A spirit of innovation, a legacy of care.
Mission
The mission of Catholic Health Initiatives is to nurture the healing ministry of the Church by bringing it new life, energy and viability in the 21st century. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we move toward the creation of healthier communities.

Vision
Catholic Health Initiatives' vision is to create a national Catholic ministry that will live out its mission by transforming health care delivery and creating new ministries that promote healthy communities.

Core Values
Catholic Health Initiatives' core values define the organization and serve as its guiding principles. They are the roots or anchors from which all activities, decisions and behaviors follow.

Reverence
Profound respect and awe for all of creation, the foundation that shapes spirituality, our relationships with others and our journey to God.

Integrity
Moral wholeness, soundness, fidelity, trust, truthfulness in all we do.

Compassion
Solidarity with one another, capacity to enter into another's joy and sorrow.

Excellence
Preeminent performance, becoming the benchmark, putting forth our personal and professional best.
“There can be no progress if people have no faith in tomorrow.”

John F. Kennedy
November 18, 1963
Catholic Health Initiatives was created through the union of health care systems that had their own rich traditions, but were committed to creating a new, visionary Catholic health system.
Catholic Health Initiatives was created in 1996 through the union of health care systems that had their own rich traditions, but were committed to creating a new, visionary Catholic health system. Subsequently, Catholic Health Initiatives’ first two strategic plans, introduced in 1997 and 1999, set a course for a truly new organization.

During 2002, leaders from throughout Catholic Health Initiatives created a new strategic plan to chart a course for an organization that is already in motion. This process helped us gauge our progress, analyze the changing health care environment and continue to gain momentum toward the fulfillment of our mission.

The strategic plan for 2003 through 2007 centers on four core strategies that are expressed in four simple words: quality, people, growth and performance. Together, they form a solid, four-sided foundation for the continuation of our ministry. This plan is infused with a spirit of innovation that fosters and rewards creative thinking; and a spirit of partnership with all those who work to advance the mission of Catholic Health Initiatives. The words and images on the following pages will show you how the four strategies are integrated into the reality of our daily operations.

The development and implementation of Catholic Health Initiatives’ strategic plan embodies an inclusive process that draws on the knowledge and expertise of clinical, operational and board leaders representing the markets we serve. Their understanding of how Catholic Health Initiatives can best serve their communities gives our strategic plan its strength.

It is gratifying to witness the growth, progress and momentum spreading throughout Catholic Health Initiatives. Thank you for being part of it.

Maryanna Coyle, SC
Chair, Board of Stewardship Trustees

Patricia A. Cahill, Esq.
President and Chief Executive Officer
Catholic Health Initiatives will be a recognized leader in clinical quality, safety and customer service across all settings and in every market it serves.

Quality is at the core of everything Catholic Health Initiatives does. Commitment to quality drives all initiatives, which range from assuring patient safety to the creation of a resource for knowledge sharing throughout the organization.

- Catholic Health Initiatives is among the first national health care systems to join IMPACT, a network of health organizations created by the Institute for Healthcare Improvement to strengthen the quality of health care delivery. Five Catholic Health Initiatives market-based organizations are working toward breakthrough improvements in IMPACT’s five areas of focus:
  - **Patient Flow**
    Good Samaritan Health Systems
    Kearney, Nebraska
  - **Patient Safety**
    Memorial Health Care System
    Chattanooga, Tennessee
  - **Workforce Development**
    Penrose-St. Francis Health Services
    Colorado Springs, Colorado

- To track clinical quality across the organization, Catholic Health Initiatives’ market-based organizations are adopting a system for consistently measuring and reporting selected indicators of clinical quality, such as timely administration of antibiotics to patients with community-acquired pneumonia. When piloted with a group of nine market-based organizations, this system produced data that matched or exceeded national benchmarks for several indicators and identified opportunities for improvement.

- The first pilot of Catholic Health Initiatives’ knowledge management initiative focused on creating an information repository for pharmacists that allows them to quickly and easily share knowledge with their peers across the system. In a survey of the organization’s pharmacists, 75 percent agree that use of the repository is improving leading practice sharing and their ability to communicate with colleagues.

