Expanding What’s Possible
Mission

The Mission of Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.

Vision

Our Vision is to live up to our name as One CHI:

Catholic: Living our Mission and Core Values

Health: Improving the health of the people and communities we serve.

Initiatives: Pioneering models and systems of care to enhance care delivery.
Core Values

**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.

Core Strategies

**People**: Develop top talent and a culture of leadership in health care practices.

**Quality**: Achieve leadership in person-centered care.

**Stewardship**: Steward resources and invest to innovate and excel in meeting our communities’ needs.

**Growth**: Grow and diversify locally and nationally to extend our ministry.
AT A GLANCE
Fiscal year 2015 statistics

OUR SCOPE

About 54 million people – or nearly 17% of the U.S. population – live within a 60-mile radius of a CHI hospital.

OPERATIONS IN 19 STATES

102 HOSPITALS, INCLUDING:

- 4 ACADEMIC HEALTH CENTERS AND MAJOR TEACHING HOSPITALS
  - 1,981 MEDICAL STUDENTS
- 30 CRITICAL ACCESS HOSPITALS
- 12 CLINICALLY INTEGRATED NETWORKS
- 10 INSURANCE PLANS
Clinically Integrated Networks

A clinically integrated network is a new model of health care delivery designed to provide better health results and lower costs through improved efficiency. CHI participates in 12 clinically integrated networks across the country, and that number will continue to grow.

CARE INTERACTIONS

PHYSICIAN AND ADVANCED PRACTICE CLINICIAN VISITS: 9.2 MILLION
ACUTE CARE ADMISSIONS: 503,285

OUTPATIENT EMERGENCY VISITS: 2 MILLION

VIRTUAL HEALTH: MORE THAN 80 PROGRAMS OFFERED

OUTPATIENT NON-EMERGENCY VISITS: 5.2 MILLION

COVERED LIVES: 170,039

HOME VISITS: 1,049,365
FINANCIAL HIGHLIGHTS

$23.0 BILLION IN ASSETS

$15.2 BILLION IN TOTAL ANNUAL OPERATING REVENUES

EMPLOYEE COMMUNITY

95,000 EMPLOYEES
INCLUDING APPROXIMATELY 3,950 EMPLOYED PHYSICIANS AND ADVANCED PRACTICE CLINICIANS

EMPLOYED PROVIDERS BY REGION

PHYSICIANS ACCOUNT FOR 57% OF TOTAL PROVIDER TYPES

SPECIALISTS
88% - OF THOSE, 84% PHYSICIANS, 36% APCs

PRIMARY CARE
33% - OF THOSE, 11% PHYSICIANS, 39% APCs

HOSPITALISTS
13% - OF THOSE, 7% PHYSICIANS, 33% APCs

PHYSICIANS
ADVANCED PRACTICE CLINICIANS
ADMINISTRATORS
1% - ALL PHYSICIANS

PROVIDERS BY REGION
$981 MILLION IN COMMUNITY BENEFIT AND FINANCIAL ASSISTANCE PROVIDED TO OUR COMMUNITIES

HEALTHY COMMUNITIES

DIRECT COMMUNITY INVESTMENT PROGRAM: $58.3 MILLION IN LOANS TO COMMUNITY-BASED PROGRAMS

MISSION AND MINISTRY FUND: $8 MILLION IN GRANTS TO BUILD HEALTHY COMMUNITIES IN THE U.S. AND AROUND THE GLOBE

During the past 19 years, the Mission and Ministry Fund has awarded 452 grants totalling more than $63 million.

COMMUNITY BENEFIT includes the cost of supplies and labor to meet community health needs, provide public health education, and provide care for people who can’t afford to pay or whose health insurance doesn’t cover the full cost of their care.

UNITED AGAINST VIOLENCE

$15 million in grants allocated to eradicate violence in the communities we serve.

INTERNATIONAL MINISTRIES:
Building healthy communities with our brothers and sisters in Vietnam, Belize, Tanzania, The Philippines, Jamaica, Peru, Haiti and more.
Financial Report

CHI is committed to improving the health of entire communities; that commitment guides us as we create and expand new models of care to better support individuals and families on the journey toward improved health.

