



The Fundamentals of Transformation

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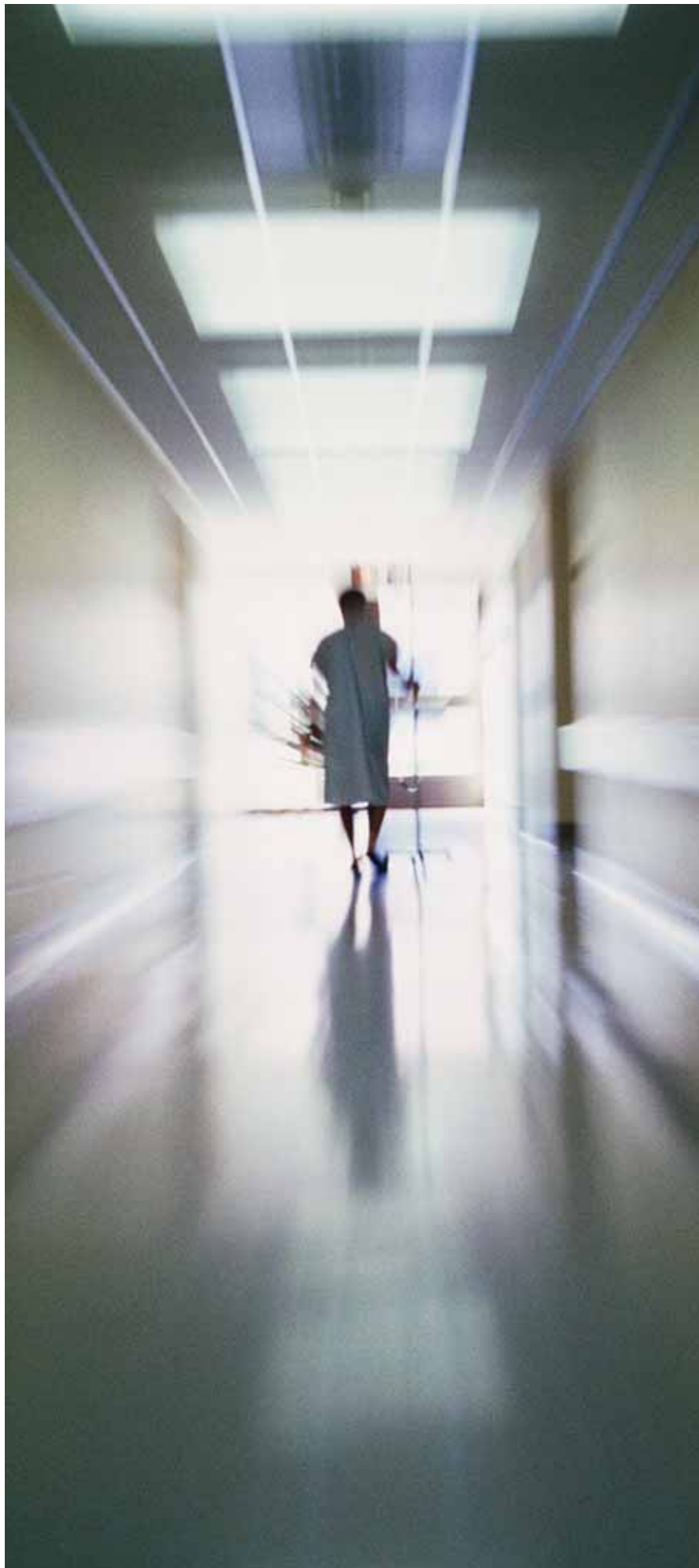
St. Francis
FOUNDATION

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St. Francis
We care for life.

Report to the Community 2006 – 2007



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Dear Friends:



This report marks a year of transformation for St. Francis Hospital. It begins a new chapter in our history of dedication to our community, physicians and the patients we serve. In 2006, we gave our mission and vision greater dimension.

It was a year of listening and learning as we developed a strategic plan. It was a year of expansion as we opened the doors of the St. Francis Orthopaedic Institute and the St. Francis Center for Surgical Care. Last year was a year of re-establishing partnerships, including our relationship with Blue Cross Blue Shield. It was also a year of innovative new ventures. Our partnership with Columbus Regional Healthcare System to provide mental health resources is an example.

As a community-owned, not for profit institution, St. Francis prides itself on being in the forefront of transparency. We want the community to hold us accountable for ensuring that we continue to serve and strive to meet their needs. The pages of this report will illustrate how we do that everyday at St. Francis.

The end of 2006 is also a time of reflection for me. I am ending my time as chair of the St. Francis Hospital Board of Trustees. It has been my pleasure and honor to serve with a group so committed to ensuring that the people of our community have access to the best possible health care.

I am confident that as you review this year's report, you will be impressed with the accomplishments, the vision and the direction of St. Francis. As you will see, it is a hospital that is actively immersed in answering the perpetual question, "What is best for health care in our community?" Please join us in celebrating our successes in 2006 as we look forward to new challenges and achievements in 2007.

Sincerely,

Larry Cardin

Larry Cardin
Chairman, St. Francis Board of Trustees



Transforming Our Future...Together



I would like to begin by thanking all of you in our community, as well as our devoted physicians and staff, for contributing to the future vision and direction of St. Francis. Together, we have developed a strategic plan that I believe will transform this organization from a very good hospital to a truly great institution, providing health care that is second to none. It is our desire and commitment at St. Francis to not only be the provider of choice in our community, but match the highest standards of excellence and quality set forth by the top health care organizations in this country.

The process of getting there is a journey – one that will require tremendous collaboration and teamwork among many different people, including the physicians in our community. I am encouraged and pleased with their willingness to step forward and join hands with us to raise the bar on health care in Columbus.

