women.”
Pamela Siegmund continues to learn new ways to help other people handle life-changing moments.

As a Human Resources manager, Pamela works with team members at St. Francis Medical Center on real-life issues that can be both intimate and profound.

“Human resources can be both hard and full of excitement because you get to experience life with people,” says Siegmund, who joined St. Francis in 2006. “Maybe they just had a baby and are all excited, so they come in to add the baby to their insurance. The next moment someone might walk in with a life changing diagnosis or loss, and they’re wondering how to utilize their insurance. You can be happy one moment, but have to be the encourager the next.”

What began as a college human resources internship has grown into Pamela’s vocation. She has a master’s degree as well as professional certification.

Pamela has plenty of experience helping others handle life changes. As a young adult working in her birthplace in Malawi, Africa, she met and worked with an American missionary worker, Bruce Siegmund, whose day job was teaching marketing at Grambling State University.

Pamela and Bruce eventually got married in 2000 and have raised six of his children who were ages three to thirteen at the time of marriage. Today, their children are successful adults living all over the country.

Pamela and Bruce have also adopted two boys, Jeremiah and Matthew, who are three and five, respectively. Pamela says she finds the strength and energy to raise the boys and for her job through prayer.

Even when she’s not at work, Pamela looks for ways to help people with their own journey. “I’m part of a prayer ministry; we spend time voluntarily praying for individuals,” she says. “I’m passionate about praying. We might pray for hours at a time. We’re always looking for opportunities to pray!” she says with a laugh.
Orthopedic surgeon Robert Easton, MD, goes above and beyond his Hippocratic Oath traveling to third-world countries each year to perform vital surgeries. Through the national organization, Operation Walk, he is part of a small group of physicians who visit places such as Panama, Guatemala and Honduras to perform upwards of 75 hip and knee replacements in a week’s time, often working 12 to 16-hour days.

“I feel that it’s part of my calling to treat these people who lack insurance and direct access to proper medical care,” Dr. Easton explains. “In these poorer populations, you often see people as young as 30 crippled by arthritis or other degenerative orthopedic conditions.”

Dr. Easton became interested in Operation Walk early in his career and began volunteering after his first year of practice. He finds his volunteer time educational and extremely rewarding.

“You go to these countries and perform surgery and see the conditions in which they provide healthcare,” Dr. Easton says. “Some of the towns don’t have enough room in the hospital for post-op beds, so they erect tents outside for patients to recover. However, the patients are so amazingly grateful. I love to see their smiling faces after we are done. You definitely take a little piece of each success home with you.”

As a member of the medical staff, Dr. Easton is working with Our Lady of the Lake to set up Operation Walk surgeries for underserved individuals in Baton Rouge.

“There are many people here in our local community who can benefit from various types of orthopedic work,” Dr. Easton says. “I’m very grateful that the Lake is open to donating the space and its employees’ time to allow me to give back here at home.”
Mr. Shipshape

Ricky Walker
Housekeeping and Laundry Supervisor

Ricky Walker strides confidently down the halls of Ollie Steele Burden Manor Nursing and Rehabilitation Facility, flashing friendly smiles and offering warm greetings to the retired residents he serves and knows well.

“I love my job like I love my home,” says Ricky, whose job is supervising the 16-person staff in housekeeping and laundry, making sure resident rooms are spotless and fresh, and clean linens are at the ready. His vocation is looking after the elderly and bringing light into their lives any way he can.

He joined Ollie Steele Burden Manor 11 years ago mopping, waxing and buffing the floors. It was his mom, Catherine Johnson, who worked as head cook, who recommended him for his entry-level job at Ollie Steele. He rose steadily up the ranks to his current position as supervisor.

“I was always focused on my job,” Ricky says. “I always get my work done quick, fast and in a hurry.

On top of his job duties, Ricky enjoys helping residents with their hobbies, like gardening (he’s also a part-time landscaper). He even dressed up as the Easter Bunny to entertain residents and their grandchildren at Easter.

He loves getting to know the residents and cheering them up when he can.

“Sometimes they think I’m somebody else, and I just play that role—they might even call me their son,” he says with a smile.