As we continue to transition from volume-based to value-based payment, in fiscal year 2015 we focused on:

• Our integrated care delivery approach, which focuses on consumer needs
• Care management and population health capabilities
• Strengthening our statewide and regional networks through physician relationships and targeted growth initiatives
• Highly effective clinical and operational initiatives across the CHI enterprise

Our financial and operating results improved steadily throughout the 2015 fiscal year, with significant improvement in many of our key regions and markets. This provides a solid base for CHI, and considerable optimism for the future.
Expense Distribution

Supplies & other patient care expenses 17%

Purchased services 15%

Other expenses 21%

Salaries and benefits 47%

Payer Revenue Mix* 

Managed care 40%

Medicare 34%

Managed care 40%

Medicare 34%

*Percentages of revenue from private sources, government sources and self-paying individuals. With the implementation of the Affordable Care Act, self-pay is declining.

Employee Community

Our employee community grew to more than 95,000 colleagues – including 3,950 employed physicians and advanced practice clinicians – working in 19 states. They earned more than $7.1 billion in salaries, wages and benefits while serving our patients, residents and communities.

Statistical Highlights

<table>
<thead>
<tr>
<th>Fiscal year ended June 30, 2015</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute admissions</td>
<td>503,285</td>
<td>479,755</td>
</tr>
<tr>
<td>Acute inpatient days</td>
<td>2,432,737</td>
<td>2,278,304</td>
</tr>
<tr>
<td>Outpatient emergency visits</td>
<td>2,014,383</td>
<td>1,762,416</td>
</tr>
<tr>
<td>Outpatient non-emergency visits</td>
<td>5,206,205</td>
<td>4,836,155</td>
</tr>
<tr>
<td>Physician visits</td>
<td>9,199,951</td>
<td>8,387,292</td>
</tr>
<tr>
<td>Residential days</td>
<td>680,762</td>
<td>485,192</td>
</tr>
<tr>
<td>Long-term care days</td>
<td>454,760</td>
<td>395,379</td>
</tr>
<tr>
<td>Full-time equivalent employees</td>
<td>81,087</td>
<td>77,512</td>
</tr>
<tr>
<td>Employees</td>
<td>95,936</td>
<td>88,959</td>
</tr>
<tr>
<td>Acute inpatient revenues*</td>
<td>44.6%</td>
<td>45.5%</td>
</tr>
</tbody>
</table>

*Acute patient revenues as a percentage of total net revenues from patient services before provision for doubtful accounts.
Summary Balance Sheet
(in 000s) On June 30, 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property and equipment, net</td>
<td>$9,493,351</td>
</tr>
<tr>
<td>Cash and investments</td>
<td>8,130,963</td>
</tr>
<tr>
<td>Other assets</td>
<td>5,378,978</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$23,003,292</td>
</tr>
<tr>
<td>Total debt</td>
<td>$8,809,581</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>5,231,696</td>
</tr>
<tr>
<td>Net assets</td>
<td>8,962,015</td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td>$23,003,292</td>
</tr>
</tbody>
</table>

Summary Statement of Operations
(in 000s) For the year ended June 30, 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>$15,201,190</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>$7,117,120</td>
</tr>
<tr>
<td>Purchased services</td>
<td>2,321,193</td>
</tr>
<tr>
<td>Patient care expenses</td>
<td>2,541,692</td>
</tr>
<tr>
<td>Other expenses</td>
<td>3,218,072</td>
</tr>
<tr>
<td>Total Operating Expense</td>
<td>$15,198,077</td>
</tr>
<tr>
<td>Income from operations</td>
<td>$3,113</td>
</tr>
<tr>
<td>Total nonoperating gains</td>
<td>106,349</td>
</tr>
<tr>
<td>Net Income</td>
<td>$109,462</td>
</tr>
</tbody>
</table>

Community Benefit

Community benefit is one way we continue the legacy of our founding organizations and our commitment to human dignity and social justice.

At CHI, community benefit takes many forms in many settings. In our facilities, we provide care at no charge to people who don’t have health insurance and can’t afford to pay, or whose insurance doesn’t cover the full cost of their care. In our communities, we provide a variety of free or discounted services to individuals and groups of people who are poor, disadvantaged, or have special needs.

During fiscal year 2015, we provided a total of $981 million in community benefit and financial assistance, an increase of almost 8% from fiscal year 2014. This includes the cost of supplies and labor related to free clinics, donations and other services provided to people who are poor and to meet community needs. The total also includes the cost of services in excess of reimbursement for Medicaid patients, but not the unpaid costs of the Medicare program.