During this past year, all 14 invasive cardiologists in the region agreed to work in collaboration with the hospital to propel our cardiac program to the next level of clinical care and patient service. This new initiative partners these great physicians with the hospital in an effort focused on improving the care delivered to our patients as well as improving the overall hospital experience. This major collaborative effort marks the first time that these cardiologists and the hospital have come together to work as one cohesive team dedicated solely to the improvement of clinical outcomes and patient service.

Two other major initiatives in 2006 were our efforts to develop centers of excellence in partnership with the physicians of McCluskey Orthopaedic Surgery and Columbus Surgical Associates. These physicians have committed to develop world class, state-of-the-art surgical centers of clinical excellence at St Francis. A beautiful, new orthopaedic unit has already opened on the ground level. This marks the first tangible evidence of the ongoing development of these new centers of excellence at St Francis Hospital.

St Francis was pleased to again receive the Consumer Choice Award in 2006. The receipt of this prestigious award tells us we are doing a very good job of fulfilling our responsibility to provide the best quality health care to the Columbus community. While we are pleased that the community has recognized our efforts, we know that we can do even better. In fact, we want to “WOW” you and every patient, family member and visitor who comes through our doors. We are working hard to do just that. In 2007, you are going to be hearing even more about our efforts to improve the patient experience at St. Francis.

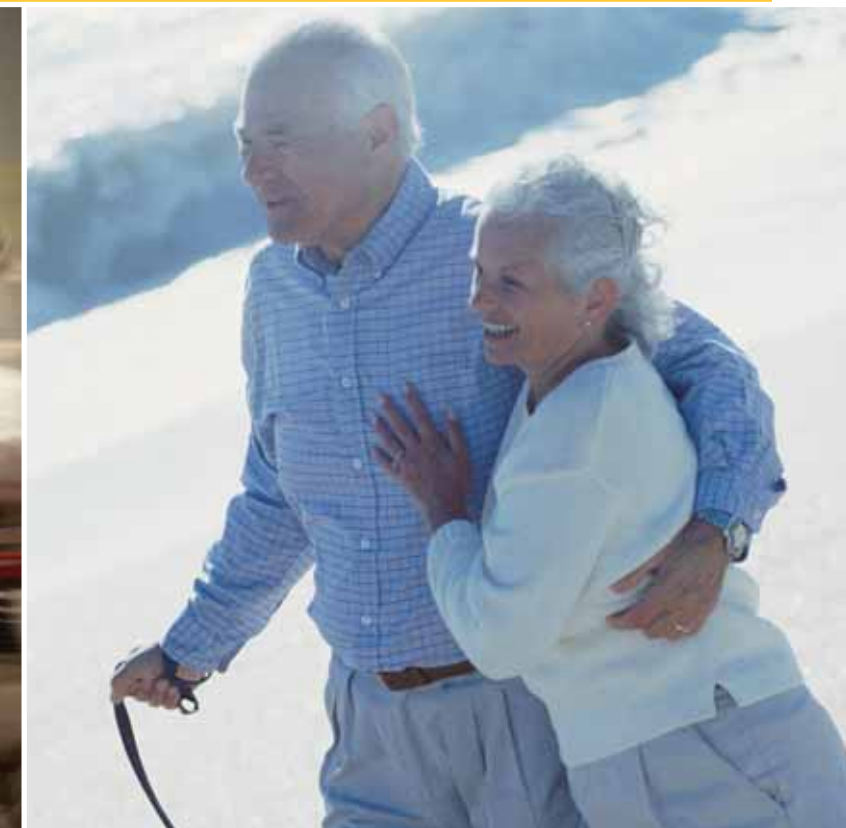
I would like to again say how much I appreciate you and the support of our community as we continue this journey of transformation. We could not do it without you, and I am deeply grateful for the way you have also joined us on this journey.

Sincerely,

Robert P. Granger
President & Chief Executive Officer
St. Francis Hospital



TRANSFORMING LIVES



Heartfelt Appreciation: Eugene Shaw

Eugene Shaw wasn't sure if he'd be alive after undergoing his third open heart surgery. After all, his father had died of a heart attack at age 50, and he'd already beat the odds, living to age 71.



U.S. Army veteran and retired Spencer High School teacher Eugene Shaw was apprehensive about undergoing his third open heart surgery last October. His cardiologist, Dr. Rajinder Chhokar, had told him it would

be a high risk procedure.

"I really didn't think I'd make it this time," he says.

Then, just before undergoing the 10-hour operation, his surgeon, Dr. Jeffrey Travis, paid him a visit.

"He said, 'If you'd don't mind, I'd like to pray for me and for you before we get started'," Eugene recalls. "He asked God to guide him during the procedure."

That put Eugene at ease, and he did make it, though the surgery entailed replacing the aortic valve and bypassing 12 stents. He then spent five days in St. Francis' ICU and another three in the hospital's Cardiac Care Unit. By day two, he was up and walking around his room.

Looking back, he is deeply appreciative of the care he received from Dr. Travis and the staff at St. Francis.

"He (Dr. Travis) was in my room every morning around 6 a.m.," he remembers. "The staff was in even earlier—4:45 a.m. or so—to do blood work and x-rays since he wanted to see them when he arrived each day. I got used to the routine."

One day while Eugene was still at St. Francis, Dr. Travis dropped by to tell him he'd put a tattoo on his chest.

"At first I thought he was serious, but then he said, 'It says 'Do Not Enter'," Eugene recalls with a smile.

Since having the surgery, he now returns to St. Francis three mornings a week to keep his heart in shape by working out in the hospital's Cardiac Rehab gym and says the nurses who work with him have been "great."

He has since recommended Dr. Travis to three or four friends and speaks highly of all the other physicians at St. Francis who have also cared for him since his problems first began, including Dr. Phillip Brewer, who performed his second open heart surgery in 1987, and Dr. James Cunningham, who performed tests on his legs for circulation.

"We have so many good doctors in that group (cardiovascular surgeons and cardiologists). St. Francis has been a good hospital for surgery," he says. "If it wasn't for the good Lord and the excellent doctors and nurses at St. Francis, I wouldn't be alive today."



