

## **Case Statement of Carondelet Healthcare in Tucson, Arizona**

The following is an actual case statement used during the successful \$5.5 million capital campaign for Carondelet Health Care in Tucson, Arizona. It comes to this website courtesy of **Carondelet Health Network** and **Capital Quest**.

### **Historical Perspective**

For 111 years, the Sisters of St. Joseph of Carondelet have been a part of Tucson in its move from pioneer, frontier medicine to modern technology with all its scientific knowledge and medical advances. Changes have occurred and expansion has taken place, adding new areas of patient care in an ever more complex setting. Innovative programs, as much a part of vision as of necessity, have continually been undertaken in response to personal and community needs.

In 1880 the call for medical service was answered by the physicians and the sister-nurses who cared for the injured employees of the Southern Pacific Railroad, the poor and medically indigent patients, and everyone who came to the small twelve-bed hospital named St. Mary's. It is answered today by physicians, nurses, therapists and technicians working on shifts that punctuate the hospital's twenty-four hour availability.

In 1870, seven Sisters of the Congregation of the Sisters of St. Joseph of Carondelet made an arduous journey from St. Louis, by way of San Francisco, Los Angeles, and finally through the "trek" across the desert to Tucson. Their mission was to answer the plea of the newly appointed Vicar Apostolic of Arizona, Jean Baptiste Salpointe to teach at the Mission School in Tucson. The Sisters quickly expanded their work beyond the school to include an Indian school at San Xavier, a hospital in Prescott for men injured in mining accidents, and a school in Yuma. By 1880, the Sisters of St. Joseph of Carondelet were an established part of life in Tucson.

In 1877 Bishop Salpointe faced a dilemma. He was erecting a trade school for the Indian youth of the area and, with the Indians help, the building was almost complete. However, there was also no questioning the need for a hospital for the community and railroad workers. The painful decision was made - the trade school, named The Mission School, was postponed and the building was turned into a hospital with the Sisters agreeing to staff the new facility. St. Mary's Hospital was dedicated on April 24, 1880 and received its first eleven patients on May 1. It is Arizona's longest continually existing hospital.

The past century has seen St. Mary's pioneer many aspects of health care

with numerous "firsts." During the frontier days, the hospital provided such revolutionary services as a separate Isolation Cottage for patients with communicable diseases, a separate surgical area, and a Sanatorium. The Sisters also pioneered firsts for Arizona in the area of Nursing Education and Professional Standards for Physicians. The hospital provided Arizona with its first X-ray machine, Intensive Care Unit, and open heart surgery. St. Mary's Burn Center is still the only such facility in southern Arizona.

Throughout the years, during wars and peace, during good times and bad, the Sisters of St. Joseph of Carondelet offered the citizens of Tucson such cutting edge technology as the first electroencephalogram (EEG) machine. From the original eleven patients, St. Mary's Hospital grew to 374 beds to be the fourth largest hospital in Arizona and the second largest in Tucson. It offers a full range of medical services.

In 1961, the Sisters of St. Joseph of Carondelet recognized that the city of Tucson was growing at such a rate it was difficult for the residents on the fast-growing east side to utilize the services of St. Mary's Hospital on the west side. The Sisters then built St. Joseph's Hospital and created a two hospital system to maximize health care coverage and reduce expenses. Carondelet St. Joseph's Hospital is a 338 bed, comprehensive general, acute-care facility with a major emphasis on ambulatory care. It offers complete OB-GYN services, O'Rielly Care (an eighteen-bed substance abuse treatment center), a comprehensive Cardiac Rehabilitation Center, a Diabetes Care Center, Home Health Care services and a full range of rehabilitation programs. It also provides southern Arizona's Regional Eye Center and Regional Hand Center.

Incorporated in 1983 as Carondelet Health Care Corporation, today the health care system includes Holy Cross Hospital in Nogales, Arizona and Holy Family Center, an extended care facility in addition to St. Mary's and St. Joseph's.

### **The Situation Today**

Today Carondelet Health Care is the largest health care provider in southern Arizona with three hospitals (Holy Cross in Nogales, Arizona and Holy Family Center, a long term care facility) was added to the system in 1987), two hospices, fourteen wellness centers, and a host of outreach programs designed to meet the healthcare needs of the community.

