OSF INNOVATION **BOARD REPORT**
for Fiscal Year 2024
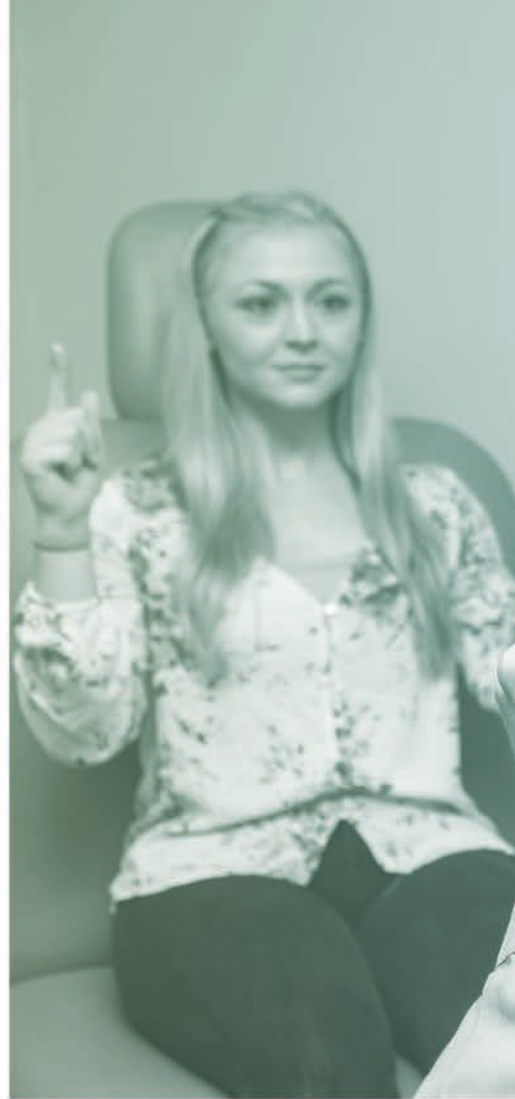
OSF®
HealthCare

OSF INNOVATION

CONTENTS

Our Mission

In the spirit of Christ and the example of Francis of Assisi, the Mission of OSF HealthCare is to serve persons with the greatest care and love in a community that celebrates the gift of life.

Our Vision

Embracing God's great gift of life, we are one OSF Ministry transforming health care to improve the lives of those we serve.

OSF FY25 strategy

Clinical excellence
- Enhance patient care through evidence-based practices, delivery system redesign and research-driven innovation

Strategic growth
- Develop destination centers and explore new business models and community partnerships to deliver specialized, high-quality care

Personalized experience
- Deliver precise, convenient and affordable care solutions that are patient-centric

Ministry sustainability
- Ensure efficient resource use, revenue diversification and automation to enhance workflows and decision-making

Employer of choice
- Develop robust talent recruitment strategies, foster a culture of belonging and enhance learning opportunities

INNOVATION

At OSF, innovation is essential to everything we do.

We inspire, mentor and partner

to transform care with strategic solutions that connect everyday needs with inventive approaches and the *bold advances of tomorrow.*

OSF Innovation focus areas

With the Mission of OSF as a guide, we concentrate our innovation investments, collaborations and activities in five areas that will serve the most important needs of the communities we serve.

Next generation business and care models: We innovate to meet our patients with exceptional care wherever they are and create the connected experiences patients and providers need – within and beyond hospital walls.

Community health and social drivers of health: We develop new solutions that expand access for populations that have been marginalized by environmental, social, education and economic conditions.

Radical efficiency: We invest in emerging technologies to deploy solutions that drive high efficiency, and collaborate with respected partners to hypothesize, test and redesign tools and processes used by caregivers daily.

Big data and the internet of medical things: Through artificial intelligence (AI) and advanced technology, we develop smart solutions to provide care with lower costs, better outcomes and more positive experiences for all.

Genomics and precision medicine: Our curiosity inspires revolutionary ways to realize the potential of personalized medicine, and we leverage big data to tailor unique care to individuals.

OSF Innovation functional areas

OSF Innovation is a collaborative network of different disciplines that designs bold, strategic solutions to advance the future of health care.

Digital Innovation Development
Generates ideas, problem-solves and adopts digital solutions for health care enterprises that attract, welcome and guide those in need and support those who care for them.

Healthcare Analytics
Focuses on the identification, integration and transformation of data to develop and provide key analytic insight and knowledge to OSF leadership, clinicians and Mission Partners.

Jump Simulation
Applies simulation, research, discovery, collaboration and applied science to dramatically improve outcomes and lower health care costs.

Performance Improvement
Facilitates core and adjacent innovation efforts to support leaders in building OSF as a high performing health care system.

OSF Innovation Studio
Shepherds the concepts of our collaborators into impactful solutions at OSF HealthCare and beyond.

OSF Ventures
Invests financially, operationally and strategically in opportunities with the potential to improve patient outcomes, enhance the patient experience and reduce the cost of health care.

OSF Innovation Labs

The OSF Innovation Labs explore, develop, test and scale solutions to achieve the goals of the OSF strategy and Innovation focus areas.