- To further develop the skills of its workforce and reinforce quality patient care, Catholic Health Initiatives continues to roll out its system for evaluating the clinical competence of nurses and other caregivers. This Performance Based Development System gauges individual competencies and makes specific recommendations for training and development.
“As a member of IMPACT, Catholic Health Initiatives will do two things: contribute and learn. Our market-based organizations have good approaches to clinical performance improvement, and we can gather new and innovative ideas from other participants.”

Harold E. Ray, MD
Senior Vice President and Chief Medical Officer
Catholic Health Initiatives

With the support of the Catholic Health Initiatives national pharmacy program, pharmacists like Dave Otterness, director of pharmacy at St. Joseph’s Area Health Services in Park Rapids, Minnesota, improve the quality of patient care by working closely with physicians such as Larry Leadbetter, MD, PhD. The national pharmacy program generated $7.3 million in cost savings during fiscal year 2002, exceeding its target by nearly $3 million.
David Dodson, MD, (center) an internist with Memorial Health Care System in Chattanooga, Tennessee, is dedicated to the care of inpatients in his role as a hospitalist. Because he works only in the hospital, he can monitor inpatients and confer with other clinicians, such as Cesilia Brent, RN, (left) and Brandi Jackson, RN, while giving primary care physicians more time to see patients in their offices. Memorial now has six hospitalists in its two hospitals.
2002 rankings of top hospitals provide recognition to several market-based organizations:

- Alegent Health, Omaha, Nebraska, is on the list of the 100 Most Wired Hospitals and Health Systems published by Hospitals & Health Networks magazine.

- Saint Joseph Hospital, Lexington, Kentucky, ranks 39th in heart care and heart surgery in the U.S. News and World Report ranking of “America’s Best Hospitals.”

- St. Clare Hospital, Lakewood, Washington, St. Francis Hospital, Federal Way, Washington, and St. Joseph Medical Center, Reading, Pennsylvania, are on Solucient’s ninth annual 100 Top Hospitals list.

- St. Joseph Medical Center, Tacoma, Washington, is one of only nine hospitals to appear on Solucient’s annual list of the nation’s top hospitals six or more times since 1993.

- St. Joseph Medical Center, Towson, Maryland, ranks 33rd in orthopedics in the U.S. News and World Report ranking of “America’s Best Hospitals” and appears on Solucient’s annual list of the nation’s 100 Top Heart Hospitals.

Catholic Health Initiatives has created a structured approach to comply with the requirements of the Health Insurance Portability and Accountability Act (HIPAA) of 1996. During fiscal year 2002, Catholic Health Initiatives moved through the Business Impact Analysis phase and into Solution Design, keeping the organization on target for compliance with HIPAA standards.
Catholic Health Initiatives will be the work environment of choice in every market it serves by being a living example of its mission, vision and core values.

The care Catholic Health Initiatives provides for the mind, body and spirit is often not tangible, but its people are. The hands of staff members support those in their care, whether they use the latest medical technology for diagnosis and treatment or simply clasp a hand to provide comfort.

- Through orientation sessions, retreats and training programs, Catholic Health Initiatives’ board, administrative and physician leaders develop new knowledge and skills. During fiscal year 2002, Catholic Health Initiatives introduced the PEAK (Performance, Excellence, Ability, Knowledge) Leadership Series, a set of six training modules that help managers develop specific competencies.

- At a time when many health care providers struggle with staff shortages in several clinical areas, Catholic Health Initiatives reduced staff turnover throughout the system by nearly 20 percent through the combined efforts of its market-based organizations. This reduction represents savings of approximately $1.9 million in staffing and training costs and an immeasurable benefit to quality and consistency in patient care.

- After implementing a survey to measure patient satisfaction in January 2001, Catholic Health Initiatives added a survey of employee satisfaction during fiscal year 2002. The survey measures elements of the work environment that contribute to employee longevity, such as communications, work relationships, recognition and having the opportunity to do their best work every day. Catholic Health Initiatives will introduce a survey of physician satisfaction by June of 2003.

- To help create a culture in which all employees are encouraged to use their unique gifts in service to the healing ministry, Catholic Health Initiatives introduced a comprehensive Employee Recognition Program. The program fosters an atmosphere of employee appreciation and achievement.

- More than 600 leaders convened in Covington, Kentucky, in September for the 2002 National Leadership Conference.
“Becoming a work community of choice takes time, and it is a never-ending journey guided by our core values.”

