



Reverence

Community

Justice

Commitment

VALUES ADDED

Stewardship

***Bringing Faith and
Caring to Healthcare***

Courage

Integrity



**CATHOLIC
HEALTH EAST**

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VALUES AT WORK

Catholic Health East works to ensure both the vitality and the viability of our ministry.

Respecting the dignity of each individual. Preserving the sacredness of life. Caring for those most in need. These are the guiding principles of Catholic Health East—a multi-institutional Catholic health system committed to continuing the healing ministry of the Catholic Church. Founded in 1998, Catholic Health East provides an effective and efficient vehicle, rooted in the healing work of Jesus, through which its 16 Sponsors continue their health ministries.

Catholic Health East works to ensure both the vitality and the viability of our ministry of providing caring, compassionate healthcare to those in need. The System provides the structure needed to strategically guide each local healthcare organization—while providing the most cost-effective access to the programs, services, and expertise so critical to our Mission.

Although founded under different circumstances, each of our Sponsors shares a common focus: to act as a transforming and healing presence in the communities they serve by assisting those most in need—the poor, the elderly, and the disadvantaged. The collective strength and ingenuity of Catholic Health East enable its Sponsors to explore innovative solutions to the healthcare needs of their communities and to take the risks its ministry demands.

In order to meet the ever-changing challenges of a complex healthcare industry, CHE has mapped out a

long-range vision and a solid plan for its future. Jointly-approved by CHE's Sponsors Council and Board of Directors, CHE has mapped out a preferred vision for the future of the System.

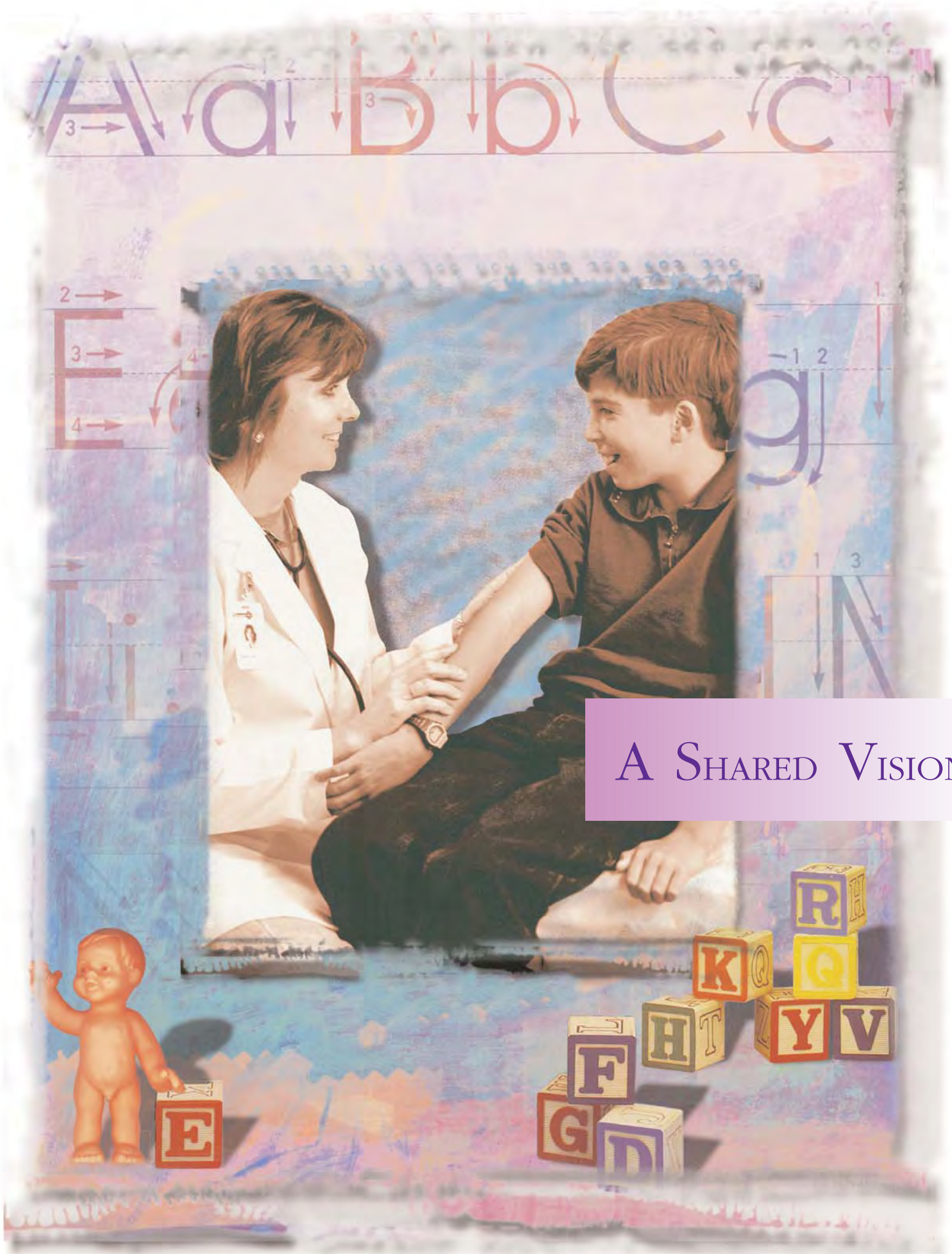
As a visionary yet reality-based plan, CHE states that it will be a recognized leader in innovation and relationships. It asserts CHE's commitment to promoting wellness and improving the health of persons and communities, especially those most vulnerable; developing and applying creative approaches to health-ministry; being an employer