Tackling Colon Cancer: Laurie Devitt

When you meet Laurie Devitt, you can't help but smile. Her positive, happy attitude rubs off on whoever she is talking to. So when she found out she had colon cancer, she didn't dwell on it. She tackled it head on!

"You just take it as it comes and get on with it," Laurie says lightheartedly.

Laurie's colon cancer was misdiagnosed for several years as hemorrhoids. She said it didn't hurt, and she didn't have any problems. But after awhile, she felt like

it had to be something more than a hemorrhoid problem, so she decided to have a colonoscopy.

"Dr. Bill Taylor was recommended to me by several of my friends as being the best and I wanted the best! So I called the



St. Francis Center for Surgical Care and made an appointment," she says.

Her colonoscopy revealed that she had cancerous polyps and would have to have surgery.

"It's amazing that people don't really know what a colonoscopy is. I didn't really know. I guess I should have been more self-aware, but I thought it was hemorrhoids. So after the colonoscopy, I had good news! No hemorrhoids, but the bad news was cancer," Laurie jokes.

Colon cancer doesn't run in Laurie's family. She says her brothers have had polyps but she is the first to have cancerous polyps. Having surgery didn't worry Laurie too much. She felt confident in Dr. Taylor and the care she would get at St. Francis.

"I loved it at St. Francis. Everyone was just so nice. They were wonderful actually...the nurses, techs, even the lady who cleaned my room," Laurie recalls.

Laurie has only been cancer-free for a few months, but she is already encouraging her friends and family to get checked for colon cancer.

"Get one! It isn't as terrible as you think and it can save your life," Laurie tells them.



Hope for Recovery: Pepper Miller



Spending the holidays in the hospital doesn't sound like too much fun, especially if you are just five years old, but that's exactly what happened to Pepper Miller.

On December 11, just weeks before Christmas, Pepper Miller was roaring down the zip-line in his backyard when he flipped into a ditch. The result: a badly broken leg.

His mother, Crockett Miller, called a neighbor to reach Dr. Leland McCluskey of the St. Francis Orthopaedic Institute. In the meantime, she rushed her son to St. Francis' Emergency Room. When they arrived, Pepper was in so much pain, he wouldn't let anyone touch him.

"Wayne Lensch (Guest Services) saved the day," Crockett says. "He immediately called a group of techs to help Pepper. They were fast and prompt. They didn't ask for my name or about insurance. They had an IV going and a big imaging machine in the room immediately to start taking x-rays."

Crockett was concerned about the severity of her son's condition, not only his leg, but whether he was going into shock. A tech quickly assured her that Pepper would be okay.

She experienced more relief when Dr. McCluskey arrived.

"He wasn't in his office or on call that day. He dropped everything and came out of the goodness of his heart," she explains. "He got to the hospital around 4:30 and didn't come out of surgery until 9 p.m."

It was the second time Dr. McCluskey had treated Pepper. The first was when he was a three-day old baby, who was born with a club foot.

Dr. McCluskey told Crockett the break was bad and treatment would be challenging, but that her son would be fine.

Pepper stayed at St. Francis in traction for three weeks, including Christmas and New Year's Day. But because of the caring staff at St. Francis Hospital, Christmas for the Miller family wasn't totally lost. Crockett recalls how everyone bent over backwards to make sure their family had a happy holiday. Food and Nutrition Director Wes Higgons came in on his day off to prepare Christmas dinner for the family. She remembers how the staff moved her son to a large room so they could have a Christmas tree and Santa Claus would have a place to come. In fact, Santa even visited Pepper in the hospital before Christmas.

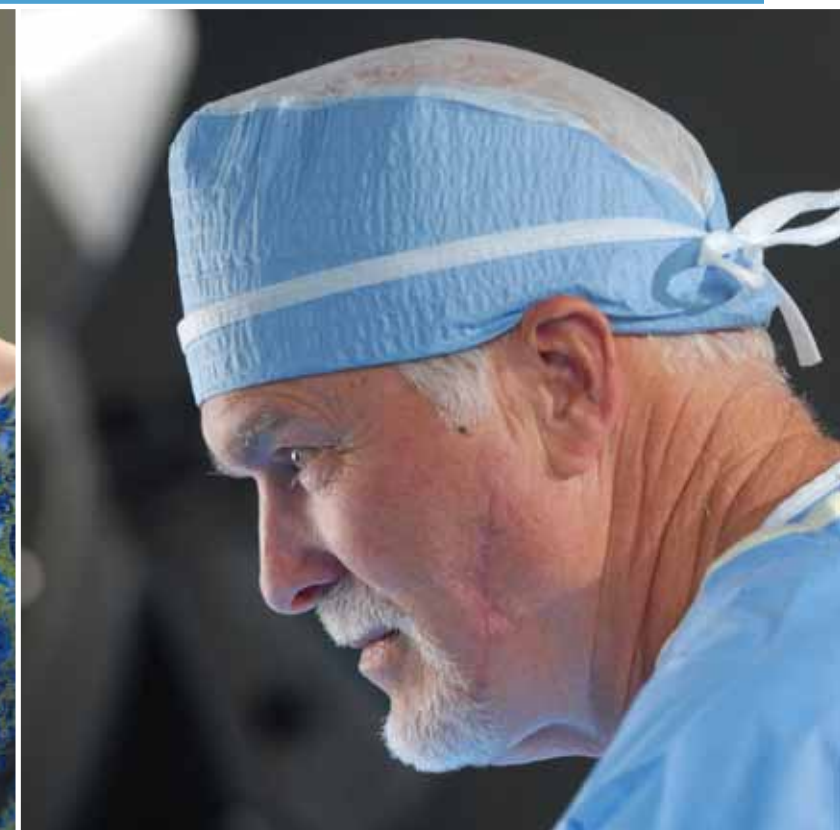
"I cannot ever be thankful enough for what everybody did," says Crockett. "Everyone tried so hard. They were so kind and nice to him. I think it's why he never complained."