### **Today Carondelet Health Care:**

- Has 755 beds available for patient use.
- Will admit over 27,000 patients this year.
- Will treat an additional 50,000 people on an outpatient basis.
- Will deliver over 2, 000 babies this year.

- Will treat over 60,000 people through its 24-hour Emergency Departments.

Of Carondelet Health Care's 27,000 admissions, almost 14,000 of those will be on some type of government assistance program.

Yet even with this tremendous volume, Carondelet retains the mission of the original Sisters to provide quality healthcare for all the people of Tucson.

St. Mary's Hospital serves the "western corridor" of Tucson and gives special attention to minorities and those with lower incomes. It is the only private hospital serving the west side population. Carondelet Health Care provides over \$10,000,000 per year in charitable care to persons who would not otherwise be able to afford quality healthcare.

Both Carondelet St. Mary's and Carondelet St. Joseph's retain a commitment to providing the most technologically advanced healthcare in Tucson.

### **Specialized services provided by Carondelet Health Care include:**

- The Burn Center: The first and only fully accredited burn center in southern Arizona serving the immediate area, surrounding states and Mexico.
- Hospice: The first facility in southern Arizona serving the needs of the terminally ill and their families in a compassionate, Christian environment.
- Cardiac Rehabilitation Program: Southern Arizona's largest rehabilitation service for victims of heart problems.
- Diabetes Care Center: Arizona's only Medicare and American Diabetes Association certified care center.
- Heart Surgery: Carondelet Health Care system performs more heart surgeries than any other area institution - over 325 this year.
- Regional Eye Center and Low Vision Clinic: Carondelet St. Joseph's is home to southern Arizona's only Eye Center providing a full range of surgical, laser, ocular prosthetics and low vision services.
- Regional Hand Center: Carondelet St. Joseph's is home to southern Arizona's only center specializing in the treatment of disorders of the hand.
- O'Rielly Care: Specializing in the treatment of alcohol and substance abuse patients.
- Nurse Case Management: Carondelet St. Mary's was selected on January 1, 1991 by the General Mills Foundation to work with thirteen other hospital's in a National Chronic Care Consortium to develop programs dealing with geriatric chronic care.

- Community Health Care Centers: Are located throughout Tucson serving those who do not have ready access to healthcare providers.

### **The Challenge Facing Carondelet Health Care**

After intense study by experts within and outside the hospital family, Carondelet Health Care has identified the two most pressing healthcare issues which face the citizens of southern Arizona.

**1) Maternity and Delivery Services:** Currently Carondelet Health Care delivers approximately 2,200 babies each year. This is the maximum number of births the present facilities can accommodate. Carondelet continues to provide the maternity and delivery services to the community, often despite the patients ability to pay. Carondelet Health Care provides well over \$1,000,000 in charity care to maternity patients who cannot afford this health care.

Carondelet provides this service to the community, in spite of the adverse financial effects, because of the Sisters' commitment to Christian family values.

**2) Outpatient Rehabilitation and Surgical Services:** Currently in Tucson and southern Arizona there is no comprehensive outpatient rehabilitation service facility. Additionally, Carondelet St. Mary's and the west side of Tucson lack necessary outpatient surgical facilities. This lack of outpatient services on the west side presents a burden on the very people who are least able to acquire medical care.

One major trend in health care in the 1980's and 1990's is the move toward outpatient services. A procedure performed on an outpatient basis traditionally costs 30% less than a similar procedure on an inpatient basis. This simple economic statement is the underlying reason insurers and third party payors are insisting on more outpatient services and even refusing to reimburse the total inpatient costs in many cases.

Additionally, the project at Carondelet St. Mary's Hospital will include a surgical center that will add four inpatient and four outpatient surgical rooms and create a larger recovery room. A gastroenterology laboratory and laser treatment room will also be added. These additions will enable Carondelet Health Care to continue to meet the healthcare needs of the citizens of Southern Arizona.

Because of the location chosen for the new outpatient center, a new chapel will need to be constructed and many of the furnishings of the soon to be displaced St. Catherine's Chapel will be used in the construction of the new

chapel.

Source: [http://www.capitalcampaigns.com/case\\_statements/case\\_hospital.php](http://www.capitalcampaigns.com/case_statements/case_hospital.php)

For information on capital campaigns, see also:

<http://www.capitalcampaigns.com/sampcasehosp1.html>