of choice; and effectively stewarding the System's resources.


CHE has designed its vision so that it applies to the full continuum of healthcare services, which includes acute, long-term, ambulatory, and home care.

As CHE heads into the future, the healthcare System's vision is clear. With strategic goals in place and a complete understanding throughout all departments and facilities of the System's Mission, Core Values, and visioning process, the future looks bright for Catholic Health East and the patients and communities it serves.





A SHARED VISION



Catholic Health East is an organization guided by a single focus: a shared vision for the future of healthcare. The work of each participating facility is rooted in God's healing love, as best exemplified by the healing ministry of Jesus. Each facility applies this founding principle by implementing the most appropriate healthcare programs on a local level to meet the needs of local communities. The effectiveness of our individual efforts stems directly from our unified approach and shared vision—enabling Catholic Health East to direct its resources in a common direction and work toward common goals.



OUR MISSION

Catholic Health East is a community of persons committed to being a transforming, healing presence within the communities we serve.

To effect this mission:

- We treat all persons whom we serve and with whom we work with respect and compassion, calling forth their best human potential.
- We provide a full range of services that support healthy communities, including quality medical care and holistic approaches to healing the body, spirit, and mind.
- We collaborate with others who share a common mission and vision.
- We continually seek ways to assure access to services to persons most in need.
- We identify and develop leaders in the Catholic health ministry.
- We advocate public policies and initiatives—particularly in the area of healthcare—that ensure quality of life for all.

The talent and capabilities to respond to the enormous challenges currently facing the healthcare industry rest within the resources of our ministry.





OUR CORE VALUES



Healthcare as ministry is grounded in and is a public sign of the saving love of God.

*It is this
before
all else.*

A

s a faith-based healthcare ministry, it is vitally important that we meet both our challenges and opportunities in the context of—and in accordance with—our Core Values:

Reverence for each person

We believe that each person is a manifestation of the sacredness of human life.

Community

We demonstrate our connectedness to each other through inclusive and compassionate relationships.

Justice

We advocate for a society in which all can realize their full potential and achieve the common good.

Commitment to those who are poor

We give priority to those whom society ignores.

Stewardship

We care for and strengthen the ministry and all resources entrusted to us.

Courage

We dare to take the risks our faith demands of us.

Integrity

We keep our word and are faithful to who we say we are.



VALUES IN PRACTICE



Values in Practice (VIP) is a living demonstration of Catholic Health East's (CHE) Core Values of Reverence for each person, Community, Justice, Commitment to those who are poor, Stewardship, Courage, and Integrity. It is a commitment to the preservation of CHE's Mission, to be a transforming healing presence in the communities we serve through the alignment of behaviors reflective of our collective desire to create a values-based culture with an emphasis on excellence. At the center of VIP are 5 Pillars of Excellence (Service, Quality, People, Finance, and Growth), which provide a foundation for goal setting and evaluation.



The ultimate goal of VIP is to create and sustain a culture where CHE Regional Health Corporations (RHCs)/organizations are better:

- places for patients/residents to receive care
- environments for employees to work, and
- organizations for physicians to practice medicine

The hallmark of VIP is a set of 9 Principles that serve as a roadmap to help leaders on the journey toward creating a values-based culture of caring through excellence. Each principle contains concepts, tools, and strategies that can be adapted and adopted at the organization level.

Embedded within the 9 Principles are 6 "Must Haves" that help to position CHE RHCs for improved patient, employee, and physician satisfaction and enhanced operational excellence. The must haves are:

1. Effective leader rounding
2. Employee thank you notes
3. Transitional communications
4. Key words at key times
5. Selection and the 1st 90 days; and
6. Aligning leader evaluations with desired behaviors.