- Advanced Imaging and Modeling Lab
- Children's Innovation Lab
- Clinical Intelligence and Advanced Data Lab
- Design Lab
- Interprofessional Education Lab
- NeuroHealth Lab
- Nursing Innovation Lab
- Rural Health Access Innovation Network Lab
- STEAM Lab

Innovation Academic Incubator

Cultivates partnerships between OSF and academic institutions to create novel health care solutions. These include agreements for the following programs:

- **Jump Applied Research for Community Health through Engineering and Simulation (ARCHES):** a partnership with the University of Illinois Urbana-Champaign Grainger College of Engineering

- **Community Health Advocacy (CHA):** an agreement with University of Illinois Chicago

- **Innovation for Health (IFH):** a collaboration with Bradley University

- **Connected Communities Initiative (CCI):** a partnership with Illinois State University

PARTNERS

ACADEMIC

- University of Illinois Urbana-Champaign
- University of Illinois College of Medicine Peoria
- University of Illinois Chicago
- Bradley University
- Illinois State University — *Illinois' first public university.*

INCUBATOR/ACCELERATOR

- MasSchallenge
- High Alpha Innovation
- MATTER
- gener8tor
- DREAMIT
- KidsX — Accelerating Pediatric Innovation
- BIOSTL — Driving St. Louis Innovation
- SCALE Health
- EST. 2020 Distillery Labs — Peoria Illinois

VENTURES

- Ascension Ventures
- Leavitt Equity Partners
- LRV Health — Insightful Capital

250M ASSETS UNDER MANAGEMENT	**31** DIRECT INVESTMENTS	**5** FUND INVESTMENTS
19 ACTIVE PORTFOLIO	**12** EXITS	

CONSORTIUMS

- Abundant Venture Partners
- AVIA
- IIN Illinois Innovation Network
- ChicagoARC

▶ THE WHY OF **INNOVATION**

By: **Michelle Conger,** *chief strategy officer for OSF HealthCare and chief executive officer for OSF OnCall Digital Health*

In a world where technology evolves at an unprecedented pace, OSF Innovation remains at the forefront, continuously redefining the boundaries of what's possible in health care. Our journey began as an initiative, that evolved into becoming a Ministry strategic goal and now our culture. We quickly realized that integrating innovation into our work was a differentiator. Innovation had to become a core element that was woven into the fabric of our culture across the Ministry. Today, it's a driving force that engages our Mission Partners to inspire transformative care.

OSF Innovation is not just about ideas; it's about delivering tangible outcomes.

- Through a deep understanding of individual patient needs, we aim to create personalized solutions that empower our clinicians with data-driven insights.

- Our progress is built on the strength of our academic collaborations and a commitment to applied research that pushes the boundaries of what's possible.

- We engage in breakthrough exploration and performance improvements that focus on integrating data and technology in meaningful ways, without letting it overshadow the human element of care. There's a great example when you read about IllumiCare on page 10. This platform produces insights to reduce costs of medications, labs, and radiological procedures by showing providers the financial impact of their clinical decision.

- Engaging the Ministry in with applied research, pilots and testing, trailblazer challenges and exploring new models of care are key to our strategy, ensuring that new technologies seamlessly integrate into everyday practice. We're doing that with Pill PassPort, (page 11) a tool created by an OSF clinical pharmacist to help with medication adherence after a hospital discharge.

- We also recognize the urgent need to address workforce challenges, emphasizing the importance of educating the next generation of health care workers and finding innovative solutions to drive efficiency.

As we look to the future, our vision extends to creating a destination center that will set new standards in patient care and clinical insights. OSF Innovation will play a key role in positioning OSF as a center of excellence by supporting top-tier care for specific conditions and attracting patients statewide.

This report highlights our progress, showcasing both our successes and the strides we are making to address current challenges. It outlines our vision for the future, where we will continue to lead with a spirit of collaboration and exploration. Our focus remains on blending innovative solutions with practical care delivery, ensuring OSF HealthCare stays at the cutting edge of advancing health care in ways that serve our patients with the greatest care and love.

FY23 HORIZON PROJECT **UPDATES** ◀

Innovation hub progress

Efforts continue to inspire a culture of innovation

OSF Innovation launched hospital-based innovation hubs across the Ministry in 2022 to spark creativity among Mission Partners and support turning ideas into solutions. The latest initiative, a Trailblazer Challenge in the I-80 region, invited Mission Partners to reflect on what inspired them to serve the OSF Mission. From 23 submissions, four workgroups formed to refine their ideas, aiming for a chance to access resources to develop and pilot their concepts.

OSF CompleteCare 55+

New 55+ primary care model closer to launch

The Performance Improvement team's work to collaborate with primary care experts and OSF OnCall to design a digital-first primary care model in Evergreen Park is becoming a reality. In September, renovation work began on a clinic that will serve the 55+ population, focusing on those with two or more chronic conditions. OSF CompleteCare 55+ offers innovative care options, including 24/7 virtual visits and in-person visits with extended hours, care navigation, remote patient monitoring, and group support, designed to help patients manage their health and access care on their terms.