Quarterly and Annual Disclosure Statements

Catholic Health Initiatives’ Quarterly and Annual Disclosure statements are available on our website. Visit the Financial Information section online: catholichealthinitiatives.org.
Arkansas
Arkansas Health Network – Clinically Integrated Network*
CHI St. Vincent, Little Rock
Chad S. Aduddell, CEO
CHI St. Vincent Hot Springs, Hot Springs
CHI St. Vincent Infirmary, Little Rock
CHI St. Vincent Morrilton, Morrilton
CHI St. Vincent North, Sherwood
CHI St. Vincent Rehabilitation Hospital, Sherwood

Colorado
Centura Health, Englewood
Centura Health is a joint operating agreement between Catholic Health Initiatives and Adventist Health System Sunbelt Healthcare Corporation, Florida.
Gary Campbell, FACHE, President and CEO
Mercy Regional Medical Center, Durango
OrthoColorado Hospital, Lakewood
Penrose-St. Francis Health Services, Colorado Springs
Penrose Hospital, Colorado Springs
St. Francis Medical Center, Colorado Springs
Progressive Care Center, Canon City
St. Anthony Hospital, Lakewood
St. Anthony North Hospital, Westminster
St. Anthony Summit Medical Center, Frisco
St. Catherine Hospital, Garden City, KS
Bob Wilson Memorial Grant Hospital, Ulysses, KS

St. Mary-Corwin Medical Center, Pueblo
St. Rose Ambulatory & Surgery Center, Great Bend, KS
St. Thomas More Hospital, Canon City
Part of CHI Living Communities, Toledo, OH:
Medallion Retirement Community, Colorado Springs
Namaste Alzheimer Center, Colorado Springs
The Gardens at St. Elizabeth, Denver
The Villas at Sunny Acres, Thornton

CHI Institute for Research and Innovation, Englewood
David Fine, President and CEO

CHI Physician Services, Englewood
T. Clifford Deveny, MD, Senior Vice President

CHI Virtual Health, Englewood
Win Vaughn, Vice President, Operations

Colorado Health Neighborhoods – Clinically Integrated Network*
Prominence Health, Englewood

Indiana
CHI Health at Home
Daniel Dietz, President and CEO

Iowa
 Mercy Health Network – Clinically Integrated Network*
Mercy Health Network, Des Moines

*A clinically integrated network coordinates patient care, services and payment across a broad spectrum of functions, processes and settings in order to maximize value. A CIN is a legal structure with shared provider governance and an integrated delivery system.
Kentucky

KentuckyOne Health, Louisville

KentuckyOne Health is the merged entity of the former Jewish Hospital & St. Mary’s HealthCare and Saint Joseph Health System, with an operating agreement for the University of Louisville Hospital | James Graham Brown Cancer Center.

Ruth Brinkley, President and CEO and Senior Vice President, Divisional Operations, Catholic Health Initiatives

Continuing Care Hospital, Inc., Lexington

Flaget Memorial Hospital, Bardstown

Frazier Rehab and Neuroscience Center, Louisville

Jewish Hospital, Louisville

Jewish Hospital Rudd Heart and Lung Center, Louisville

Jewish Hospital Shelbyville, Shelbyville

Medical Center Jewish East, Louisville

Medical Center Jewish Northeast, Louisville

Medical Center Jewish South, Louisville

Medical Center Jewish Southwest, Louisville

KentuckyOne Health Medical Group, Louisville

Our Lady of Peace, Louisville

Saint Joseph Berea, Berea

Saint Joseph East, Lexington

Women’s Hospital Saint Joseph East, Lexington

Saint Joseph Hospital, Lexington

Saint Joseph Jessamine RJ

Corman Ambulatory Care Center, Nicholasville


Saint Joseph Martin, Martin

Saint Joseph Mount Sterling, Mount Sterling

Sts. Mary & Elizabeth Hospital, Louisville

University of Louisville Hospital | James Graham Brown Cancer Center, Louisville

University of Louisville Hospital, Louisville

KentuckyOne Health Partners – Clinically Integrated Network*

Part of CHI Living Communities, Toledo, OH:

Madonna Manor, Villa Hills

Maryland

CHI Institute for Research and Innovation, Baltimore

David Fine, President and CEO

Minnesota

CHI LakeWood Health, Baudette

Ben Koppelman, Interim President

CHI St. Francis Health, Breckenridge

David A. Nelson, President and CEO

CHI St. Francis Health St. Francis Medical Center, Breckenridge

CHI St. Francis Health St. Francis Home, Breckenridge

CHI St. Francis Health Appletree Court, Breckenridge

CHI St. Joseph’s Health, Park Rapids

Ben Koppelman, President

CHI St. Gabriel’s Health, Little Falls

Lee M. Boyles, President

CHI St. Gabriel’s Health Alverna Apartments, Little Falls

CHI St. Gabriel’s Health St. Camillus Place, Little Falls

CHI St. Gabriel’s Health St. Gabriel’s Hospital, Little Falls

Nebraska

CHI Health

Cliff Robertson, MD, CEO and Senior Vice President, Divisional Operations, Catholic Health Initiatives

