"In unison with the Lord, you too are being built together with all others into a place where God lives through the spirit."
Ephesians 2:22
More than 150 years ago, congregations of women religious acted boldly and courageously when they heeded the call to serve the health needs of their times. In doing so, these faith-filled risk takers often moved to unknown corners of our country where they established a strong healing presence. Today, ten congregations have once again acted boldly and courageously to serve 21st-century health care needs by unifying three distinct health care systems. The result—Catholic Health Initiatives—honors the tradition of service established by the foundresses of these congregations and continued by their present membership. This innovative organization in Catholic health care became a reality through the vision and incredible generosity of CHI’s ten sponsoring congregations—eight are active sponsors and two honorary. On behalf of CHI’s Board of Stewardship Trustees, I wish to thank these visionary congregations for this opportunity to build upon an inspiring foundation of faith.

Sister Maryanna Coyle, SC
Chairperson, CHI Board of Stewardship Trustees

SPONSORING CONGREGATIONS
AND MEMBERS OF CHI

Benedictine Sisters of Mother of God Monastery, Watertown, S.D.
Sister Sandra Meek, OSB

Congregation of the Dominican Sisters of St. Catherine of Siena of Kenosha Inc., Kenosha, Wis.
Sister Susan Snyder, OP

Franciscan Sisters of Little Falls, Minn.
Sister Rita Kraemer, OSF

Nuns of the Third Order of St. Dominic, Great Bend, Kan.
Sister Peggy Martin, OP

Sisters of Charity of Cincinnati, Ohio
Sister Mary Ellen Murphy, SC

Sisters of Mercy of the Americas, Regional Community of Omaha, Neb.
Sister Patricia McDermott, RSM

Sister Madonna Marie Cunningham, OSF

Sisters of the Presentation of the Blessed Virgin Mary of the Diocese of Fargo, N.D.
Sister Mary Margaret Mooney, PBVM

HONORARY SPONSORING CONGREGATIONS


Sisters of St. Francis of Colorado Springs, Colo.
VISION

Catholic Health Initiatives’ vision is to create a national Catholic ministry which will live out its mission by transforming traditional health care delivery into integrated networks and creating new ministries that promote healthy communities.

MISSION

The mission of Catholic Health Initiatives (CHI) 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. CHI, sponsored by a lay-religious partnership, calls other Catholic sponsors and systems to unite to ensure the future of Catholic health care.

To fulfill this mission, CHI, as a values-based organization and in partnership with others, will:

- assure the integrity of the ministry in both current and developing organizations and activities;
- research and develop new ministries which integrate health, education, pastoral and social services;
- promote leadership development throughout the entire organization;
- advocate for systemic change with specific concern for persons who are poor, alienated and underserved; and
- steward resources by general oversight of the entire organization.

Dear Colleagues and Friends:

A little over a year ago, our three systems came together with the goal of building healthier communities across the nation. After a year of challenge and change, Catholic Health Initiatives was created as a new organization to serve the healing ministry of Jesus.

Throughout history, those serving in Catholic health care have looked to the future and faced the inevitability of change. With the escalating shift to a market-driven health care delivery system, it was imperative that committed visionaries once again move forward in faith for the communities we serve.

From our initial talks, our emphasis has been global. This sometimes meant letting go of individual goals for a greater good. The selflessness that fueled our service for generations became a vital tool in the creation of our consolidated health care ministry.

Much remains to be done, but the new leadership is extraordinarily capable of building healthier communities far into the 21st century. We are grateful that, in collaboration with all our wonderful colleagues, we were able to be part of such a hopeful enterprise.

We are thankful to the sponsoring congregations and the people within Catholic Health Corporation, Franciscan Health System and Sisters of Charity Health Care Systems. Their steadfast belief, backed by hard work and sacrifice, has set a firm foundation for Catholic Health Initiatives.