Michael L. Fordyce
Chief Administrative Officer
Catholic Health Initiatives

Sara Brown, RN, exemplifies the “Spirit at Work” program at Franciscan Health System in Tacoma, Washington, an initiative for service excellence and employee engagement. She is one of several employees who appear in a videotape designed to familiarize job applicants with the culture, values and expectations of Franciscan Health System’s workplace.
Richelle Webb and Derrick Jones are the first two Fellows selected for Catholic Health Initiatives’ Executive Diversity Fellowship Program. The year-long program actively identifies and develops women and minority candidates for leadership positions in health care and within Catholic Health Initiatives.

During 2003, Webb, who was previously director of medical education at the Mayo Clinic in Jacksonville, Florida, will work with Robert Lanik, president and chief executive officer of Saint Elizabeth Health Systems, Lincoln, Nebraska.

Jones, who was previously assistant administrator of support services at Memorial Health Care System in Chattanooga, Tennessee, will experience a five-month mentorship with William Hendrickson, president and chief executive officer of Saint Joseph Healthcare, Inc. in Lexington, Kentucky.

Both Fellows will also learn operations at the system level; have practical opportunities to improve their coaching and mentoring skills; and contribute to Catholic Health Initiatives’ success by leading a strategic or operational learning project.
“Our leadership needs to be as diverse as the people we serve.”

Patricia A. Cahill, Esq.
President and Chief Executive Officer
Catholic Health Initiatives
“Quantifying community benefit is important because it strengthens our advocacy for the poor, homeless and uninsured. It also informs patients, staff and the general public about some of the less obvious benefits of a Catholic health presence in their communities.”

Geraldine Hoyler, CSC
Senior Vice President
Finance and Treasury
Catholic Health Initiatives

Laurel Ellis, pharmacy technician, visits the bedside of an emergency department patient to complete registration procedures at Mercy Medical Center in Durango, Colorado. Bedside registration is part of a total redesign of patient flow in the department that has improved performance by decreasing patient waiting time, complaints and length of stay.
Catholic Health Initiatives will be a nationally recognized leader among health care systems for its operating and financial excellence.

Strong operating performance makes it possible for Catholic Health Initiatives to pursue its mission. The organization focuses on several methods to achieve performance improvement:

- The Performance Management Program identifies market-based organizations with the greatest potential to improve operational performance, then provides the resources, support and national staff expertise needed to assist with the improvement. Market-based leaders, clinicians and staff work together to build on the strengths of their facilities to improve operational and financial profiles.

- Catholic Health Initiatives’ new approach to community benefit helps market-based organizations to plan, budget and report direct and indirect contributions to the poor and the broader community, which often exceed 10 percent of revenues. Many Catholic Health Initiatives employees also give their time, talents and financial resources to a wide variety of community initiatives.

- Catholic Health Initiatives’ supply chain programs focus on cost containment combined with enhanced quality in clinical engineering, contracting and operations. The clinical engineering program generated more than $6 million in savings and cost avoidance during fiscal year 2002, $750,000 in redeployed equipment and $1.4 million in savings on capital equipment purchases.

- Catholic Health Initiatives received upgraded debt ratings from three major rating agencies — Standard & Poor’s, Moody’s Investors Service and Fitch Ratings. The three agencies upgraded Catholic Health Initiatives to AA status, citing sustained improvement in financial performance, strong diversification of facilities and effective management practices.
“The staff members who deliver patient care are the people who can create solutions for meeting increased demand.”

Jeff Norton
Director of Process Improvement
Saint Joseph Hospital
Lexington, Kentucky
Streamlined procedures in the heart catheterization laboratory at Saint Joseph Hospital in Lexington, Kentucky, benefit patient Donna Stidham and clinicians Mark Davis, radiology technician (center), and Richard Blake, MD (right). Improving outpatient flow and reducing length of stay has been a major focus of the performance management initiative at Saint Joseph. A team of administrative and front-line employees borrowed techniques from leading manufacturing practices to create a flowchart of the lab's outpatient process. The flowchart made it easier to spot bottlenecks and reduce patient preparation and recovery time. With the new procedures, the lab has reduced average length of stay for patients from ten to eight hours.
Robert Lanik, president and chief executive officer of Saint Elizabeth Health Systems, Lincoln, Nebraska, consults with construction supervisors during another busy day of work on a major addition to Saint Elizabeth. The project, which began in 2001 and will be complete in 2004, includes a new, six-story patient tower, a four-story medical office building and a parking structure. In addition, remodeling will expand the existing emergency department and convert all patient rooms to private rooms. The project will accommodate significant and continuing increases in admissions, births, outpatient procedures, surgeries and emergency department visits.
Catholic Health Initiatives will grow, develop and transform itself to extend the scope and influence of the Catholic health ministry.