“I grew up around the elderly,” says Ricky, whose grandparents helped to raise him. At age 25, he began caring for his grandparents during the day while his mother worked. He would bathe and dress them and prepare their meals.

“I learned everybody needs somebody,” Ricky says. “What I did for them is what they did for me when I was a baby and growing up. They took care of me. It was my duty to take care of them when they got down.”
Lori Louviere does her best work when life is on the line. At her patients’ bedside on the night shift in the intensive care unit (ICU), it is Lori, her teammates and physicians who must assess and act quickly to save lives.

By the time a patient sees Lori, they’re in critical condition, often unconscious. They often are suffering from devastating injuries or illnesses. It’s Lori’s vocation and all she’s ever wanted to do in her 30 years practicing nursing.

“I love my co-workers, and I love being able to take care of patients when they are really sick,” Lori says.

ICU nursing means coping with and confronting death. Despite all the teams’ best efforts, some patients die in the ICU.

“I’m very comfortable discussing death with patients’ families, and I have been with many patients who have died,” Lori says. “Sometimes I’m the only person with them, some have no family. And I can relate to how it feels when you lose someone.”

Lori’s son, Tyler, was a sophomore at the University of Louisiana-Lafayette in 2015 when he fell out of a truck bed after a Mardi Gras parade and suffered a fatal head injury. He died a few days later in the ICU where Lori works.

Tyler’s family continues to cope with their grief. At work, Lori still finds the sound of an approaching Air Med helicopter disturbing. She also avoids the CT scan room where Tyler’s fatal condition was confirmed.

Young and healthy at the time of his accident, Tyler effected nine organ donations to seven recipients.

Even as she continues to cope with and work through grief, Lori remains steadfast in her love of healing and saving lives in the ICU, and being part of an exclusive team uniquely skilled to care for the sickest patients.

“I love my job so much; I love it,” Lori says of her vocation. “I wouldn’t be able to do anything else. Everything else would make me unhappy.”
Unshakeable

Kolufax Spikes  
Our Lady of the Angels, Bogalusa  
Nutritional Service Worker

During his workday in the Nutritional Services department, Kolufax Spikes serves meals to team members and hospital guests, but his favorite job is delivering food to patients.

“I love to interact with patients, be joyful in my job and try to do or say something that could make them happy,” Kolufax says. “You never know, it might be me in their place one day.”

Spikes talks from experience. In March of 2016, his home flooded with over six feet of water causing damage so severe that it required the house to be gutted. Kolufax continued working each day at Our Lady of the Angels, returning home every evening to the grueling task of rebuilding his home. His deep faith in God helped him through.

“I just thank God that we all got out,” he says. “It is such a blessing that I have my job and that God was here to help us.”

Kolufax was surprised and humbled by the outpouring of assistance from Our Lady of the Angels Hospital and the local community.

“It was amazing,” Kolufax explains. “My coworkers gave us clothes and donations to get back on our feet and the hospital helped us out. God put me in a place where people love to help people.”

While he has always been dedicated to his job, his experience has changed him, providing inspiration to go above and beyond in his vocation. He realizes that every single smile, each little word of encouragement, or an act of comfort can add to making someone feel better.

“I know my actions, no matter how small, can have a positive effect on someone,” Kolufax says. “So now, I try to do even more when I deal with people—love them more, and make a difference in their lives.”
Each of us wakes up each day and goes to work to do a job. For those fortunate enough to recognize and remain dedicated to their vocation, they have something much more valuable than a job. They have a vocation. Why am I here? What am I to do while I am here? Where do I belong? The answers to those questions constitute vocation.

The Franciscan Missionaries of Our Lady Health System is thriving today because many of our team members aren’t simply doing a job, they’re pursuing their vocation. We respond in ways greater than ourselves. Monroe, Baton Rouge, Lafayette, Napoleonville, Gonzales, Bogalusa and all the communities we serve count on us to provide the best possible care.

These team members share a mature perspective on life that was formed by their personal experiences. Those personal experiences and the impact on their lives have created and reinforced their values, which in turn very much align with ours at the Franciscan Missionaries of Our Lady Health System.

The team members have genuine concern for others, more than for themselves, and are willing to make the self-sacrifices necessary based on those priorities. They have all responded to a calling. None of them have had an easy path to get where they wanted to be, because their lives are intertwined with the patients and families they serve.