A. Diane Moeller
Representative, Catholic Health Corporation

Ronald R. Aldrich
President and CEO, Franciscan Health System

Sister Celestia Koelbel, SC
President, Sisters of Charity Health Care Systems
The CHI Steering Council was formed in May 1995 to guide the consolidation process. Members represented the sponsors’ and three systems’ leadership. They were:

(back row, left to right):
Sister Esther Anderson, OSF, Sisters of St. Francis of Philadelphia;  
Sister Geraldine M. Hoyler, CSC, president, Mercy Services Corporation, Denver, Colo.;  
Sister Edward Cecile Hafertepe, SC, treasurer, Sisters of Charity of Cincinnati;  
Ronald R. Aldrich, president and CEO, FHS, Aston, Pa.;  
Sister Celestia Koehl, SC, president, SCHCS, Cincinnati;

(middle row, left to right):  
Carl Hitchner, JD, facilitator, Foley Lardner Weissburg & Aronson Inc., San Francisco, Calif.;  
Sister Maryanna Ccyle, SC, Sisters of Charity of Cincinnati;  
Sister Patricia McDermott, RSM, president, Sisters of Mercy, Omaha Regional Community;  
Sister Madonna Marie Cunningham, OSF, congregational minister, Sisters of St. Francis of Philadelphia;

(front row, left to right):  
Sister Peggy Martin, OP, assistant prioress, Dominican Sisters, Great Bend, Kan.;  
Sister Marie Cecilia Irwin, OSF, Sisters of St. Francis of Philadelphia; and  
Sister Mary Ellen Murphy, SC, president, Sisters of Charity of Cincinnati.

(Absent from photo A. Diane Moeller, representative, CHC, Omaha.)
"In unison with the Lord,
you too are being
built together . . ."

For more than a century in communities across the United States, Catholic hospitals, long-term and other health care facilities have served Jesus’ healing ministry, extending compassionate care to those in need. In the 1990s, changes in health care, payment systems and insurance plans motivated providers to reassess the way care is provided. In early 1995, a group of Catholic health care leaders began exploring ways to preserve, strengthen and build their health ministry into the future.

On April 18, 1995, three national Catholic health care systems, Catholic Health Corporation (CHC), Omaha, Neb., Franciscan Health System (FHS), Aston, Pa., and Sisters of Charity Health Care Systems (SCHCS), Cincinnati, Ohio, signed a letter of intent to pursue consolidation into a unified national Catholic health system.

The letter of intent indicated the commitment of sponsoring religious congregations’ and systems’ leadership to explore collaboration at an unprecedented level. The new organization would be extraordinary in size and fiscal strength, including 61 hospitals and more than 50 long-term care facilities in 20 states, with combined revenues of more than $4 billion. Representing multiple religious congregations, the new organization would be structured around Catholic values and mission to meet the needs of people, as well as marketplace imperatives.

Calling on leaders from all three systems and the congregations they represent, a Steering Council was formed to shape the vision of the new organization. In turn, seven task forces and two sponsorship committees were developed to advise the Steering Council on various aspects of consolidation. The chief executive officer task force oversaw the work of the other six task forces and appointed ad hoc committees. The task forces focused on mission and ministry, communications, finance, human resources, insurance and legal issues.

By July 1995, the Steering Council had determined five primary purposes for leadership of the new organization. They were:
• research and development of new ministries;
• leadership development;
• development of the concept of healthier communities;
• advocacy; and
• general oversight of business and activities.
CATHOLIC HEALTH INITIATIVES
BOARD OF STEWARDSHIP TRUSTEES

CHI's Board of Stewardship Trustees, composed of six religious and six lay persons, was named in February. Members are:

(back row, left to right:)
Chairperson Sister Maryanna Coyle, SC, Sisters of Charity of Cincinnati;
Sister Amata Miller, IHM, chief financial officer, Marygrove College, Detroit, Mich.;
Sister Esther Anderson, OSF, Sisters of St. Francis of Philadelphia;
Andrew C. von Eschenbach, MD, chairperson, department of urology at the University of Texas M.D. Anderson Cancer Center, Houston;

(middle row, left to right:)
Donald A. Brennan, president and CEO, Daughters of Charity National Health System, St. Louis, Mo.;
Sister Geraldine M. Hoyler, CSC, president, Mercy Services Corporation, Denver, Colo.;
Patricia A. Cahill, JD, president and CEO, CHI, ex-officio member;
Kevin M. Fickenscher, MD, senior vice president and chief medical officer, Aurora Health Care, Milwaukee, Wis.,

(front row, left to right:)
Theodore C. Mullins, retired vice president for human resources, Unilever United States Inc., New York City;
Sister Karin Dufault, SP, chairperson, Sisters of Providence Health System, Seattle, Wash.;
Kathryn M. Mershon, MSN, senior consultant, APM Inc. Management Consultants, New York City, and Mershon Company, Louisville, Ky.; and
Sister Patricia McDermott, RSM, president, Sisters of Mercy, Omaha Regional Community.