She also says Dr. McCluskey did a great job clinically.

"He's so caring," she says. "The nurse raved about the care he had taken to get everything right (in surgery), which is a comfort to a mom."

Pepper returned home after the New Year and a second surgery to remove the pins from his leg.

Crockett says, "I've been told my child's going to be okay, and that's all that really matters."



TRANSFORMING RELATIONSHIPS

Partnering for Excellence

McCluskey Orthopaedic Surgery and Columbus Surgical Associates
Join the St. Francis Family



The year 2006 brought the transformation of physician relationships. During the strategic planning process, the board and administration realized the importance of making Columbus, Ga., a medical destination. Working with physicians is a key component in making that possible.

The opening of the **St. Francis Orthopaedic Institute** was the first step in that direction. The physicians of McCluskey Orthopaedic Surgery—

Dr. George McCluskey III, Dr. Leland McCluskey, Dr. Dick Stephenson and Dr. George Zimmerman—joined the hospital to form the institute. Orthopaedic care at St. Francis was moving to the next level.

“We plan to take orthopaedics to the same level of prominence as cardiac care provided at The Patrick Heart Institute,” says St. Francis President and CEO Robert Granger.

The institute can assist with a full

range of muscular skeletal needs. There are also plans to recruit more orthopaedic surgeons in the new year.

A few months later, St. Francis announced the **St. Francis Center for Surgical Care**. This joined the skilled hands of the surgeons at Columbus Surgical Associates with St. Francis. Dr. Michael Borkat, Dr. Chuck Scarborough, Dr. Bill Taylor and Dr. Luther Wolff bring an outstanding reputation and more than 56 years of

experience to St. Francis Hospital.

“By combining our practice with the hospital we will be able to offer a wide range of surgical services and reach out to nearby communities,” Dr. Borkat explains.

Both the St. Francis Orthopaedic Institute and the St. Francis Center for Surgical Care will allow the hospital to expand regionally, recruit more physicians and enhance the services available to our community.

Joining Forces to Advance Behavioral Health

At the end of 2006, St. Francis Hospital and Columbus Regional Healthcare System announced a partnership that consolidates the behavioral health programs at both facilities. By consolidating services, The Bradley Center will expand its capacity to serve a critical need in our community and region.

The partnership is a result of extensive discussions between the two organizations. Providing mental health care has never been more challenging, as government agencies and private insurers cut back on financial reimbursement. This venture will focus on doing what is best both financially and for the community.



(L-R) William B. Turner, Robert Granger and Larry Sanders

Back in the Network



The big announcement came in July 2006—St. Francis and Blue Cross Blue Shield of Georgia signed a new five-year contract. Now, Blue Cross Blue Shield members of Georgia can access all of the services at St. Francis Hospital. The impact the new deal had on the hospital was positive. In the second half of the year, St. Francis saw the number of Blue Cross Blue Shield admissions go up by 124 percent and Outpatient and Emergency visits more than double. One of the hopes for 2007 is to secure contracts with all the major plans in the area so that St. Francis can expand its services to everyone in the community.



TRANSFORMING QUALITY OF CARE



Saving Lives...

St. Francis' efforts to improve quality and patient safety in 2006 led to two Georgia Hospital Association (GHA) awards. First, the Hospital's Rapid Response Team project was awarded a second place Partnership for Health and Accountability (PHA) Quality and Patient Safety award at GHA's Patient Safety Summit in December. Additionally, the Medication Reconciliation Team project received a third place GHA award for its efforts.



...By Deploying Rapid Response Teams

St. Francis' Rapid Response Team project was prompted by the Institute for Healthcare Improvement's "100,000 Lives" campaign, which recommended deployment of a Rapid Response Team at the first signs of deterioration in a patient, prior to cardiac arrest. The primary goal is to prevent deaths by promptly recognizing changes in a patient's condition, followed by the quick arrival of a team of experts who can provide additional help and support.

Since St. Francis launched its Rapid Response team initiative, the hospital has experienced a dramatic reduction in serious setbacks or possible death of patients in the hospital and fewer cardiac arrests on general medicine and surgical floors.

Teams consist of a hospitalist, nurse educator or nursing supervisor, a critical care nurse and a respiratory therapist.



...By Reducing Medication Errors

According to the Institute for Safe Medication Practices, miscommunication of crucial medical information during the transition of care is now recognized as a leading cause of injury in hospital patients. To further reduce these types of errors, St. Francis developed a new medication reconciliation process last year. The new process includes a checklist for all medications. It is used to:

- Compare a patient's current medications to the ones he/she uses at home
- Modify and reconcile medications upon a patient's transfer within St. Francis
- Modify and reconcile medications when a patient is discharged.

Use of the new checklist at critical junctures during a patient's stay at St. Francis has proven to reduce these types of errors.



...By Raising the Bar on Stroke Care

A STROKE can be fatal.
Act fast. Think...  **St. Francis**
We care for life.

In 2006, St. Francis continued its pursuit to become the first certified stroke center in the area. Dr. Jagdish Sidhpura was appointed as medical director of the program in May, having played a vital role in the development and improvement of stroke care at St. Francis since

St. Francis has begun the process to become the area's first certified stroke center

2001. Additionally, a multidisciplinary team of professionals set into motion steps to further educate the clinical staff that included certifying them in Advanced Stroke Life Support (ASLS). ASLS teaches caregivers to quickly recognize and respond to five major stroke symptoms and use a neurological evaluation to quickly identify a stroke's location, severity and more.

The comprehensive stroke program developed by the team also ensures that patients are initiated and discharged with appropriate medications and risk-modification counseling.

Another vital component of last year's strategy was public education about stroke. Toward that end, St. Francis produced a stroke

television commercial, ads and billboards, emphasizing the importance of acting quickly and getting to St. Francis Hospital as soon as stroke symptoms appear. At least one man's life was saved as a result; his wife, having seen the commercial, brought him to the hospital immediately when he began having symptoms.

The Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) is scheduled to evaluate the program in Spring 2007, at which time St. Francis hopes to receive approval.





(L-R) Robert Granger, Larry Cardin, and Kim Podany

Best Again!

**Best overall quality · Best doctors
Best nurses · Best reputation**

Once again, area health care consumers and residents like you voted St. Francis as the top hospital in its market in 2006 on a roll-up of the above four categories, according to research conducted by National Research Corporation (NRC) of Lincoln, Neb. The award indicates that

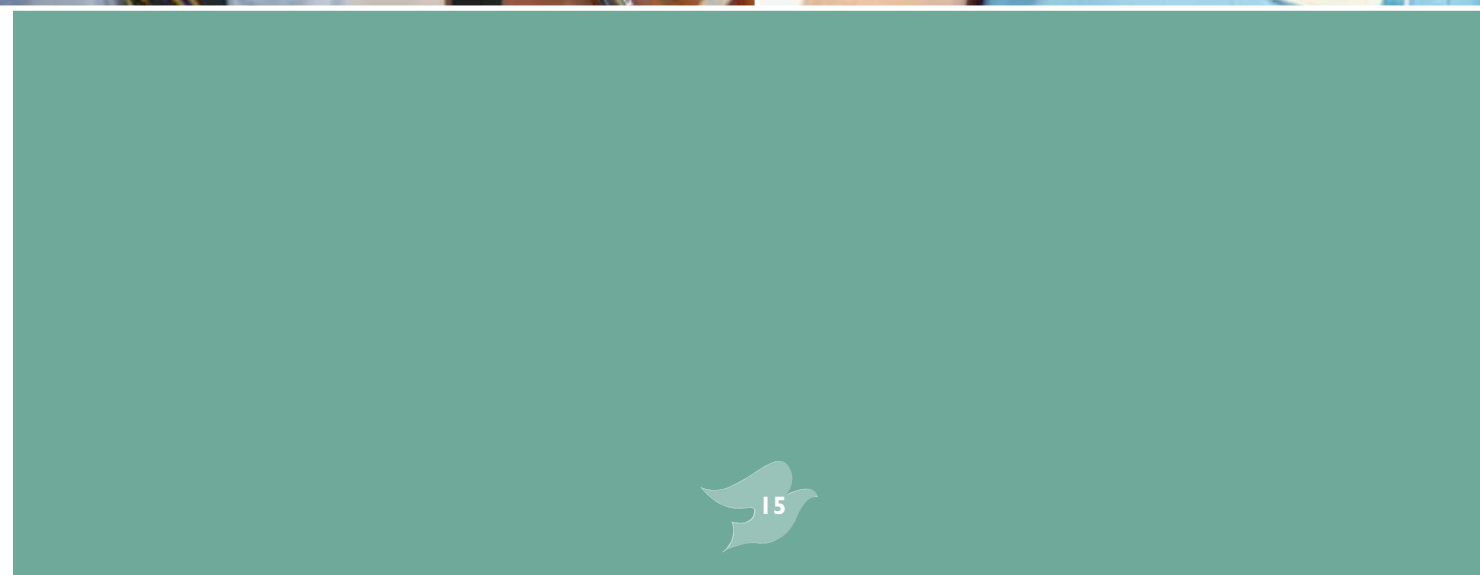
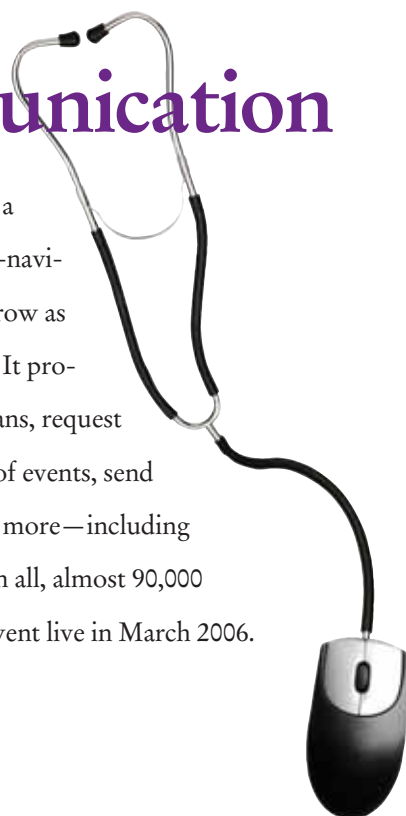
though much has changed at St. Francis over the past year, the overall quality of clinical care and physician and nursing excellence remains unsurpassed.

St. Francis is among only 204 hospitals nationwide to receive the 2006/2007 Consumer Choice Award. Other winners were The Cleveland Clinic, Duke University Medical Center, Mayo Clinic, Johns Hopkins Hospital, Baylor University Medical Center and Cedar-Sinai Medical Center, among others.

NRC is an independent research firm that polls residents in 190 top markets nationwide. St. Francis' market includes Muscogee, Russell, Chattahoochee, Marion and Harris Counties.

Improving Online Communication

Visitors logging onto St. Francis' newly-revamped Web site in 2006 were able to access a wealth of information at the click of a mouse. The new site boasted more than 800 easy-to-navigate pages by the end of 2006, continuing to grow as new entities and services were added last year. It provided a way for visitors to learn about physicians, request medical records, check out the latest calendar of events, send e-greeting cards to hospital patients and much more—including the chance to apply for jobs, and 12,000 did! In all, almost 90,000 people have logged onto the new site since it went live in March 2006.