Vocations are as varied as our backgrounds. We are men and women of different ethnicities and different races and different faith traditions. Our team is as diverse as the communities we serve. God created our differences as a way to show the world that we are all human beings, and we reflect that in our team members, honoring their commitment as members, physicians and leaders who are committed to providing the best possible care.

If your work is to be your vocation, you have got to love what you do. I know the difference from my time working with the elderly. If you do not love the people you are taking care of, then you are in the wrong place. It is the same thing in the hospital— if you love the work you are doing, you are in the right place.

The Franciscan Missionaries of Our Lady Health System is filled with team members who are in the right place. As I meet and minister with people throughout our institutions, I see men and women committed to developing their innate gifts given to them by the Lord. When I was a young woman first entering the Franciscan Missionaries of Our Lady, I did so because the Lord led me in this direction, and I felt this was what I wanted to do. However, I had to learn and grow in my vocation with the Lord’s help, which continues today.

When I hear stories about each of our team members, it is clear that they have a strong sense of service. They possess the commitment and grace required to nurture their vocation, which is how so many of them approach their ministries. Physicians, nurses, certified nursing assistants and many others in support roles say, “I want this, this is for me, and I really want to work at it.”

Our members are constantly improving within our healthcare ministry. This is why I believe our administrators’ top responsibility is to help them on the front line and to be their mentors so they will continue to grow. They have overwhelming gifts and talents, they give their hearts and souls, and they show warmth and depth of their being through their ministry.

It is the Christ-likeness upon which they are carrying our healthcare ministry into the future. Perhaps they do not see themselves in this visionary way, but I know by the way they care for our patients, residents and families, this is what they are future.

For this, I am grateful and feel confident about our mission and its growth.

A movement away from fee-for-service payments towards quality-based payment methods is shifting risk to providers like our healthcare system. This will continue to push us to improve healthcare quality while controlling costs. The upcoming Medicaid expansion in Louisiana, which took effect after the 2015-2016 fiscal year ended, will continue to change the payer mix of our patients and affect each of our hospitals in unique ways.

The pictures and words in this Annual Report are a testament that in 2016 we responded well to this changing world while improving clinical quality for our patients. I’m confident we’ll continue to do so in 2017. This Annual Report also reveals the tireless dedication of our team members, physicians and leaders who are committed to carrying out our mission of ensuring we meet the needs of everyone in the communities we serve, especially those most in need.

Finally, I see growing excitement for the new freestanding Our Lady of the Lake Children’s Hospital. Under construction in Baton Rouge, the freestanding children’s hospital is the result of remarkable effort and teamwork from so many people within our organization and within the community. Thanks to their leadership and hard work, children and families throughout Louisiana and from around the country will be able to receive the highest quality of care in a state-of-the-art facility equipped with the latest in innovative technologies and processes.

The work is far from done, but our team and our community are poised and ready to tackle the challenges ahead of us.
Accomplishments + Board Members

Our ministry broke ground in 2016 on the freestanding Our Lady of the Lake Children’s Hospital in Baton Rouge, which connects each of our ministries and will serve children throughout Louisiana and beyond with state-of-the-art care and in more specialties than ever.

A Groundbreaking and Blessing of the Soil was held in February 2016, for the St. Francis Medical Office Building—Ruston, the first St. Francis campus in Lincoln Parish. The new facility will offer primary care, pediatrics, several specialty clinics, lab and radiology. A $4 million investment, the facility will create 12 new permanent jobs.

U.S. News and World Report named Our Lady of the Lake as a best hospital, a distinction earned by only 40 hospitals in the nation. The recognition is based on quality measures for five common surgical procedures and medical conditions.

Our Lady of Lourdes finalized a strategic partnership with Louisiana Oncology Associates expanding care to three new parishes to further advance integrative cancer treatment in the Southwest region.

The health system built Health Leaders Network, its clinically integrated network, which manages care for more than 100,000 lives. In addition, the health system has successfully aligned and integrated our various medical groups.

St. Elizabeth Hospital earned Well-Spot Level 3 designation for the promotion of healthy eating, exercise and tobacco-use cessation by the Louisiana Department of Health.