The 9 Principles

Principle #1: Commit to Excellence

Creating alignment

Principle #2: Measure the Important Things

Objectively assessing current status and progress

Principle #3: Build a Culture Around Service

Connecting service to organizational values

Principle #4: Create and Develop Leaders

Equipping current and future leaders

Principle #5: Focus on Employee Satisfaction

Building a better workforce

Principle #6: Build Individual Accountability

Creating a self-motivated workforce

Principle #7: Align Behaviors with Goals and Values

Implementing objectives, measurable evaluation systems

Principle #8: Communicate at All Levels

"Managing Up"

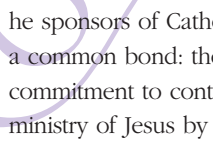
Principle #9: Recognize and Reward Success

Creating "legends" – everyone makes a difference



AN INSPIRED HERITAGE





he sponsors of Catholic Health East share a common bond: their deep, unwavering commitment to continue the healing ministry of Jesus by responding compassionately to those most in need.

FRANCISCAN SISTERS OF ALLEGANY (OSF)

The Franciscan Sisters of Allegany were founded in 1859 by Rev. Pamfilo da Magliano, OSF, who sought Franciscan sisters to educate children in the southern part of the Diocese of Buffalo. During the first year, three women received the Franciscan habit, including Mary Anne O'Neil, who was elected Superior General at the first Chapter in 1865. In 1883, the congregation assumed responsibility for St. Elizabeth Hospital in Boston, beginning their healthcare ministry, which has since extended into New York, New Jersey, and Florida, as well as overseas. The congregation's other ministries include education, pastoral and social work, and homes for the young and elderly.

FRANCISCAN SISTERS OF ST. JOSEPH (FSSJ)

The Franciscan Sisters of St. Joseph were founded in 1897 by Mother Colette Hilbert of Poland. She entered the community of the Charity Sisters of St. Charles Borromeo in 1888 and was missioned to a parish in Pittsburgh. When members of her community were recalled to Poland, Mother Colette and four American-born novices remained in the United States to minister to a growing immigrant population. Unable to establish an American chapter of the Polish community, Mother Colette and the others were vested in the Franciscan habit. In 1926, the Sisters opened a home for the elderly near their motherhouse in Hamburg, New York, and continued to expand into the health ministry, serving in the United States and abroad. In 1934, they became the Franciscan Sisters of St. Joseph because of the foundress' great devotion to St. Joseph.

SISTERS OF MERCY OF THE AMERICAS (RSM)

The Sisters of Mercy were founded by Catherine McAuley of Dublin in 1831. Catherine used her inheritance to build the House of Mercy for the poor women and children of Dublin's slums. Catherine later established a religious order to ensure that the Mercy mission would continue. In 1843, six Sisters of Mercy traveled to Pittsburgh to provide for the needs of immigrants. They

founded Mercy Hospital, the first Catholic hospital in the United States, in 1847. During the next 25 years, other Mercy Sisters came from Ireland to minister in cities throughout the United States, where their healthcare and education ministries flourished. The Institute of the Sisters of Mercy of the Americas was established in 1991 to unite 25 Mercy congregations and provinces in a common direction.

SISTERS OF PROVIDENCE (SP) The seeds for the development of the Sisters of Providence were planted in 1873 after a fundraising trip by four Sisters of Providence from Kingston, Ontario, Canada, to Holyoke, Massachusetts. The Sisters were asked by a local pastor to return to Holyoke to help with the needs of poor parishioners. The Sisters returned from Kingston and began their ministry by establishing the House of Providence, which was to become the first hospital in Holyoke. In 1892, the Holyoke mission was incorporated as a separate diocesan congregation, with Mother Mary of Providence as its foundress. The community established a variety of ministries to serve the needs of children, the poor, and the elderly. Initially concentrated in Massachusetts, services were expanded to North Carolina in 1956.

SISTERS OF ST. JOSEPH OF ST. AUGUSTINE (SSJ)

The diocesan congregation of the Sisters of St. Joseph of St. Augustine, Florida, was founded in 1899. The Sisters first arrived in the southern United States in 1866 in the wake of years of Civil War. In 1865, the Bishop of the Diocese of Savannah and Vicariate of Florida visited his native France. He implored the Congregation of St. Joseph in LePuy to assist him in serving African American men, women, and children in his diocese who were without work, shelter, healthcare, or education. Mother Marie Leocadie Broc, the Superior General, selected eight volunteers to cross the Atlantic to serve many people in need. Upon their arrival, the Sisters established many pastoral, educational, and social ministries in Georgia and Florida. Their healthcare ministry endures within the services of Mercy Hospital and Mercy Health System in Miami, Florida.