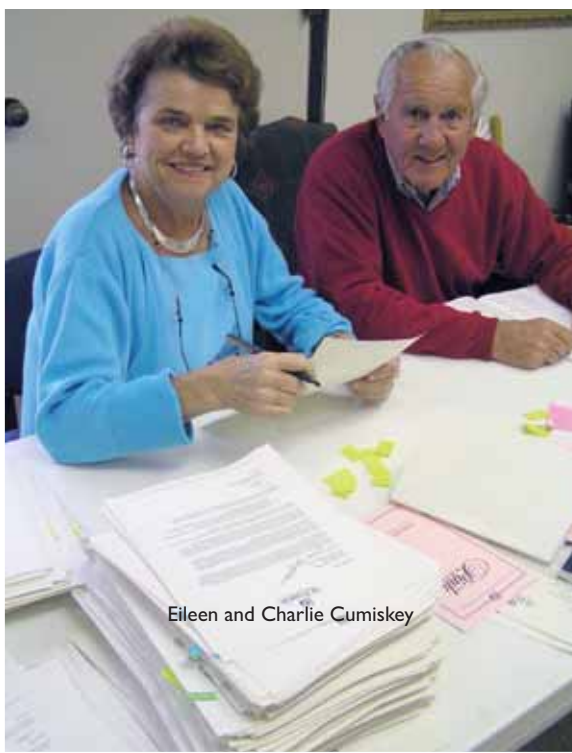


Through Philanthropy

At St. Francis Hospital, our number one job is to improve the health and well-being of those we serve. We do that in various ways, including many free health education programs and a variety of outreach activities. These are made possible through the philanthropic outreach of the St. Francis Foundation and the generous response of our community, which St. Francis greatly appreciates.

The St. Francis Society

At the heart of the St. Francis Foundation's philanthropic efforts is the St. Francis Society. Launched in 2005, the Society grew 41 percent in 2006, adding 64 new members. Fifteen of those new members contributed \$1,000 or more. Their names will be added to *The Caring Continues* wall in the hospital's Woodruff Atrium. The names of all Society members are listed on page 26 of this report. Together, this group contributed more than \$81,000 toward the future of health care in our community.



Eileen and Charlie Cumiskey

Supporting The Patrick Heart Institute

The annual Clarence C. Butler Service and Leadership Award dinner supports The Patrick Heart Institute of St. Francis while also honoring a physician who has had a significant impact on the quality of health care in our region as did Dr. Butler, for whom the award is named. The recipient is chosen by a group of peers each fall and then presented the award at a dinner the following January.

In January 2006, Dr. William Hayes, who served the residents of our community for 27 years and continues to serve as a medical missionary, received the award. Dr. Phillip Brewer was selected in Fall of 2006 to be the 2007 recipient. Dr. Brewer was the first surgeon to perform open heart surgery at St. Francis.

Together, both dinners have raised \$267,000 in support of The Patrick Heart Institute of St. Francis.

Additionally in 2006, the St. Francis Foundation:

- Sponsored its first-ever Bunco for Breast Care event in October. More than 300 women rolled the dice to raise funds for breast health outreach programs offered by The Women's Center of St. Francis.
- Supported the 12th annual Caring Hospital Employees Envision Real Success campaign (known as CHEERS), which raised \$110,087 for those in need, including patients



Dr. William Hayes



Dr. Phillip Brewer

unable to afford medication and other necessities, students pursuing health care educations, and people in crisis. The amount associates pledged pushed the cumulative total of CHEERS giving past the \$1 million mark.

- Raised more than \$66,000 for allied health care scholarships through its second Derby Day. Four students received scholarships from the Foundation in Fall 2006.
- Conducted its fourth St. Francis Foundation Fellows program for local community leaders interested in learning more about the state of health care and what goes on behind the scenes at St. Francis. Twelve graduated from the 2006 program. Since the Fellows program began in 2003, 40 community members have completed the seven-month program and subsequently became members of the St. Francis Fellows Society.
- Hosted the Eighth Annual Planned Giving Seminar in partnership with Columbus State University, Brookstone School, Columbus Museum and the Community Foundation of the Chattahoochee Valley.
- Invited the public to join in its 12th annual Light the Spirit celebration in December to kick off the Christmas season.



The St. Francis Hospital Auxiliary

also plays a pivotal role in supporting St. Francis Hospital. In 2006, the Auxiliary made its largest pledge ever—\$500,000—to purchase a state-of-the-art digital mammography system for The Women's Center of St. Francis. Auxilian Sally Walden presented the group's first installment—a check for \$100,000—to President and CEO Robert Granger at the group's September meeting.

Through Education, Outreach and Service

- Guest speakers taught 111 classes, usually free, on topics ranging from diabetes management, smoking cessation and breast health to heart health and safe babysitting in 2006. These classes impacted more than 2,500 lives.
- Through the senior wellness programs, St. Francis encouraged over 11,000 senior adults to stay in shape.
- More than 1,400 community members benefited from health screenings for stroke and aneurysms, osteoporosis, blood pressure, depression and sleep apnea, among other conditions.
- Hospital chaplains made more than 10,000 visits, including 8,269 to patients, families and the staff at St. Francis, plus 554 to The Bradley Center and 1,161 to the residents of the Anne Elizabeth Shepherd Home.
- Through SafetyCab, St. Francis offered safe rides home to more than 600 people during the 2006 holiday season.

- St. Francis' Mission Awareness Team offered three opportunities for associates to support needy children and elderly people through its Adopt-a-Bunny Easter basket project for children, Brown Bag food drive and Stockings for Seniors project.

Additionally, St. Francis supports other organizations in carrying out their mission, such as the American Heart Association, the American Cancer Society, and the hospital's three Partner-in-Education schools, Pacelli High School, Eddy Middle School and St. Anne School.

