A Year of Special Events and Recognitions

Catholic Health Initiatives will celebrate its tenth anniversary throughout 2006. The celebration, which formally began with a system-wide prayer service on May 15, will include several special events and exhibits at the 2006 National Leadership Conference, “Reaching New Heights as One,” September 21–23 in Denver:

- The first screening of a documentary on the creation of Catholic Health Initiatives, featuring interviews with Patricia Cahill, Maryanna Coyle, SC, and Esther Anderson, OSF.
- The unveiling of a “story wall,” a multi-media experience that tells the story of Catholic Health Initiatives’ past, present and future.
- A special observance of the tenth anniversary, led by Kevin Lofton, that will celebrate Catholic Health Initiatives’ identity in service to others through words and music.
Continuing the Legacy of Care: A Message from Kevin Lofton

How will Catholic Health Initiatives meet the challenges posed by the changing needs and demographics of populations served, as well as external forces that affect the health ministry? The same way its foundresses met their challenges: with determination.

The First Ten Years: A Catholic Health Initiatives Timeline

The first ten years of Catholic Health Initiatives include a remarkable array of accomplishments, ranging from the successful blending of diverse health care operations to national recognition for excellence.

Upcoming Tenth Anniversary Events

Catholic Health Initiatives will celebrate its tenth anniversary throughout 2006, including special events and exhibits at the 2006 National Leadership Conference.
Welcome to this special edition of *Initiatives*, which commemorates the tenth anniversary of Catholic Health Initiatives. We hope you enjoy this look at the first ten years of one of the nation’s largest Catholic health care systems.

**Message from the President and Chief Executive Officer**

Dear Catholic Health Initiatives Family,

While it has been ten years since 12 congregations of women religious combined their health ministries as Catholic Health Initiatives, it has been more than a century since women religious first began to extend the Catholic health ministry across the United States. Their commitment to meeting the needs of their communities was rooted in traditions that, in many cases, date back centuries. Today, Catholic Health Initiatives continues that legacy of care.

While the Catholic health care tradition is well established in the United States, it must constantly refresh and renew itself to meet the changing needs and demographics of the populations served; as well as external forces, such as regulations and public perception, that affect our work. Catholic Health Initiatives is no exception to this rule — in fact, as one of the largest Catholic health systems in the nation, it is incumbent on us to lead by example.

How can Catholic Health Initiatives best meet its challenges? The same way our foundresses met theirs: with determination. It required an incredible amount of determination for the sisters to create Catholic Health Initiatives, with its precedent-setting model of sponsorship and governance that is right for our times.
We proudly say that Catholic Health Initiatives is the first Catholic health system to give laity a sponsorship role in its facilities. These are simple words, but the task was anything but simple. In fact, many people — even those most familiar with Catholic health care traditions — don’t realize what a formidable task it was. With determination and resolve, the sisters who formed the Steering Council that created Catholic Health Initiatives secured approval of the organization’s groundbreaking structure from the Vatican.

Now, as a maturing organization, Catholic Health Initiatives is focused on three themes: building the system together; investing in the development of leaders; and creating the safest environment for our patients by reducing avoidable complications. These, too, are simply worded statements that represent highly complex and essential endeavors. I am grateful for the commitment that the entire Catholic Health Initiatives family shows toward achieving these goals together.

When the time comes for the 20th anniversary celebration of Catholic Health Initiatives, I hope we will look back at these themes and realize that we accomplished them by following the example set by our foundresses: an example of innovative thinking combined with skill, compassion and determination. That is also the legacy of Catholic Health Initiatives, created by the sisters and shared with all of us.

As we celebrate the tenth anniversary of Catholic Health Initiatives together, please accept my heartfelt thanks for all you do each day to advance our mission, vision and core values.

Sincerely,

Kevin E. Lofton
President and Chief Executive Officer

Lofton, Woods Among Top 25 Minority Executives in Health Care

Kevin Lofton, president and chief executive officer of Catholic Health Initiatives, and Gene Woods, president and chief executive officer of Saint Joseph HealthCare, Lexington, Ky., have been named to Modern Healthcare magazine’s first-ever listing of the Top 25 Minority Executives in Health Care. Lofton and Woods were selected from more than 100 nominations. Criteria for selection included showing the ability to effect change in the health care industry; demonstrating willingness to share expertise with others in the field; and serving as a role model or mentor to other minority health care executives. The list appeared in the April 10, 2006, issue of Modern Healthcare.
Through times of struggle as well as success, Catholic Health Initiatives has reached its tenth anniversary as the vibrant ministry envisioned by its foundresses. Catholic Health Initiatives is characterized today by strong operating results; high levels of patient and employee satisfaction; national recognitions for excellence; and a continuing commitment to building healthy communities.

