

St. Luke's Stays on Mission and Endures: 1988 to 2002

Between 1988 and 2002 St Luke's has an impressive history of accomplishments. Most of the hospital was rebuilt with many new programs added. We rebuilt the OB unit, the E/R was expanded and remodeled, MRI was added, the outpatient surgery was expanded and remodeled, the inpatient Psych program was significantly expanded, The Coronary Catheterizing lab was built, the clinic was expanded from one doc to approximately 20 docs at multiple locations, the Sub Acute Unit was built, the hospitalist program was developed, two IPAs were developed and St Luke's was a founding member of SF MediCal program. In addition our nursery was upgraded to a level 2.

During this 15 year period 6 hospitals were closed or turned into outpatient facilities, yet ST Luke's continued as an acute care full service hospital. During these 15 years we lost about as much as we made. We had positive years and negative years but always provided quality care, expanded our programs and never borrowed ant money paying for all our costs from our generated revenue.

St Luke's was named one of the top hospitals in the country by Modern Healthcare Magazine twice during my 15 year tenure. During these 15 years while 6 other hospitals closed or eliminated their acute care, St Luke's provided more charity care then any other private hospital in SF and some years more then all of the private hospitals combined!! Yet we continued to provide care with dignity to all without any financing from the city or from any other hospital. We were able to survive without financial support from anyone while 6 mostly larger hospitals closed their acute care because we were the most efficient hospital in Northern California and because we were mission driven Until our patients were diverted by CPMC and CPMG*, St Luke's was an outstanding success story.

****St. Luke's Hospital sued CPMC in 1999 for anti-competitive business practices and anti-trust for \$250,000,000. St. Luke's physicians were being shut out of key contacts with managed care. In settlement of the suit, Sutter affiliation took place in 2001 with a promise to keep SLH open as an acute care hospital***