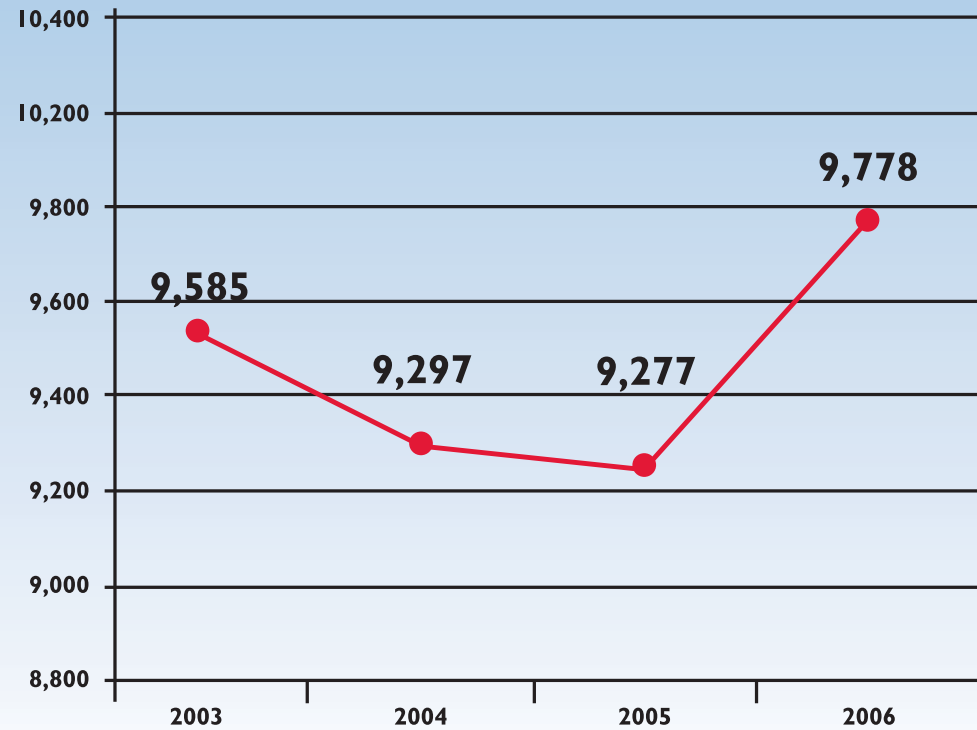


TRANSFORMING FINANCIAL HEALTH



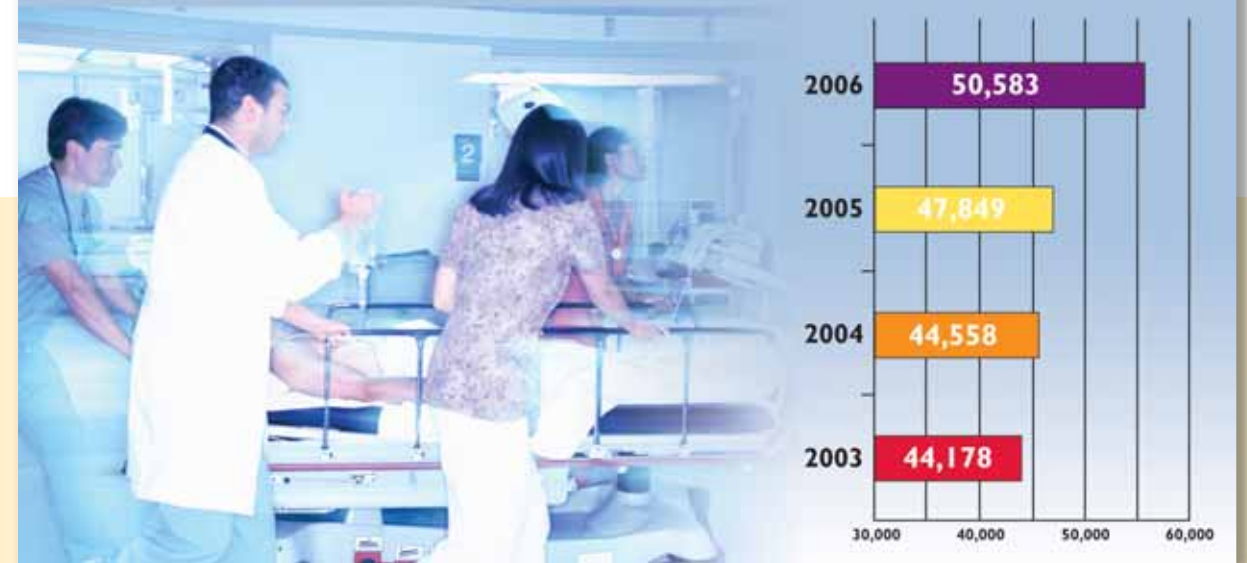
INPATIENT ADMISSIONS

Highest in St. Francis' history!



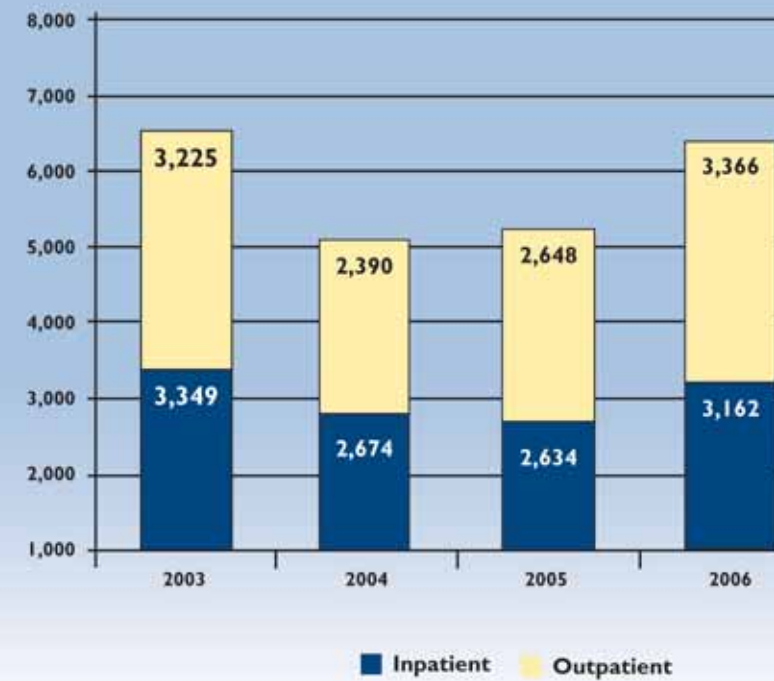
EMERGENCY DEPARTMENT VISITS

More than 50,000 emergency visits in 2006 – 18% increase over past two years!