Our Lady of the Angels was selected as a Leader and Pilot Location for the Louisiana Department of Health Gift Coffective Initiative and received The Gift program’s “Making a Difference Award” for strides in improved breastfeeding rates.

Since joining the Innovation Institute, health system team members have submitted more than 180 ideas to reduce costs, with at least eight going into development and possible commercialization.

Read More »
Our Lady of the Lake and Our Lady of Lourdes each received the American Heart Association/American Stroke Association’s Get With The Guidelines—Stroke Gold Plus Quality Achievement Award, recognizing the hospital’s commitment and success in ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines.

Our Lady of Lourdes quality initiatives to prevent sepsis and ventilator-associated events garnered major results and were featured best practices recognized by the inaugural Louisiana Medical Mutual Insurance Company Patient Safety Award. Those best practices also were the focus of an American Hospital Association Hospital Engagement Network national video.

St. Francis Medical Center Foundation’s Spirit of Healing mobile health unit was introduced to the community as another extension of our healing ministry. The customized 40-foot bus allows for the technological innovations, our clinical and support departments are now based. This site is partnered with Ragin’ Cajuns Athletics to become the Team behind the Team providing expertise to more than 400 college athletes.

Through the support of community and businesses, St. Francis Medical Center Foundation was able to fund advanced technology and services to benefit area women and children.

For the 17th consecutive year, Our Lady of the Lake was selected by National Research Corporation as the Consumer Choice Award winner for the hospital with the highest overall quality and image in the Baton Rouge metropolitan area.

Our Lady of Lourdes was recognized as a Top Performer in Key Quality Measures® by The Joint Commission, the leading accreditor of health care organizations in the country. The Health System began offering telepsych and teleneurology services system using the Epic platform, which is set to go live in March 2017.

The Northshore District Nurses Association honored six nurses from Our Lady of the Angels among the Northshore’s Top 20 Best Registered Nurses in 2016.

Our Lady of the Lake College was named Hospital of the Year for 2016 in the large hospital category (160 beds or more) by the Louisiana Department of Health.

Our Lady of the Lake was named Hospital of the Year for the 17th consecutive year, which is the highest overall quality and image in the Baton Rouge metropolitan area.

The Health System acquired former Amedisys corporate offices on Sherwood Forest Boulevard where many non-clinical and support departments are now based. This site is now formally known as the Pauline O’Sullivan Campus for shared services.


Our Lady of the Angels was awarded the American College of Cardiology’s NCDR ACTION Registry—GWTG Silver Performance Achievement Award for 2016. St. Francis also received the 2016 Mission: Lifeline Gold Receiving Quality Achievement Award for quality improvements outlined by the American Heart Association.

Our Lady of the Angels was recognized by the Hartford Institute for Geriatric Nursing at New York University for disaster collaboration with local disaster preparation experts. The Northshore District Nurses Association honored six nurses from Our Lady of the Angels among the Northshore’s Top 20 Best Registered Nurses in 2016.

Through technological innovations, St. Francis Medical Center began offering telepsych and teleneurology services to residents in northeast Louisiana. Through the use of live, interactive videoconferencing, patients at St. Francis can receive additional assessments by specialists at other health system hospitals.


The Joint Commission reaccredited the Louisiana Medical Mutual Insurance Company Patient Safety Award. Those best practices also were the focus of an American Hospital Association Hospital Engagement Network national video.

Consumer Reports named Our Lady of the Lake a Best Hospital, and one of the 12 best academic medical centers in the United States for reducing unnecessary hospital readmissions by patients.

Our Lady of the Lake College celebrated the opening of its Simulated Environment Teaching Hospital (SETH) in May 2016 with simulation-related events, including a community disaster collaboration with local disaster preparation experts. This SETH is one of the most comprehensive simulation environments in Louisiana.

Our Lady of the Lake received the 2016 Mission: Lifeline Gold Receiving Quality Achievement Award for quality improvements outlined by the American Heart Association.

Our Lady of Lourdes was named Hospital of the Year for 2016 in the large hospital category (160 beds or more) by the Louisiana State Nurses Foundation. This is the seventh time Our Lady of the Lake has been named Hospital of Year.