Program of All-Inclusive Care for the Elderly (PACE)

New model for seniors becomes a reality

The state of Illinois and the Centers for Medicare and Medicaid Services awarded OSF HealthCare a contract to be one of the first in the state to offer PACE. OSF Innovation played a key role in the application process. OSF is a primary care provider and health plan to qualified individuals, offering comprehensive, team-based medical care and social services for participants at risk of being placed in a nursing home. As of September 25, 2024, PACE had closed 26 inquiries with a 46% conversion rate.

Device Table

A new chapter as Device Table becomes DeviceWise™

What started as a collaboration between two nurses and the OSF Innovation Studio team has now become a full-fledged start-up company, Open Surg, Inc. The company will commercialize the idea that they made a reality, Device Table. Rebranded as DeviceWise™, the app is a tool to manage implanted medical devices safely during surgeries. Initially created as a simple spreadsheet, the idea was further refined in collaboration with OSF Innovation Studio into a user-friendly product. DeviceWise™ is being piloted across OSF HealthCare's 16 hospitals, aiming to revolutionize surgical practices and enhance patient safety. OSF signed a licensing agreement for intellectual property that is included in DeviceWise™.

Becky Buchen
Senior Vice President
OSF Innovation

John Vozenilek, MD, FACEP
Vice President
Chief Medical Officer
Innovation and Digital Health

Leading the charge

Thanks to your support we've made remarkable strides. Together, let's continue to drive innovation forward. Stay involved at **osfinnovation.org**.

Restoring health care in rural communities

Challenge: After more than a year without a hospital, the Peru, Illinois, community faced limited access to local emergency, inpatient and outpatient care.

Solution: OSF HealthCare Saint Elizabeth Medical Center – Peru has restored care in the area in phases, with the first phase providing a full emergency department, two inpatient beds, and support services like diagnostic imaging, laboratory and pharmacy. The second phase expanded capacity to include 12 inpatient beds and additional outpatient services. This new approach reflects a broader shift toward outpatient care, supported by strategic investments from OSF in the region, including new primary care locations.

RESULTS

450
FORMER ST. MARGARET'S HEALTH STAFF MEMBERS HIRED

2,508
ADDITIONAL PATIENTS SERVED BY OSF

Optimizing emergency department resources with predictive simulation

Challenge: With a focus on optimizing resources across our Ministry, OSF Innovation sought to understand the potential impact of resource changes within the emergency department using simulation.

Solution: Performance Improvement partnered with Advanced Analytics to create an application that allows users to adjust resources such as number of frontline Mission Partners, shift times and number of beds to see the impact on length of stay. After the processes were analyzed and optimized, the simulation was able to illustrate that redesigning the emergency department at OSF HealthCare St. Mary Medical Center to include additional rooms would positively impact length of stay.

15
SIMULATION SCENARIOS

↓16 MIN
POTENTIAL REDUCTION IN LENGTH OF STAY

Clinical Excellence   Strategic Growth   Personalized experience   Ministry Sustainability   Employer of choice

Empowering nurses to shape the future of health care

Challenge: Some of the most innovative ideas come from frontline Mission Partners, but it can be difficult to create opportunities for that problem-solving to occur.

Solution: During the 2023 I Am an OSF Nurse Symposium, a Trailblazer Challenge was launched to generate ideas across key areas such as recruitment and retention, medication management, care experience, teamwork and patient education. Teams worked together during several breakout sessions to refine ideas into actionable concepts.

RESULTS

300 NURSES PARTICIPATED

60 IDEAS SUBMITTED

8 CONCEPTS PRESENTED TO THE EXECUTIVE PANEL AT THE SYMPOSIUM

Using AI to detect and treat familial hypercholesterolemia (FH)

IAI Grant funded

Challenge: FH is an underdiagnosed genetic disorder that causes high levels of low-density lipoprotein (LDL) cholesterol, leading people to develop heart disease as early as age 30.

Solution: The Digital Innovation Development team created an algorithm to identify patients at high risk for the condition using EMR data. With support from an ARCHES grant, they are developing an AI tool to scan unstructured EMR data, enhancing their ability to detect the disease. The team aims to guide these patients through testing, counseling and ongoing care, while emphasizing the genetic implications for their first-degree relatives.
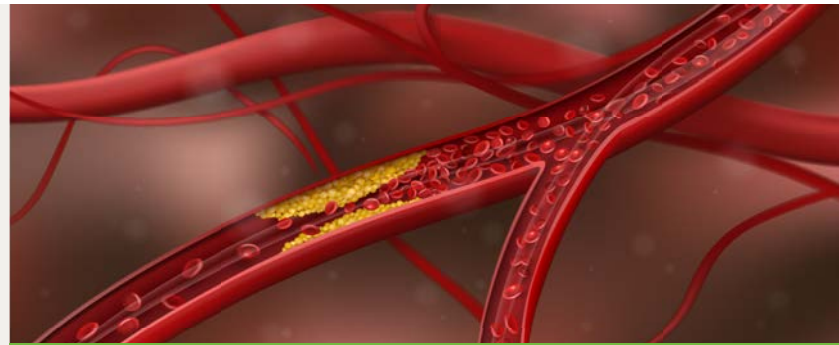
ANTICIPATED RESULTS

400 PATIENTS IDENTIFIED WITH AI TOOL IN BLOOMINGTON-NORMAL WHO COULD HAVE FH

OSF Innovation will encourage a subsection of these patients to undergo genetic testing

Those with FH will receive refined care plans to reduce risk of heart disease

Empowering patients with personalized procedure prep

Challenge: In 2023, OSF saw 3,307 cancellations for GI procedures, in part due to patient misunderstanding of prep work.