Catholic Health Initiatives seeks growth in its facilities and services to enhance the strength of its network. Growth leads to a greater ability to achieve Catholic Health Initiatives’ mission and vision of building healthy communities.

- To better serve the health needs of their communities, several market-based organizations have announced facility acquisitions, plans for expansion or groundbreaking for new construction.

  Mercy Medical Center, Des Moines, Iowa, purchased Metropolitan Medical Center of Des Moines, now known as Mercy Capitol. Mercy initially opened a 30-bed medical/surgical unit and Level 4 emergency department in the facility.

  St. Joseph Medical Center of Reading, Pennsylvania, purchased a 40-acre site in Berks County for the construction of a new $127.5 million health care campus, scheduled to open in late 2005.

  St. Thomas More Hospital, Cañon City, Colorado, is planning a $14 million expansion that will include a 22,000-square foot surgical center with operating suites, an intensive care unit, a respiratory care area, a laboratory and a pharmacy. A health and wellness center will connect to the hospital and the new surgical building.

  Flaget Memorial Hospital, Bardstown, Kentucky, will undertake a $38 million project to replace the hospital with a larger one at a nearby location. The planned 107,000-square foot hospital will have 52 licensed beds and a 30-acre campus.

  Penrose-St. Francis Health Services, Colorado Springs, Colorado, will build a five-story, $70 million medical wing on the east side of Penrose Hospital. The new wing will add 10 intensive care beds and 26 acute medical/surgical beds to the hospital.

- Catholic Health Initiatives’ market-based organizations increased their commitment to enroll eligible children in public health insurance programs. The 2001 annual report from Children’s Health Matters, an advocacy project sponsored by Catholic Health Initiatives and six other Catholic health organizations, included the contributions of more than 30 market-based organizations. Together, the members of Children’s Health Matters helped 126,000 families complete applications for Medicaid and state-funded insurance programs, resulting in the enrollment of 88,000 children.

- Catholic Health Initiatives’ sponsorship of the International Missions Warehouse in Washington state helped the organization receive the “Real Hero” Award from the American Red Cross. The warehouse has shipped $719,276 worth of medical supplies and equipment to 25 countries during the past two years.
Mercy Hospital in Valley City, North Dakota, received a Rural Outreach Grant of nearly $200,000 from the Department of Health and Human Services to expand its clinical services and community-based health care programs.

Changing market forces called for the transfer of some hospitals and long-term care facilities to new owners during the 2002 fiscal year. Catholic Health Initiatives transferred five hospitals in the eastern states to Catholic Health East, and identified new owners for St. Joseph Healthcare System of Albuquerque, New Mexico, and St. Catherine’s Residence, North Bend, Oregon.

To help ensure that the transfer of St. Joseph Healthcare System does not leave New Mexico without a Catholic health ministry, Catholic Health Initiatives is creating a community health services organization that will serve the state’s poor and underserved populations. This ministry follows a model successfully established by St. Joseph Health Ministries in Lancaster, Pennsylvania. During fiscal year 2002, St. Joseph Health Ministries’ supportive care, cancer care, wellness and children’s health programs served more than 9,300, while its parish nurse ministry served 39 faith communities in the Lancaster area.

Catholic Health Initiatives cares for more than 25,000 persons on any given day:
• More than 10,000 outpatients
• More than 5,000 inpatients
• More than 3,600 emergency patients
• More than 2,500 home care patients
• More than 2,000 housing residents
• Nearly 2,000 long-term care residents

Our Lady of the Way Hospital, Martin, Kentucky, was one of eight hospitals — and the only rural facility — selected to be part of a Georgetown University study, commissioned by the Catholic Health Association, about the contributions of Catholic hospitals to the nation’s health care safety net. In one of Our Lady of the Way’s seven rural clinics, Ananth Kumar, MD, cares for members of the Wallace family.
With the help of Barbara Miller, manager of St. Camillus Place on the Unity Family HealthCare campus, Little Falls, Minnesota, long-term care residents can enjoy a lovely summer day on a special wheelchair swing in an outdoor courtyard. Unity Family HealthCare includes an impressive array of facilities and services, including two hospitals, a 60-unit independent living complex, a group home for developmentally disabled individuals, a 150-bed long-term care facility and home health care services.