During its first ten years, Catholic Health Initiatives claimed some notable “firsts.” For example, Catholic Health Initiatives is the first Catholic health system to give laity a sponsorship role in its facilities, and the first national health system to receive the National Quality Health Care Award.

However, the most notable accomplishment of Catholic Health Initiatives may be its continuation of the essential health care commitment of its founding congregations: to build healthy communities by caring for the vulnerable; caring for the whole person in body, mind and spirit; and going outside the walls of its facilities to care for people in need, wherever they are.

While the following timeline provides an overview of Catholic Health Initiatives’ first ten year milestones, it is also meant to inspire hopes, dreams and aspirations for the future of the organization and its health ministry.

**Early 1990s**
Congregations of women religious reflected on issues that challenged Catholic health care, including declining growth in their congregations, increasing costs and the need to serve growing numbers of uninsured persons. After intensive discussion and planning, the ten congregations that would ultimately form Catholic Health Initiatives agreed that joining their health care ministries would strengthen Catholic health care for the new millennium.

**April 1995**
Three Catholic health systems sponsored by ten congregations of women religious signed a letter of intent to consolidate as Catholic Health Initiatives. They would form the first Catholic health care system to give laity a role in the sponsorship of facilities, creating a sponsorship model that was not wholly dependent on the continuing presence of women religious.
Leaders from three predecessor systems signed the documents that officially created Catholic Health Initiatives. Those three systems — Catholic Health Corporation, Franciscan Health System and Sisters of Charity Health Care Systems — represented the following congregations:

- Benedictine Sisters of Mother of God Monastery, Watertown, S.D.
- Congregation of the Dominican Sisters of St. Catherine of Siena of Kenosha, Inc., Kenosha, Wis.
- Franciscan Sisters of Little Falls, Minn.
- Nuns of the Third Order of St. Dominic, Great Bend, Kan.
- Sisters of Charity of Cincinnati, Ohio
- Sisters of Mercy of the Americas, Regional Community of Omaha, Neb.
- Sisters of the Presentation of the Blessed Virgin Mary, Fargo, N.D.
- Sisters of St. Francis of Colorado Springs, Colo.

In general, sponsorship of Church ministry refers to the unique relationship of oversight, endorsement and support by a group that commits to advancing the healing ministry of Jesus. The founding sponsorship inspiration of Catholic Health Initiatives was the decision by ten congregations to partner with the laity to advance the ministry together, not as independently inspired ministries.

A public juridic person represents a canonical or church corporation that is recognized by the Catholic Church to advance the legacy of a ministry that was part of a religious congregation. Catholic Health Care Federation is the church corporation recognized by the Vatican to advance the legacy of the participating congregations of Catholic Health Initiatives.

The Catholic Health Initiatives Board of Stewardship Trustees is also the board of Catholic Health Care Federation, the canonical corporation or public juridic person. The Board of the civil corporation, known as Catholic Health Initiatives, governs the organization. The Board of the public juridic person, known as Catholic Health Care Federation, sponsors the market-based organizations. In its sponsorship role, the Board of Stewardship Trustees is responsible for ensuring that the healing ministry of Jesus has continued vitality; worthiness of public trust; relevance to people who are served; and that the ministry of Jesus is being advanced.
The First Ten Years: A Catholic Health Initiatives Timeline (continued)

July 1996
Catholic Health Initiatives began operations on July 1 under the leadership of Patricia A. Cahill, president and chief executive officer; and Maryanna Coyle, SC, chair of the Board of Stewardship Trustees. The organization began the process of blending the operations and cultures of three existing health systems. By March 1998, the organization welcomed the health care operations of two additional congregations:

Sisters of Charity of Nazareth, Nazareth, Ky.; and Sisters of St. Francis of the Immaculate Heart of Mary, Hankinson, N.D.

May 1998
Catholic Health Initiatives introduced its core values during its first National Leadership Conference, held in Keystone, Colorado. The conference, held every two years, provides leaders from throughout the system with continuing education, updates on system-wide initiatives, inspirational insights from keynote speakers and time to network.

October 1998
Catholic Health Initiatives adopted a Social Responsibility Investment Policy to ensure that its investments reflect the mission and vision of the organization.