Solution: Scrubbed In aims to reduce GI procedure cancellations by 20% by addressing preparation, time conflicts and transportation issues through timely and clear information delivery. With human-centered design, automation and prioritized patient management, Scrubbed In meets patients where they are, guiding them through the surgical prep process and preventing last-minute cancellations.
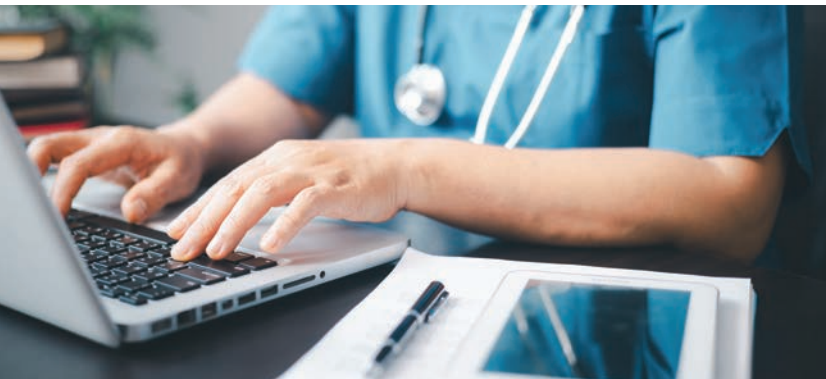
ANTICIPATED RESULTS

FUTURE WORK WILL FOCUS ON THE ABILITY TO SCALE THIS ACROSS DIFFERENT TYPES OF PROCEDURES.

20-50%

TARGET REDUCTION IN CANCELLATIONS

Equipping providers with valuable insights

Challenge: Providers develop patterns and behaviors for patient care without fully understanding the financial impact of their clinical decisions.

Solution: IllumiCare's Smart Ribbon, an EMR-agnostic platform, integrates seamlessly with existing systems to guide providers' decisions without disrupting workflow. A pilot from December 2023 to June 2024 showed significant cost reductions. The platform's insights led to cancellations of unnecessary orders and a better understanding of provider behaviors, revealing opportunities to enhance care quality and efficiency.

ANTICIPATED RESULTS

$61↓

COST REDUCTION PER PATIENT

11

THE PILOT HAS EXPANDED WITHIN OSF HEALTHCARE SAINT FRANCIS MEDICAL CENTER HOSPITALISTS TO 11 SPECIALTIES.

Clinical Excellence　　Strategic Growth　　Personalized experience　　Ministry Sustainability　　Employer of choice

Making prescription adherence easier

Challenge: Managing multiple medications after a hospital discharge can be overwhelming for patients. Lack of medication adherence can lead to worsening conditions and hospital readmissions.

Solution: An OSF clinical pharmacist worked with OSF Innovation through a trailblazer challenge to create and pitch a solution to help patients navigate their medications following hospital discharge. Pill Passport is a hand-held, personalized tool that includes pertinent health care information, a list of medications and what they are for, an easy-to-read chart for help loading pill boxes, pill space for easy identification and an erasable pen to make changes to their medication list.

IAI Grant funded

ANTICIPATED RESULTS

Prototype is being piloted with OSF Home Care Services

Awarded a CCI grant for prototype design

Improving health care experiences

Challenge: Each patient has significant amounts of data in their EMR, creating the potential to miss key information.

Solution: The Clinical Intelligence and Advanced Data Lab, led by Jon Handler, MD, senior fellow for Innovation, and Roopa Fougler, vice president of Digital Innovation Development, is in the beginning stages of piloting CliniPane, an AI-driven decision support tool that interacts with the EMR to provide relevant clinical context in a non-disruptive way to help clinicians make informed decisions about their patients' care. This work is supported with Community Health Advocacy and ARCHES grants.