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St. Elizabeth Hospital was recognized for an increase of more than 25 percent giving in 2015 by the Capital Area United Way.

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ST. ELIZABETH
GONZALES, LA

The Honorable Teri Casso
Chair
Member, Ascension Parish Council; Director, St. Elizabeth Foundation; Owner, Casso Enterprises

Roger Keese
Secretary
Retired—Shell Chemical

Sr. Martha Ann Abshire, FMOL
Franciscan Missionaries of Our Lady, North American Region

Cary P. Aguald, Jr., MD
Specialist—Internal Medicine & Pediatrics

Robert Burgess
President & Chief Executive Officer, St. Elizabeth Hospital

Stacey Chaisson
Dow Chemical Louisiana Public Affairs Leader

Ronnie Daigle
Contractor, R. J. Daigle & Son

Mark E. Dearman
General Manager, Rubicon LLC

John Frechette, MD
President, St. Elizabeth Physicians, Specialty: Family Practice

St. Vernola Lyons, FMOL
Franciscan Missionaries of Our Lady, North American Region

Dwocil Moraes, MD
Specialty: Cardiology

Anthony Noble
Attorney, Martin-Miral Peytavin & Noble

Robert Schutte, MD
Chief of Staff, St. Elizabeth Hospital, Specialty: Anesthesiology

The Honorable Tess Stromberg
District Judge, 23rd Judicial District

The Honorable Alvin Turner, Jr.
District Judge, 23rd Judicial District

St. Elizabeth

O R L A D Y O F T H E A N G ELS
B O G A L U S A, L A

Rev. Bob Adams
Chair
Pastor Emeritus, First Baptist Church Bogalusa

Craig J. Robichaux
Vice-Chair
Partner, Talley, Anthony, Hughes & Knight, LLC

Roger Keese
Secretary
Retired/Community Member

Robert Burgess
President & Chief Executive Officer, St. Elizabeth Hospital

Bernie Chascin
Plant Manager, International Paper

Les Mckenzie
President, Citadna Savings Bank

Rene Ragas
President & Chief Executive Officer, Our Lady of the Angels Hospital

Sr. Eileen Rowe, FMOL
Franciscan Missionaries of Our Lady, North American Region

Emilio Ragas, MD
Ex-Officio
Chief of Staff, Our Lady of the Angels Hospital

Chiles Terwiss, MD
Medical Director, St. Elizabeth Hospital

Sr. Uyen Vu, FMOL
Franciscan Missionaries of Our Lady, North American Region

Judith “Judy” Wamsley
Retired Director, Nursing Education

Anthony Noble
Attorney, Martin-Miral Peytavin & Noble

Robert Schutte, MD
Chief of Staff, St. Elizabeth Hospital, Specialty: Anesthesiology

St. Vernola Lyons, FMOL
Franciscan Missionaries of Our Lady, North American Region

Dwocil Moraes, MD
Specialty: Cardiology

The Honorable Tess Stromberg
District Judge, 23rd Judicial District

The Honorable Alvin Turner, Jr.
District Judge, 23rd Judicial District

Our Lady of the Angels

SEN M ISSIONAI RY S OF O U R L A D Y
NORTH AMERICAN REGION

Sr. Barbara Arceneaux, FMOL
Regional Minister

Sr. Martha Ann Abshire, FMOL

Sr. Betty Lynne, FMOL

Sr. Vernola Lyons, FMOL

Sr. Eileen Rowe, FMOL

Sr. Betty Lynne, FMOL

Sr. Mary Anne Sepulveda, FMOL

Sr. Uyen Vu, FMOL

Sr. Brendan Mary Ronayne, FMOL

Sr. Elvise Rowe, FMOL

Sr. Uyen Vu, FMOL

Sr. Lisa Katharine Lewis, FMOL

Sr. Lisa Kathryn Lewis, FMOL

Sr. Penny Hoskins, FMOL

Sr. Penny Hoskins, FMOL

Sr. Eileen Rowe, FMOL

Sr. Uyen Vu, FMOL

Sr. Eileen Rowe, FMOL

Sr. OE ANA RY O F O U R L A D Y
NORTH AMERICAN REGION

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Sr. Elvise Rowe, FMOL

Sr. Uyen Vu, FMOL

Sr. Lisa Katharine Lewis, FMOL

Sr. Penny Hoskins, FMOL

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Sr. OE ANA RY O F O U R L A D Y
NORTH AMERICAN REGION