CHI Health Alegent Creighton Clinic, Omaha

CHI Health Bergan Mercy, Omaha

CHI Health Creighton University Medical Center, Omaha

CHI Health Good Samaritan, Kearney

Richard Young Behavioral Health Center, Kearney

CHI Health Immanuel, Omaha

CHI Health Lakeside, Omaha

CHI Health Mercy Corn ing, Corning, IA

CHI Health Mercy Council Bluffs, Council Bluffs, IA

CHI Health Midlands, Papillion
### Communities of Care

| CHI Health Missouri Valley, Missouri Valley, IA |
| CHI Health Nebraska Heart, Lincoln |
| CHI Health Plainview, Plainview |
| CHI Health Schuyler, Schuyler |
| CHI Health St. Elizabeth, Lincoln |
| CHI Health St. Francis, Grand Island |
| CHI Health St. Mary’s, Nebraska City |
| Lasting Hope Recovery Center, Omaha |
| Nebraska Spine Hospital, Omaha |
| The Physician Network, Lincoln |
| UniNet – Clinically Integrated Network* |

**New Jersey**
- Franciscan Oaks, Denville

**New Mexico**
- CHI St. Joseph’s Children, Albuquerque
  - Allen Sánchez, President and CEO

**North Dakota**
- CHI Carrington Health, Carrington
  - Mariann Doeling, RN, President
- CHI Friendship, Fargo
  - Jeff L. Pederson, President
- CHI Lisbon Health, Lisbon
  - Peggy Larson, President
- CHI Health at Home, Fargo
  - Sue Heitkamp, Executive Director
- CHI Mercy Health, Valley City
  - Keith Heuser, President
- CHI Mercy Hospital, Devils Lake
  - Andrew Lankowicz, President

**Ohio**
- CHI Health at Home, Milford
  - Daniel Dietz, President and CEO
- Premier Health, Dayton
  - Premier Health is a joint operating agreement between Catholic Health Initiatives and MedAmerica Health Systems Corporation, Atrium Health System and Upper Valley Medical Center.
  - James R. Pancoast, President and CEO
- Dayton Heart & Vascular Hospital at Good Samaritan, Dayton
- Good Samaritan Hospital, Dayton

**CHI Mercy Medical Center, Williston**
- Matthew Grimshaw, President

**CHI Oakes Hospital, Oakes**
- Rebecca L. Thompson, President

**CHI Riverview Place, Fargo**
- Jeff L. Pederson, President

**CHI St. Alexius Health, Bismarck**
- Joseph A. Messmer, Interim President

**CHI St. Alexius Health Community Memorial Hospital, Turtle Lake**

**CHI St. Alexius Health Garrison Memorial Hospital, Garrison**

**CHI St. Alexius Health St. Alexius Medical Center, Bismarck**
- CHI St. Alexius Health Clinics, Bismarck

**CHI St. Joseph’s Health, Dickinson**
- Reed Reyman, President

**North Dakota Clinically Integrated Network***

**Ohio**
- CHI Health at Home, Milford
  - Daniel Dietz, President and CEO
- Premier Health, Dayton
  - Premier Health is a joint operating agreement between Catholic Health Initiatives and MedAmerica Health Systems Corporation, Atrium Health System and Upper Valley Medical Center.
  - James R. Pancoast, President and CEO
- Dayton Heart & Vascular Hospital at Good Samaritan, Dayton
- Good Samaritan Hospital, Dayton

**CHI Living Communities**
- Rick Ryan, President and CEO
- Franciscan Care Center, Toledo
- Madonna Manor, Villa Hills, KY
- Medalion Retirement Community, Colorado Springs, CO
- Namaste Alzheimer Center, Colorado Springs, CO
- Providence Care Center, Sandusky
- St. Clare Commons, Perrysburg
- St. Leonard, Centerville
- The Gardens at St. Elizabeth, Denver, CO
- The Villas at Sunny Acres, Thornton, CO

**Trinity Health System**
- Fred Brower, President
- Trinity Hospital Twin City, Dennison

Catholic Health Initiatives and Tri-State are 50-50 joint venture partners of the following Trinity locations. Sylvania Franciscan Health manages the joint venture.