IAI Grant funded

ANTICIPATED RESULTS

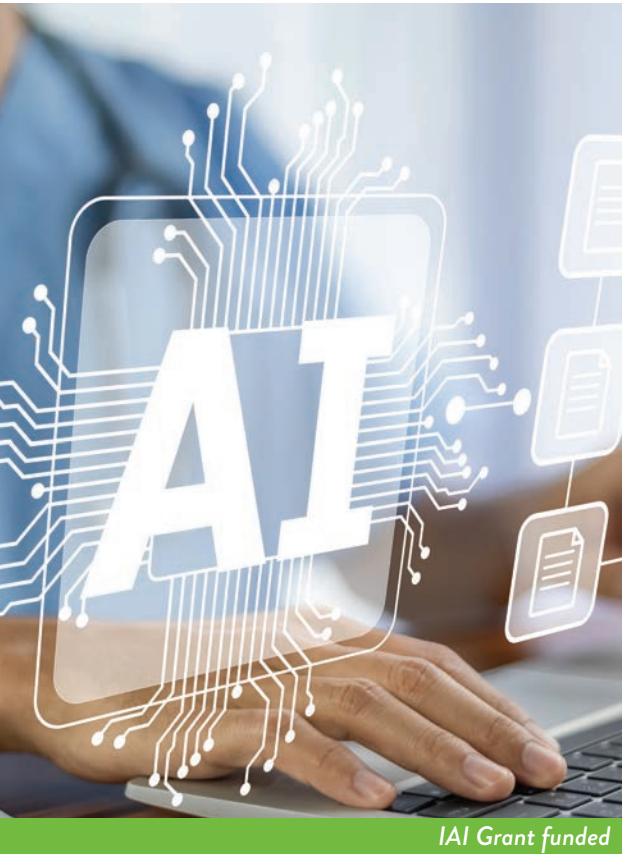Reduce bedside administrative burden

Incorporate AI-driven personalized precision medicine algorithms

Enhance patient interactions

Improve diagnosis accuracy for underserved populations

Creating new capabilities and new business opportunities to counter disruption.

Using AI to respond to dangerous drug trends

Challenge: There has been a dramatic increase in the use of new combinations of illicit drugs that have resulted in flesh-eating conditions causing severe debilitation or death.

Solution: With support from a Community Health Advocacy grant from University of Illinois Chicago, GuardianRx aims to tackle the issue through a three-pronged approach. First, the project will gather data on community online discussions related to drug use, helping to identify emerging trends. Next, it will develop AI and spatial models that provide accurate predictions and analyses of drug activity. Finally, the initiative will create a scalable LLM/AI framework designed for easy deployment across various regions, ensuring a widespread impact. Through these efforts, GuardianRx seeks to enhance understanding and response strategies against dangerous drug trends.

IAI Grant funded

Protecting patients against phishing attacks

Challenge: Older adults are particularly vulnerable to phishing attacks, which erode trust in digital communications. Ensuring their security and confidence in these interactions is a growing concern.

Solution: To address this challenge, the Digital Innovation Development team is working with the University of Massachusetts on an initiative focused on creating VeriSMS, a security-word-based method to verify the source of messages, helping users confirm authenticity. Additionally, an LLM-Agent will be integrated, using a large language model to build an AI-powered personal assistant. This assistant will guide older adults in verifying messages, recognizing phishing attempts and answering questions. A user study will also be conducted to refine the system's design, assess its usability and ensure it effectively meets the needs of older adults.

● Clinical Excellence   ● Strategic Growth   ● Personalized experience   ● Ministry Sustainability   ● Employer of choice

FUTURE-READY **TRANSFORMATION** ◀

Health care today faces an undeniable shift. The path forward isn't about maintaining the status quo but embracing a vision for a radically transformed system prepared for the challenges ahead. Traditional strategies like cost reduction and resource optimization have reached their limits.

Our approach isn't about incremental change. It's about envisioning and implementing radical shifts across key dimensions of care. By rethinking consumer experiences, transforming care models, reconfiguring workforce roles and strengthening operational infrastructures, we are creating a framework for long-term resilience. We're inspired by what's possible and driven by a commitment to develop innovative solutions that adapt to the evolving needs of those we serve.

> "To truly meet the needs of our patients, we must look beyond the usual solutions. OSF Innovation is leading the charge by reimagining every aspect of care delivery. Our focus is on creating resilient, adaptable systems that will sustain our Mission and set new standards for what's possible in health care."
>
> —**Michelle Conger,** *chief strategy officer for OSF HealthCare and chief executive officer for OSF OnCall Digital Health*

The Status Quo Threatened By:

Demographic Shifts
Aging Population
Workforce Shortages

Business Model Erosion
Financial Instability
New Entrants & Disruptors

Pace of Change
Emerging Technology
Consumer Expectations

Future State

Digital-First Experience

AI Adaption

Next Gen Workforce

Intelligent and Agile Enterprise

Resilient Business Models

▶ INNOVATION **SECURING TOMORROW**

BREAKTHROUGH LABS
- Academic collaboration
- Research
- Publications
- Translated research (analytic, patient experience, clinical quality in the areas of neurology, pediatrics, cancer or cardiac)
- Improved care, elevated brand, improved recruiting and retention

DIGITAL INNOVATION DEVELOPMENT
- Mission Partner idea
- DID team development
- IP protected and product deployed

DATA & ANALYTICS SERVICES
- Request for information
- Metrics defined
- Analysis and dashboard created
- Insights and decision made

ADVANCED ANALYTICS
- Automation opportunity presented
- Bot developed, tested and deployed
- More time devoted to critical tasks

PERFORMANCE IMPROVEMENT
- Data-driven opportunity (Path to 5 Star, operational excellence, technology use cases or new care models)
- Design with multi-disciplinary team collaboration
- Testing, learning and execution
- Transformed care and differentiated patient experience