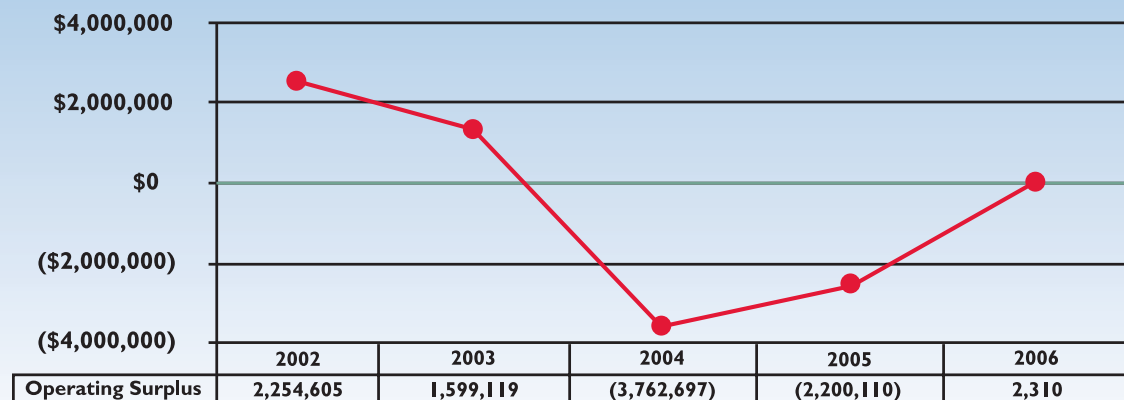
SURGICAL VOLUME

On the Rise!



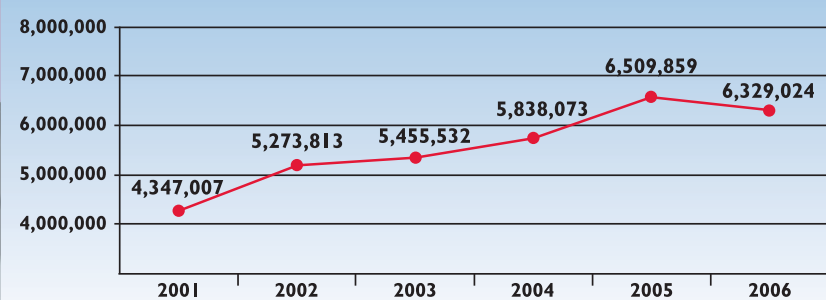
ONGOING OPERATING SURPLUS

Stabilized and improved financial results...



...while maintaining our commitment to care for the poor.

CARE OF THE POOR



A Vision for Tomorrow

The St. Francis Hospital Board of Trustees spent the first part of 2006 redefining the future of the organization. The board determined it was important for the organization to have a roadmap to help blaze the path for the facility's future. Community leaders and physicians, as well as St. Francis managers and associates, had the opportunity to provide input on the future direction of St. Francis. The result will create a culture that demands excellence in people, quality, service and financial performance. This will be done through the development of six key strategic directions:

Quality and Safety: Become "best in class" for quality in both clinical outcomes and patient safety. The organization will identify "best in class" hospitals across the nation to benchmark against and implement action plans to achieve top performance.

Service: Provide all customers with a "WOW" experience at each and every encounter at St. Francis Hospital. Patients expect their service to be good when they come to a hospital.

St. Francis will strive to exceed expectations and become known for its exceptional customer service.

Strategic Partnerships and Growth: Establish, develop and promote successful partnerships with physicians and the community to pursue fiscally responsible growth. Through this initiative, St. Francis will identify health care partners and define ways to collaborate and integrate programs and services that

will continue to benefit the community. It will also continue to establish long-term partnerships with physicians.

People: Become the health care employer of choice for Columbus and the Chattahoochee Valley. St. Francis will attract and retain talented associates through competitive wage and benefit policies and become an organization known for its culture of excellence and education. St. Francis will also pursue American Nurses Credentialing Center Magnet Status Designation. Of some 6,000 hospitals in the country, only two percent have achieved Magnet status.

Finance: Meet or exceed financial targets, while meeting mission goals to provide care for those in need. St. Francis will work hard to return the organization to solid financial performance. This is something that St. Francis moved toward in 2006 and will continue in 2007.

Philanthropy: Establish and cultivate philanthropic partnerships to finance community health care needs. St. Francis will educate the community about world class health care institutions and the need for capital.



Bringing the Vision to Life in 2007

- Achieve disease specific accreditation by the Joint Commission as a "Primary Stroke Center."
- Participate with the Institute for Healthcare Improvement's "5 Million Lives Campaign." This is an initiative to protect patients from five million incidents of medical harm over the next two years.
- Implement "Room Service" hotel-style inpatient and guest dining program.
- Continue renovations of the South Tower inpatient nursing units.
- Develop a comprehensive plan to renovate/rebuild the entire facility.
- Rededicate and expand The Women's Center of St. Francis.
- Expand The Patrick Heart Institute through the addition of a third cardiac cath lab.
- Continue the partnership with Columbus Regional Health Care System and develop a vision and a long-term strategic plan for The Bradley Center.
- Establish the St. Francis Center for Digestive Disorders.

Vision

St. Francis will be the preeminent health care delivery system in the Chattahoochee Valley and surrounding communities - the first choice of patients, physicians, associates and payers for health, wellness and life!



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St. Francis Foundation Society

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Mrs. and Mrs. Alan C. Ramsay

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Mr. and Mrs. Stephen T. Butler

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