- Trinity Medical Center-East, Steubenville
- Trinity Medical Center-West, Steubenville

---

* A clinically integrated network coordinates patient care, services and payment across a broad spectrum of functions, processes and settings in order to maximize value. A CIN is a legal structure with shared provider governance and an integrated delivery system.
COMMUNITIES OF CARE

TriHealth, Cincinnati
TriHealth is a joint operating agreement between Catholic Health Initiatives and Bethesda, Inc. Cincinnati.
Mark Clement, President and CEO

Good Samaritan College of Nursing and Health Sciences, Cincinnati
Good Samaritan Hospital, Cincinnati
TriHealth – Clinically Integrated Network*

Oregon
Architrave Health – Clinically Integrated Network*
CHI Mercy Health, Roseburg
Kelly C. Morgan, President and CEO
CHI Mercy Health Linus Oakes, Inc., Roseburg
CHI Mercy Health Mercy Medical Center, Roseburg
CHI St. Anthony Hospital, Pendleton
Harold Geller, President

Pennsylvania
CHI St. Joseph Children’s Health, Lancaster
Philip K. Goropoulos, President

Tennessee
CHI Memorial, Chattanooga
Larry Schumacher, President and CEO
CHI Memorial Hospital, Chattanooga
CHI Memorial Hospital Hixson, Hixson

Mission HealthCare Network – Clinically Integrated Network*

Texas
CHI St. Joseph Health
Rick Napper, President and CEO
CHI St. Joseph Health Bellville Hospital, Bellville
CHI St. Joseph Health Burleson Hospital, Caldwell
CHI St. Joseph Health Skilled Nursing and Rehabilitation Center Burleson, Caldwell
CHI St. Joseph Health Grimes Hospital, Navasota
CHI St. Joseph Health Madison Hospital, Madisonville
CHI St. Joseph Health Skilled Nursing and Rehabilitation Center, Bryan
CHI St. Joseph Health Regional Hospital, Bryan
CHI St. Luke’s Health, Houston
Michael Covert, CEO and Senior Vice President, Divisional Operations, Catholic Health Initiatives
Brazosport Regional Health System, Lake Jackson
CHI St. Luke’s Health Baylor St. Luke’s Medical Center, Houston
CHI St. Luke’s Health Hospital at The Vintage, Houston
CHI St. Luke’s Health Lakeside Hospital, The Woodlands
CHI St. Luke’s Health Patients Medical Center, Pasadena

CHI St. Luke’s Health Sugar Land Hospital, Sugar Land
CHI St. Luke’s Health The Woodlands Hospital, The Woodlands
CHI St. Luke’s Health Springwoods Village, Spring
CHI St. Luke’s Health Memorial, Lufkin
Gary Looper, President and CEO
CHI St. Luke’s Health Memorial Medical Center-Livingston, Livingston
CHI St. Luke’s Health Memorial Medical Center-Lufkin, Lufkin
CHI St. Luke’s Health Memorial Medical Center-San Augustine, San Augustine
CHI St. Luke’s Health Memorial Specialty Hospital, Lufkin
St. Luke’s Health – Clinically Integrated Network*

Washington
CHI Franciscan Health, Tacoma
Ketul J. Patel, CEO and Senior Vice President, Divisional Operations, Catholic Health Initiatives
CHI Franciscan Health Medical Group, Tacoma
CHI Franciscan Health Harrison Medical Center-Bremerton, Bremerton
CHI Franciscan Health Harrison Medical Center-Silverdale, Silverdale
CHI Franciscan Health Highline Medical Center, Burien
CHI Franciscan Health Regional Hospital for Respiratory and Complex Care, Burien
Communities of Care

CHI Franciscan Health St. Anthony Hospital, Gig Harbor
CHI Franciscan Health St. Clare Hospital, Lakewood
CHI Franciscan Health St. Elizabeth Hospital, Enumclaw
CHI Franciscan Health St. Francis Hospital, Federal Way
CHI Franciscan Health St. Joseph Medical Center, Tacoma
Rainier Health Network – Clinically Integrated Network*

Wisconsin
CHI Franciscan Villa, South Milwaukee
Char Adams, President

National Offices

Englewood
Home Office
198 Inverness Drive West
Englewood, CO 80112
303.298.9100

188 Inverness Drive West
Englewood, CO 80112
720.874.1900

Englewood Meridian
11045 East Lansing Circle
Englewood, CO 80112-5909
720.875.7100

Fargo
4816 Amber Valley Parkway
Suite 100
Fargo, ND 58104
701.237.8100

Northern Kentucky
3900 Olympic Boulevard
Suite 400
Erlanger, KY 41018-1099
859.594.3000