OSF VENTURES
- Innovative solution or technology identified
- Subject matter experts engaged to address diverse health care challenges
- Direct collaboration in partnership with OSF Innovation, to refine or improve solutions
- Pilot testing and evaluation supported by OSF Innovation
- Improved patient outcomes and experiences, provider satisfaction, and reduced costs

JUMP SIMULATION
- New processes studied in simulations
- Opportunity realized
- Collaboration with stakeholders
- Curriculum developed
- Clinical staff educated and trained
- Clinical outcomes improved

INNOVATION STUDIO
- Problem or opportunity identified
- Solution proposed and vetted
- Experimentation and customer discovery
- Internal use and validation of value
- External launch
- Diversified revenue, strategic growth, improved recruiting and retention

▶ IMPACT OF **INNOVATION**

Digital Innovation Development

Roopa Foulger
Vice president
Digital Innovation
Development

- The **Digital Experience Platform** for the web front door enhances patient navigation by providing increased accuracy in provider and location search, offering a richer experience for exploring service lines. With tighter integrations into our digital tools, it delivers a seamless and personalized journey for users, improving overall engagement and satisfaction.

- **Person 360** recognizes the patient across multiple digital health platforms, creating a more seamless experience. By building out this comprehensive view, it supports the longitudinal patient journey, ensuring continuity of care and more personalized, data-driven insights across the health care ecosystem.

Healthcare Analytics

Data & Analytics Services

Juli Plack
Vice president
Data & Analytics
Services

- Completed the **transition of 17 dashboards** and explorers from Qlik to PowerBI including our most widely used explorer, Enterprise Insights.

- **Created over 25 dashboards and explorers** and enhanced the Enterprise Data Warehouse (EDW) with 12 new data sources.

- Developed and enhanced over **40 new metrics** including 30-Day Readmissions and Hospital Acquired Infections to align to CMS 5 Stars.

- Provided statistical analyses and clinical data for over 120 IRB research projects and completed over 500 analytical requests.

- Added the **Share of Care application** from Sg2 to our suite of analytical tools to allow for insights and visibility into clinical activity across all sites of care including ambulatory.

Advanced Analytics

Chris Franciskovich, MS
Vice president
Advanced Analytics

- 81 automated production processes currently cover more than 2.5 million individual actions and release more than 20,000 hours of Mission Partner capacity annually.

- Multiple risk modeling solutions generate more than 1 million risk scores each year to assist in informing clinical care processes.

- A Credit Root Cause discovery effort identified nine, of well over 10,000, process variants were responsible for 17.8% of all hospital billing

credits. This led to Epic configuration and process improvement efforts within Revenue Cycle to reduce hospital billing credit production.

- $24-59 million and 120+ opportunities in intake, review or development.

Innovation Academic Incubator

Noël Adams, MBA
Vice president
Academic
Collaborations and
Operations
OSF Innovation Labs

- Awarded more than $4 million in grant money for 42 research projects between OSF Mission Partners and faculty researchers.

- Engaged 835 IAI members consisting of academic partners, OSF Mission Partners and interns in research projects throughout the Ministry.

- Awarded over $18.2 million over the last 10 years to fund 237 projects, resulting in 140 publications and 12 patents.

- The Advanced Imaging and Modeling (AIM) lab completed 56 segmentations for FY24. The breakdown of those segmentations include:

  - 32 cardiac
  - 8 cancer
  - 7 other
  - 5 external cardiac
  - 4 external cancer

Innovation Studio

Kip McCoy, MBA
Vice president
OSF Innovation
Studio

- Two **Trailblazer Challenges**
  - I am an OSF Nurse Symposium yielded 58 Mission Partner idea submissions.
  - Sister Diane Marie Memorial Challenge had 23 Mission Partner idea submissions.

- Completed royalty and license agreements for **Device Table**.

- Building upon the results of a CHA grant, the MedVis team developed **My Health Cards**, a web-based application that helps to identify and address social drivers of health as well as better understand what matters most to patients so that they and their families can be better supported.

- 105 submissions to Innovation Studio.

- Patent granted for the **Novel Ascending Aortic Stent**.

- Applied for two provisional patents.

Jump Simulation

- **22,730 learners** were instructed in FY24 through 2,031 different events.

- 56 standardized participants who are highly trained individuals who portray characteristics of a patient, family member or clinical team member completed 348 simulation events.

- Jump Trading Simulation & Education Center selected to host **Society for Simulation in Healthcare SimOps 2025 Conference** in July of 2025.

OSF Ventures

- Vetted 290 companies in fiscal year 2024, of which eight were referred from OSF Mission Partners.

- Made a new investment in **ShiraTrontics**, a medical device company that's designed an implantable device that delivers electrical stimulation therapy to a patient's brain to treat migraines.

- Made follow-on investments in eight companies, supporting growth in our portfolio through continued investment.

- Portfolio company **Endotronix**, a medical device company that designed an FDA-approved implantable device proven to enable better heart failure management, was acquired by Edwards Lifesciences, a global leader in patient-focused medical innovations for heart disease.