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Regional Minister

Sr. Martha Ann Abshire, FMOL

Sr. Betty Lynne, FMOL

Sr. Vernola Lyons, FMOL

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## Statistics

<table>
<thead>
<tr>
<th>Fiscal Year 2015</th>
<th>Fiscal Year 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed Beds</td>
<td>1,796</td>
</tr>
<tr>
<td></td>
<td>1,788</td>
</tr>
<tr>
<td>Emergency Visits</td>
<td>319,265</td>
</tr>
<tr>
<td></td>
<td>327,860</td>
</tr>
<tr>
<td>Discharges</td>
<td>64,887</td>
</tr>
<tr>
<td></td>
<td>65,503</td>
</tr>
<tr>
<td>Operating Room Procedures</td>
<td>41,765</td>
</tr>
<tr>
<td>Active Medical Staff</td>
<td>2,328</td>
</tr>
<tr>
<td>Inpatient Days</td>
<td>328,564</td>
</tr>
<tr>
<td></td>
<td>332,040</td>
</tr>
<tr>
<td>Full-Time Equivalents</td>
<td>11,529</td>
</tr>
</tbody>
</table>

### CARING FOR THOSE MOST IN NEED

*Fiscal Year 2015 Community Service totals were updated in the Fiscal Year 2016 audit.

### Operating & Excess Margins*

<table>
<thead>
<tr>
<th>Fiscal Year 2015</th>
<th>Fiscal Year 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Margin</td>
<td>1.4%</td>
</tr>
<tr>
<td>Excess Margin</td>
<td>0.4%</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>FY 2015: $1,160</td>
</tr>
</tbody>
</table>

*Operating and excess margins are before impairment and pension settlements.

### Net Patient Service Revenue

<table>
<thead>
<tr>
<th>Fiscal Year 2015</th>
<th>Fiscal Year 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue</td>
<td>FY 2015: $1,610</td>
</tr>
</tbody>
</table>

*As ranked by Moody’s Investors Services, the median value of net patient service revenue of Aa-rated hospitals and health systems is $1,718 million.

### Total Assets & Net Assets

<table>
<thead>
<tr>
<th>Fiscal Year 2015</th>
<th>Fiscal Year 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>FY 2015: $1,308</td>
</tr>
<tr>
<td>Net Assets</td>
<td>FY 2015: $105.4 m</td>
</tr>
</tbody>
</table>

*Operating and excess margins are before impairment and pension settlements.

*Fiscal Year 2015 Community Service totals were updated in the Fiscal Year 2016 audit.

**Shown as a percentage of revenues. Among Aa-rated hospitals and health systems, the median operating margin is 3.7 percent and the median excess margin is 7.4 percent, according to Moody’s Investors Services.**

**Shown in millions of dollars. As ranked by Moody’s Investors Services, the median value of net patient service revenue of Aa-rated hospitals and health systems is $1,718 million.**
Inspired by the vision of St. Francis of Assisi and in the tradition of the Roman Catholic Church, we extend the healing ministry of Jesus Christ to God’s people, especially those most in need.

We call forth all who serve in this healthcare ministry to share their gifts and talents to create a Spirit of Healing—with reverence and love for all of life, with joyfulness of spirit, and with humility and justice for all those entrusted to our care.

We are, with God’s help, a healing and spiritual presence for each other and for the communities we are privileged to serve.

A Prayer for Discernment

God our Father, You have a plan for each of us. You offer us a future full of hope. Today and always, walk with me, oh loving God, as I journey to discover Your will.

Bless me with the grace to know how I may best serve You by serving others. Show me the road You want me to walk—the road to fulfillment, happiness and holiness.

As I consider a vocation, please enlighten my heart and open my mind. Be it a vocation of married life, single person, or consecrated life, allow me to find Your peace in my decision.

Loving God, help me to prepare myself for a life spent in Your service and in the care of Your people.

I ask this in Your holy name.

Amen

Learn more about the Sisters at www.fmolsisters.com.