**Statistical Highlights**

*as of June 30, 2002*

- **66** hospitals
- **44** long-term care, assisted living facilities and residential units
- **2** community health services organizations
- **19** states: Arkansas, Colorado, Idaho, Iowa, Kansas, Kentucky, Maryland, Minnesota, Missouri, Nebraska, New Mexico, North Dakota, Ohio, Oregon, Pennsylvania, South Dakota, Tennessee, Washington, Wisconsin

- **64** rural and urban communities
- **$6.8** billion in assets
- **$5.9** billion in annual revenues
- Charity care as a percentage of revenues from patient services: 3.5%
- Total community benefit provided to the poor and broader community: $601 million or 10.2% as a percentage of total revenues

**Operations**

- **Acute inpatient days:** 1,994,724
- **Acute care admissions:** 426,796
- **Average acute care length of stay in days:** 4.7
- Acute inpatient revenues as a percentage of revenues from patient services: 50.9%

- **Long-term care days:** 1,073,682
  - Approximately **67,000** full- and part-time employees*
  - *53,835 full-time equivalent employees
Catholic Health Initiatives

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Des Moines
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Centerville
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Colorado Springs
David Strain, Administrator
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Administrator
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Colorado Springs
Progressive Care Center
Caron City
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Dayton
Thomas Breitenbach, President and CEO

Premier Health Partners is a joint operating agreement between Catholic Health Initiatives and MedAmerica Health Systems Corporation to manage facilities including those listed below:
Good Samaritan Hospital
Dayton
K. Douglas Deck, President and CEO

The Maria-Joseph Center
Dayton
Bonnie G. Langdon, President and CEO

TRIHEALTH
Cincinnati
John S. Prout, President and CEO

TriHealth is a joint operating agreement between Catholic Health Initiatives and Bethesda, Inc., Cincinnati, to manage facilities including those listed below:
Good Samaritan Hospital
Cincinnati
John S. Prout, President and CEO

PENNSYLVANIA
ST. JOSEPH HEALTH MINISTRIES
Lancaster
Jennifer Thompson, Executive Director

ST. JOSEPH REGIONAL HEALTH NETWORK
Reading
John R. Morahan, President and CEO

Includes:
St. Joseph Living Care Center
Reading
Dianna Blair, Administrator

ST. JOSEPH MEDICAL CENTER
Reading
John R. Morahan, President and CEO

SOUTH DAKOTA
ST. MARY’S HEALTHCARE CENTER
Pierre
James D.M. Russell, President and CEO

Includes:
Gettysburg Medical Center
Gettysburg
Mark Schmidt, President and CEO

Includes:
Oahe Manor
Gettysburg
Oahe Villa
Gettysburg
Maryhouse Residential Nursing Facility
Pierre
Jane Vogt, Director of Nursing

ParkWood Retirement Apartments
Pierre

TENNESSEE
MEMORIAL HEALTH CARE SYSTEM
Chattanooga
Ruth Brinkley, President and CEO

Includes:
Memorial Hospital
Chattanooga
Ruth Brinkley, President and CEO

Memorial North Park Hospital
Hixson
Ruth Brinkley, President and CEO

WASHINGTON
FRANCISCAN HEALTH SYSTEM
Tacoma
Joseph W. Wilczek, President and CEO

Includes:
Care Center at Bothell
Bothell
Kenneth Bloomstine, Administrator

Care Center at Tacoma
Tacoma
Linda Larson, Administrator

St. Clare Hospital
Lakewood
Syd Bersante, Chief Operating Officer

St. Francis Hospital
Federal Way
Syd Bersante, Chief Operating Officer

St. Joseph Medical Center
Tacoma
June Bowman, Chief Operating Officer

WISCONSIN
FRANCISCAN VILLA
South Milwaukee
Roger L. DeMark, President and CEO

Good Samaritan Health Center of Merrill
Merrill
Michael Hammer, President and CEO

* Acquired from Banner Health System, October 2002.
** Transferred to Bay Area Properties LLC, December 2002.