Performance Improvement

- **Eastern Region OB redesign** – Partnered with Eastern Region leaders to execute the Obstetrics and Gynecology Delivery System Redesign in Danville, Urbana, Bloomington and Pontiac. This initiative improved access to care and generated over $2.8 million in savings and $3.4 million in revenue. Reopening the OSF Sacred Heart OB unit has enhanced service delivery, ensuring essential, high-quality care for our communities and reducing service leakage to outside facilities.

John Vozenilek, MD, FACEP
Vice President Chief Medical Officer Innovation and Digital Health

Mayank Taneja, MBBS, MBA
Vice president Venture Investments OSF Ventures

Kelly George, MHA, RD
Vice president Performance Improvement

- **Transfer Program** – includes two main initiatives: Transfer Strategy and Patient Care Transfers. The Transfer Strategy work aims to ensure quick, efficient transfers to the most suitable OSF unit by matching bed and resource availability, with an initial focus on internal OSF transfers and a later phase on external transfers. The Patient Care Transfers work prioritizes high-quality care for patients experiencing transfer delays, aiming for all transfer patients to receive timely assessments and treatment from a dedicated care team. Upcoming improvements include a simplified order for transfers within OSF, optimized communication channels, daily capacity huddles to address capacity and delays, expanded CareHub hospitalist acceptance, and collaboration with eICU to increase ICU acceptance. Additionally, roles and responsibilities are being defined for care teams managing delayed transfer patients in the ED.

- **GI Genius** – Collaborated with internal and external stakeholders to pilot GI Genius, an FDA-approved intelligent endoscopy module using deep learning algorithms to enhance polyp detection during colonoscopies. During the pilot, the cohort adenoma detection rate (ADR) averages increased as high as 12%, while individual physician ADR increased as high as 32.8%.

- **EPMO** – Established the Enterprise Portfolio Management Office in FY24. The OSF Enterprise Portfolio Management Office (EPMO) aligns, prioritizes and executes strategic initiatives across the Ministry. Its key objectives include ensuring alignment with the goals of OSF, creating a transparent prioritization process, and enhancing execution by removing barriers to change. The EPMO also focuses on risk management, optimizing resource use, measuring performance and fostering stakeholder connectivity while maintaining agility to adapt to changing circumstances.

- **Virtual Nursing** – The Performance Improvement team collaborated with Ministry Nursing Administration, OSF OnCall, OSF HealthCare Saint Anthony Medical Center, OSF HealthCare Saint Francis Medical Center, and unit leaders to expand Virtual Nursing to 141 additional beds at OSF St. Anthony and OSF St. Francis, bringing the total to 217 beds live with Virtual Nursing. This program serves as an extension of the bedside care team, offering virtual support to patients during admission and discharge through tablet or in-room technology. By handling tasks that do not require hands-on care, Virtual Nursing reduces the workload on bedside nurses, enabling them to focus more time on direct patient care. In FY25 the Virtual Nursing program is set to expand its reach to an additional 350 beds across 12 units.

ADVANCING
▶ OSF HEALTHCARE NATIONALLY

The end of 2023 through 2024 has been a busy year for innovative progress at OSF HealthCare.
Take a look at some of the recognition we've received advancing the national brand reputation of OSF.

Advanced artificial intelligence in the workforce
Politico – August 5, 2024

"Once you get people comfortable with this," Melissa Knuth, the organization's vice president of planning who oversaw the initiative, said, "the potential in the clinical space is really exponential."

Reach: 18.7 million | Media value: $469,000

How providers are leveraging patient engagement tools to close gaps in cancer screenings
Fierce Healthcare – March 6, 2024

"Illinois-based OSF HealthCare worked with patient engagement company Upfront Healthcare to educate and motivate more patients to get screenings."

Reach: 6.9 million | Media value: $172,500

Building a generative AI-ready healthcare workforce
Tech Target Podcast – October 15, 2024

"In this episode of Healthcare Strategies, Melissa Knuth, vice president of planning at OSF HealthCare, describes how the health system overcame those challenges for its workforce by creating mandatory ongoing education around generative AI."

Reach: 4 million | Media value: $100,331

OSF Innovation sets the table for solution to prevent cancelled surgeries
Midwest Startups – March 4, 2024

"Mary Marvin and Jill Tuebel, both nurses at OSF designed the Implantable Device Matrix, a medical device table that can quickly pull any implant information they need during a surgery."

Reach: 6.4 million | Media value: $161,825

Can Virtual Nursing Help Hospitals Address Workforce Challenges?
Healthleaders Media – September 16, 2023

"OSF HealthCare is one of several health systems launching a virtual nursing program aimed at improving nurse workflows and addressing workforce shortages."

Reach: 87,500 | Media value: $2,188

Media Type	Number of Stories	Impressions	Media Value
TOTAL	1,352	1,804,479,355	$45,155,546

OSF Innovation Academic Incubator

The Innovation Academic Incubator strategically serves the Ministry by leveraging OSF resources to open up new pools of funding, talent and collaboration.