(Absent from photo: Howard S. Zuckerman, Ph.D., professor of the School of Health Administration and Policy at Arizona State University, Tempe.)
In August, the organization was named Catholic Health Initiatives (CHI), and the new mission statement was approved. (See page 1.)

In October, CHI announced the new organizational structure: five geographic regions, with certain services offered from a services division in Cincinnati. The national office will be located in Denver. Staff will be comprised of the CEO and individuals to lead the mission and ministry function and the treasury function. A stewardship leader will oversee the five regions and services division.

Each of the five regions will provide oversight to the local facilities and market-based organizations. This approach will offer leadership, particularly in the areas of strategic planning and budgeting, and other services that are most valuable when shared at a regional level. (On the inside back cover, a map highlights the regions.)

CHI Services, located in Cincinnati, will offer key services such as materiel management, insurance and risk management, performance improvement and information technology.

In January 1996, the CHI Board of Stewardship Trustees was named, composed of six lay persons and six members of religious institutes, three of whom are direct sponsors of CHI. Leadership for the new organization was further established in late January, when Patricia A. Cahill was appointed CHI CEO and ex-officio member of the board.

On April 30, 1996, leaders of the three health systems met once again for a historic moment: signing the documents officially uniting Catholic Health Corporation, Franciscan Health System and Sisters of Charity Health Care Systems as Catholic Health Initiatives.

Systems' and congregational leaders are proud of what their work has achieved, but realize this is just the foundation. CHI will continue the compassionate tradition of Catholic health care into the next century and the next millennium. Much will change, but all who contributed so much to Catholic Health Corporation, Franciscan Health System and Sisters of Charity Health Care Systems know that what they have built together will endure in many communities as Catholic Health Initiatives.
CATHOLIC HEALTH INITIATIVES
REGIONAL AND SERVICES
DIVISION LEADERSHIP

(top row, left to right:)
Nancy M. Schlichting, president, Eastern Region, Aston, Pa.;
C. Kregg Hanson, president, Upper Midwest Region, Minneapolis, Minn.;
Eleanor G. Klaus, president, Central Midwest Region, Omaha, Neb.;

(bottom row, left to right:)
Gary W. Susnara, president, Rocky Mountain Region, Denver, Colo.;
William W. Arnold, president, Western Region, Tacoma, Wash.; and
John F. DiCola, senior vice president, CHI Services, Cincinnati, Ohio.
Dear Colleagues and Friends:

Leading a Catholic health care organization as innovative as Catholic Health Initiatives is an awesome and humbling opportunity—one for which I am most appreciative as its first president and CEO.

The collaboration of the ten religious congregations as joint sponsors of CHI creates an important new paradigm for Catholic health care. It lays the foundation for broad cooperative arrangements in which religious congregations, the laity, bishops and the people of God see the health care ministry as an integrated whole, united in its vision to extend Christ's healing hand into the 21st century.

CHI is committed to improving community health by investigating community needs and expanding the definition of health to incorporate broader human services. Taking advantage of its sizable presence in communities, CHI hopes to leverage its local power to become a true community servant. For power, as Jesus saw it, was service.

CHI will also promote decision making at the most appropriate level in the organization. In this way, we hope to recognize all the talents present in this vast organization and assure that decisions occur in the most relevant settings. On a national level, we shall integrate several services which will allow us to take advantage of our size and promote the interdependence of our regional operations.

I believe in this model of Catholic health care: this concept of a ministry of the Church which serves the integrated health and human service needs of a community, led by men and women responsible for bringing it to fruition. As I look to the future, I am so bold as to say, Father, into your hands we commend our spirit.

Patricia A. Cahill, JD  
President & CEO  
Catholic Health Initiatives
CATHOLIC HEALTH INITIATIVES
FACILITIES AND ORGANIZATIONS BY REGION

EASTERN REGION
(Regional Office: Aston, Pa.)

Delaware
Hockessin Care Center at Brackenville
Wilmington Care Center at Wilmington, St. Francis Hospital

Kentucky
Martin Our Lady of the Way Hospital

Maryland
Towson St. Joseph Medical Center

New Jersey
Trenton St. Francis Medical Center

Ohio
Cincinnati Good Samaritan Hospital
Dayton Good Samaritan Hospital and Health Center,
Maria-Joseph Living Care Center,
Samaritan Health North

Pennsylvania
Exton Franciscan Family Care
Lancaster St. Joseph Hospital
Langhorne St. Mary Medical Center
Philadelphia Nazareth Hospital,
St. Agnes Medical Center
Reading St. Joseph Living Center,
St. Joseph Medical Center

UPPER MIDWEST REGION
(Regional Office: Minneapolis, Minn.)