The Social Responsibility Investment Policy established the Direct Community Investment Program, designed to promote social good by investing a portion of Catholic Health Initiatives’ operating investment program assets in organizations that build healthy communities. Through 2005, the program provided $26 million in no-interest or low-interest loans to organizations that promote access to health care, jobs and housing for vulnerable populations in the U.S. and abroad.

October 1999
With seven other Catholic organizations, Catholic Health Initiatives formed the Catholic Consortium for International Health Services, a group that collaborates to maximize resources available for international mission work.

June 2000
Through the coordinated efforts of national and market-based leaders, Catholic Health Initiatives achieved a positive financial turn of more than $150 million from fiscal year 1999 to fiscal year 2000.

April 2001
Catholic Health Initiatives received the 2001 National Quality Health Care Award for improving health care through high-quality performance and innovative leadership. Catholic Health Initiatives was the first national health care system to receive the award, presented by the National Committee for Quality Health Care.

December 2001
Catholic Health Initiatives created its Executive Diversity Fellowship Program, which identifies and prepares women and minority candidates for leadership positions in Catholic health care through mentoring and other development opportunities.

March 2002
Based on the work of a national task force of market-based and national staff leaders, Catholic Health Initiatives developed a comprehensive approach to Community Benefit planning, budgeting and reporting.

One of the first actions of Catholic Health Initiatives was to create the Mission and Ministry Fund, which provides grants to organizations that focus on building healthy communities through innovative projects and broad-based coalitions. Through 2005, the fund awarded approximately $19 million in grants that have improved the health status of individuals and communities in almost every market served by Catholic Health Initiatives, as well as other communities in the United States and abroad. The Mission and Ministry fund has become a hallmark of Catholic Health Initiatives and one of the most visible ways the organization lives out the vision of its foundresses.
Catholic Health Initiatives updates its strategic plan on a regular basis, using a process that engages leaders across the organization in validating the core strategies and setting the system’s strategic direction. The relationship between the core strategies and the order in which they are expressed are important: Catholic Health Initiatives believes that its people, together with information, drive quality; that quality drives performance; and that superior performance drives growth.

July 2002
Catholic Health Initiatives became one of 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.

July 2003
Catholic Health Initiatives created the Patricia A. Cahill Leadership Initiative upon the retirement of the organization’s first president and chief executive officer. The initiative provides grants that enable Catholic Health Initiatives leaders to take time from their jobs to pursue educational study, research and writing opportunities or community service.

August 2003
Kevin Lofton became the second president and chief executive officer of Catholic Health Initiatives. Esther Anderson, OSF, PhD, succeeded Maryanna Coyle, SC, who concluded her term after seven years as chair of the Board of Stewardship Trustees.

August 2004
Catholic Health Initiatives adopted an update to its strategic plan, setting the organization’s direction through 2009 and adding a new core strategy, Information, to the existing strategies of People, Quality, Performance and Growth.

August 2005
Kevin Lofton, president and chief executive officer of Catholic Health Initiatives, was named chair-elect designate by the American Hospital Association. He became chair-elect on January 1, 2006, and will serve as chair of the American Hospital Association beginning January 1, 2007.

October 2005
Catholic Health Initiatives received the 2005 International Spirit at Work Award for promotion of workplace spirituality.

The International Spirit at Work Award reflects Catholic Health Initiatives’ dedication to caring for individuals in body, mind and spirit: part of the legacy of care established by the congregations of women religious that created the organization. Catholic Health Initiatives remains committed to providing person-centered care, which focuses on meeting the mind, body and spiritual needs of patients while honoring their richness as individuals.

March 2006
The Mission and Ministry Fund achieved the goal of establishing a $100 million principal through contributions from Catholic Health Initiatives’ market-based organizations.

May 2006
Catholic Health Initiatives’ employees, medical staff, board members and special guests gathered in the organization’s national offices and facilities in 19 states to share in a prayer service and celebration of the tenth anniversary.

Catholic Health Initiatives continues the tradition of compassionate care for all in need through an unwavering commitment to Community Benefit. In accordance with its mission and philosophy, Catholic Health Initiatives and its facilities commit substantial resources to sponsor a broad range of medical and other health-related services for the poor and the broader community. In many communities, Catholic Health Initiatives’ facilities serve as health care safety nets: among the few, and sometimes the only, providers willing to treat patients regardless of ability to pay.