- Strategic partnerships with five universities

- Bradley University
- Illinois State University
- University of Illinois Chicago
- University of Illinois College of Medicine Peoria
- University of Illinois Urbana-Champaign

Dive deeper and join the Innovation Academic Incubator

42 translational research projects funded in FY24	**$4,014,179 grant money awarded in FY24**	**4 active partnerships with 5 academic institutions**	**140 Mission Partners matched with over 300 academic collaborators over 10 years**

BRADLEY University

ILLINOIS STATE UNIVERSITY
Illinois' first public university

UIC UNIVERSITY OF ILLINOIS CHICAGO

UIC UNIVERSITY OF ILLINOIS COLLEGE OF MEDICINE PEORIA

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

▶ VENTURES **OVERVIEW**

OSF Ventures, the corporate investment arm of OSF, invests financially, operationally and strategically in opportunities with the potential to improve patient outcomes, enhance the patient experience and reduce the cost of health care.

Investment Philosophy: OSF Ventures evaluates potential solutions based on what will help OSF meet its key objectives and overall innovation strategy. Investments are made in companies that see the value in collaborating with OSF clinicians and other professionals within the organization.

FUND INVESTMENTS

ASCENSION Ventures — Healthcare Venture Fund — ascensionventures.org	**LEAVITT EQUITY PARTNERS** — Healthcare Venture Fund — leavittequity.com	**LRV HEALTH** Insightful Capital — Healthcare Venture Fund — lrvhealth.com

PORTFOLIO

410 MEDICAL — Medical Device — 410medical.com	**DOTCOM THERAPY** — Services — dotcomtherapy.com	**PhotoniCare** — Medical Device — photoni.care
array — Services — arraybc.com	**epitel** — Diagnostics — epitel.com	**pieces** — Health IT — piecestech.com
avia — Services — aviahealthinnovation.com	**Euphrates VASCULAR** — Therapeutics — euphratesvascular.com	**ShiraTronics** migraine therapy — Medical Device — shiratronics.com
cala — Medical Device — calahealth.com	**EXO** — Medical Device — exo.inc	**SOCIALLYDETERMINED** — Health IT — sociallydetermined.com
Cancer IQ — Health IT — canceriq.com	**Inflammatix** — Diagnostics — inflammatix.com	**TAILORMED** — Health IT — tailormed.co
CARDIOSENSE — Medical Devices — cardiosense.com	**Insight RX** — Health IT — insight-rx.com	**VIDA** — Health IT — vidalung.ai
DIGITAL DIAGNOSTICS AI the right way. — Diagnostics — digitaldiagnostics.com		

EXITS

BrightWater Medical — Medical Device — Acquired by Merit Medical Systems in June, 2019	**gauss** — Health IT — Acquired by Stryker in September, 2021	**Paradigm** — Diagnostics — Acquired by Exact Sciences in March, 2020
CareSignal — Health IT — Acquired by Lightbeam Health Solutions in November, 2021	**GYANT** — Health IT — Acquired by Fabric in January, 2024	**PatientWisdom** Improving health and care by listening to patients — Health IT — Acquired by NRC in January, 2021
current health — Health IT — Acquired by Best Buy in October, 2021	**HealthCatalyst** ignite outcomes improvement — Health IT — Initial public offering in July, 2019	**RESPIRATORY MOTION** Inspired Innovation — Medical Device — Acquired by Senzime in July, 2022
ENDOTRONIX — Medical Device — Acquired by Edwards Lifesciences in August, 2024	**LEVEL EX** — Health IT — Acquired by Brainlabs in May, 2020	**SilverCloud** Part of amwell — Health IT — Acquired by Amwell in August, 2021

Investing in better heart failure management

Challenge: Heart failure is a debilitating, progressive disease that impacts everyday life. One in four people will develop heart failure during their lifetime. Only 9.1% of heart failure patients achieve optimal guideline-directed medical therapy.

Solution: OSF Ventures invested in Endotronix, a medical device company that designed an FDA-approved implantable device proven to enable better heart failure management. These tools collect data daily to help patients make informed care decisions and lifestyle changes.

RESULTS

↓49%

REDUCTION IN HEART FAILURE HOSPITALIZATIONS COMPARED TO THOSE NOT USING ENDOTRONIX IN A CLINICAL TRIAL.

Offering hope for relief for migraine sufferers

Challenge: Migraine is the second leading cause of disability worldwide in terms of years lived with disability and is first among young women (aged 15-49). For the five million people in the U.S. living with chronic migraines, living a normal life can feel out of reach, especially for those who don't respond to available medications. It's estimated that two out of those five million patients in the U.S. have refractory migraines.

Solution: OSF Ventures has invested in ShiraTronics, an early-stage medical device company. ShiraTronics has developed an innovative implantable device using neuromodulation and has demonstrated early promise in significantly reducing the frequency and severity of migraine attacks in patients who are resistant to current treatments, offering them the potential for an improved quality of life.

3.8-5.6 DAYS

Patients with migraines on average required 3.8 bed rest days for men and 5.6 days for women each year.

$13 BILLION

Migraines cost American employers about $13 billion a year because of missed workdays and impaired work function.

Clinical Excellence   Strategic Growth   Personalized experience   Ministry Sustainability   Employer of choice