Minnesota
Albany Albany Area Hospital and Medical Center
Baudette Lake Wood Health Centers
Breckenridge St. Francis Home, St. Francis Medical Center
Little Falls Alverna Apartments, St. Camillus Place,
St. Gabriel’s Hospital, St. Otto’s Care Center
Park Rapids St. Joseph Area Health Services

North Dakota
Carrington Carrington Health Center
Devils Lake Mercy Hospital
Dickinson St. Joseph’s Hospital and Health Center
Fargo Friendship (Fargo), Riverview Place
Park River St. Ansgar’s Health Center
Valley City Mercy Hospital
Williston Mercy Medical Center

South Dakota
Gettysburg Gettysburg Medical Center,
Oahe Manor, Oahe Villa
Pierre Maryhouse, Parkwood, St. Mary’s Healthcare
Center of Pierre, St. Mary’s Hospital

Wisconsin
Kenosha St. Catherine’s Hospital
Lomira Hope Nursing Home
Merrill Good Samaritan Health Center
South Milwaukee Franciscan Villa
West Allis St. Joan Antida Home
ROCKY MOUNTAIN REGION
(Regional Office: Denver, Colo.)

Colorado
Canon City St. Thomas More Hospital and Progressive Care Center
Colorado Springs Medalior, Medalion West, Namasté Alzheimer Center, Penrose Community Hospital, Penrose Hospital, St. Francis Outpatient Center
Denver Provenant Gardens at St. Elizabeth, Provenant Senior Life/Geriatric Centers, Provenant St. Anthony Hospital Central, Provenant St. Anthony Hospital North, The Villas at Sunny Acres
Durango Mercy Medical Center
Florence St. Joseph Manor
Pueblo St. Mary-Corwin Regional Medical Center, Villa Pueblo Towers

New Mexico
Albuquerque St. Francis Gerdens, St. Joseph Medical Center, St. Joseph Northeast Heights, St. Joseph Rehabilitation Hospital & Outpatient Center, St. Joseph West Mesa Hospital

WESTERN REGION
(Regional Office: Tacoma, Wash.)

California
Merced Mercy Hospital and Health Services
Saratoga Our Lady of Fatima Villa

Idaho
Nampa Mercy Medical Center

Oregon
Baker St. Elizabeth Health Services, St. Elizabeth Care Center
Canyonville Mercy Health Clinic
North Bend Evergreen Court, St. Catherine’s Residence and Nursing Center
Ontario Holy Rosary Medical Center
Pendleton St. Anthony Hospital
Portland Mt. St. Joseph Residence and Extended Care Center
Roseburg Linus Oakes, Mercy Care Center, Mercy Medical Center

Washington
Bothell Care Center at Bothell
Federal Way St. Francis Hospital
Lakewood St. Clare Hospital
Tacoma Care Center at Tacoma, Care Center at University Place, Medalia Healthcare, St. Joseph Medical Center
CENTRAL MIDWEST REGION  
(Regional Office: Omaha, Neb.)

Iowa
Centerville  St. Joseph's Mercy Hospital  
Council Bluffs  Mercy Hospital  
Des Moines  House of Mercy, Mercy Court, Mercy Hospital, Medical Center, Mercy Park Apartments  
Johnston  Bishop Drumm Retirement Care Center  

Kansas
Garden City  St. Catherine Hospital  
Great Bend  Central Kansas Medical Center (2 campuses)  

Missouri
Joplin  St. John's Regional Medical Center, St. John's Rehabilitation Center  

Nebraska
Cuming  Mercy Hospital  
Grand Island  Saint Francis Medical Center  
Kearney  Good Samaritan Hospital, Richard H. Young Hospital  
Lincoln  Saint Elizabeth Community Health Center  
Nebraska City  St. Mary's Hospital  
Norfolk  Our Lady of Lourdes Hospital, St. Joseph's Nursing Home  
Omaha  Bergan Mercy Medical Center, Mercy Care Center, Skyview Villa Residential Care Facility