HOPE MINISTRIES, NEWTOWN SQUARE, PA

When CHE was formed, the CHE Sponsors Council recognized the need to establish an alternative model of sponsorship to ensure the ministry's future. The members of the

Sponsors Council then designed a model that consisted of a Public Juridic Person to be named Hope Ministries. Upon approval by the Vatican, Hope Ministries became a new sponsor of Catholic Health East. Hope Ministries consists of five Members who are appointed by the CHE Sponsors Council. The Chairperson of Hope Ministries is a member of the Sponsors Council. Hope Ministries sponsors five healthcare organizations and Global Health Ministry, the System's outreach to poor persons in Caribbean and Latin American countries.

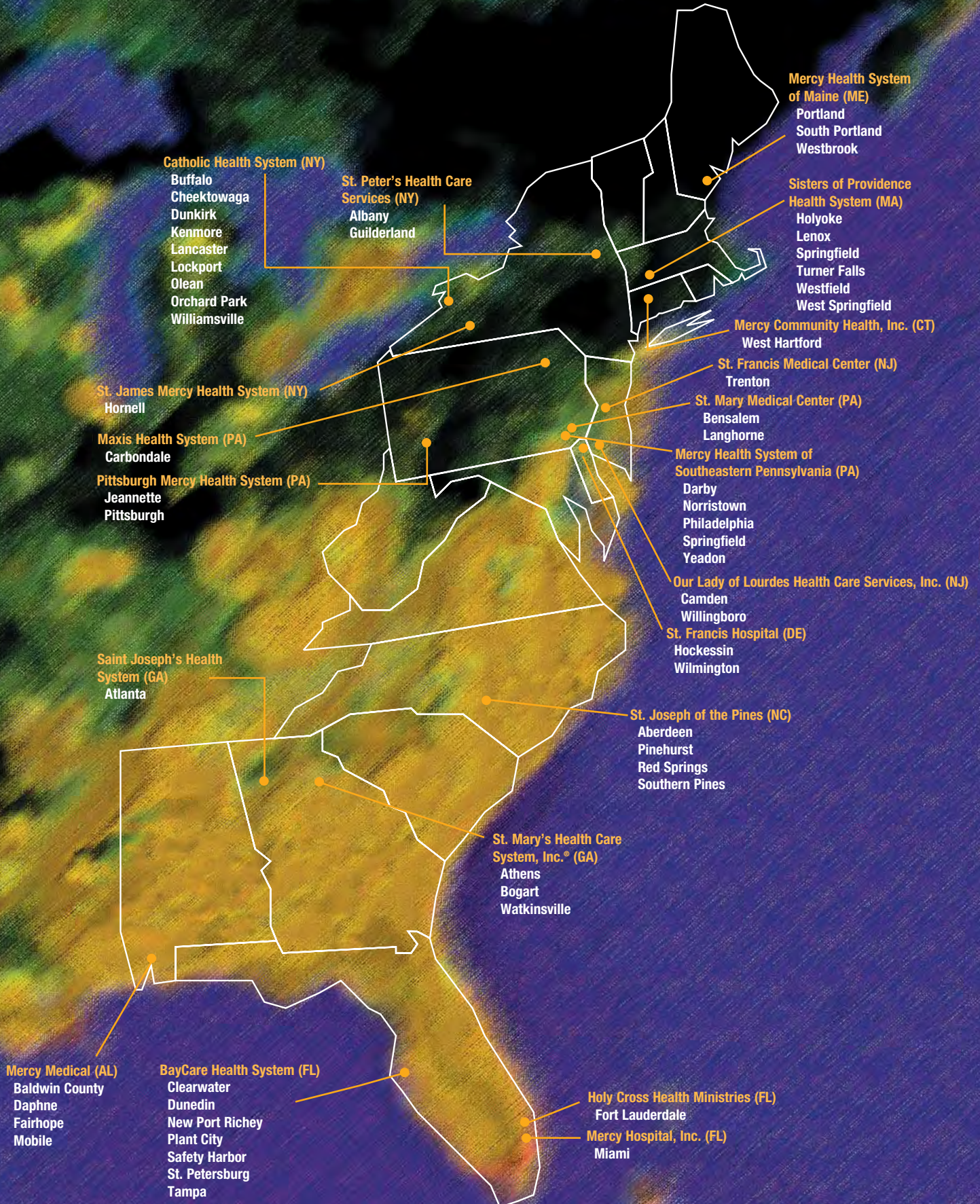
THE SISTERS OF CHARITY OF SETON HILL (SC)

The Sisters trace their origin to the first American congregation of women religious — The Sisters of Charity of America — founded in 1809 by Saint Elizabeth Seton. The Seton Hill congregation began in 1870 when Sister Aloysia Lowe and three other sisters began their work, founding and staffing schools. They established their foundation at Seton Hill in Greensburg, PA, in 1882 where they also established a school for boys and an academy for girls, which grew into Seton Hill College. Today, the Sisters of Charity of Seton Hill is an international apostolic community of women religious that numbers nearly 500 with 307 sisters ministering in the U.S. and 191 sisters in Korea.

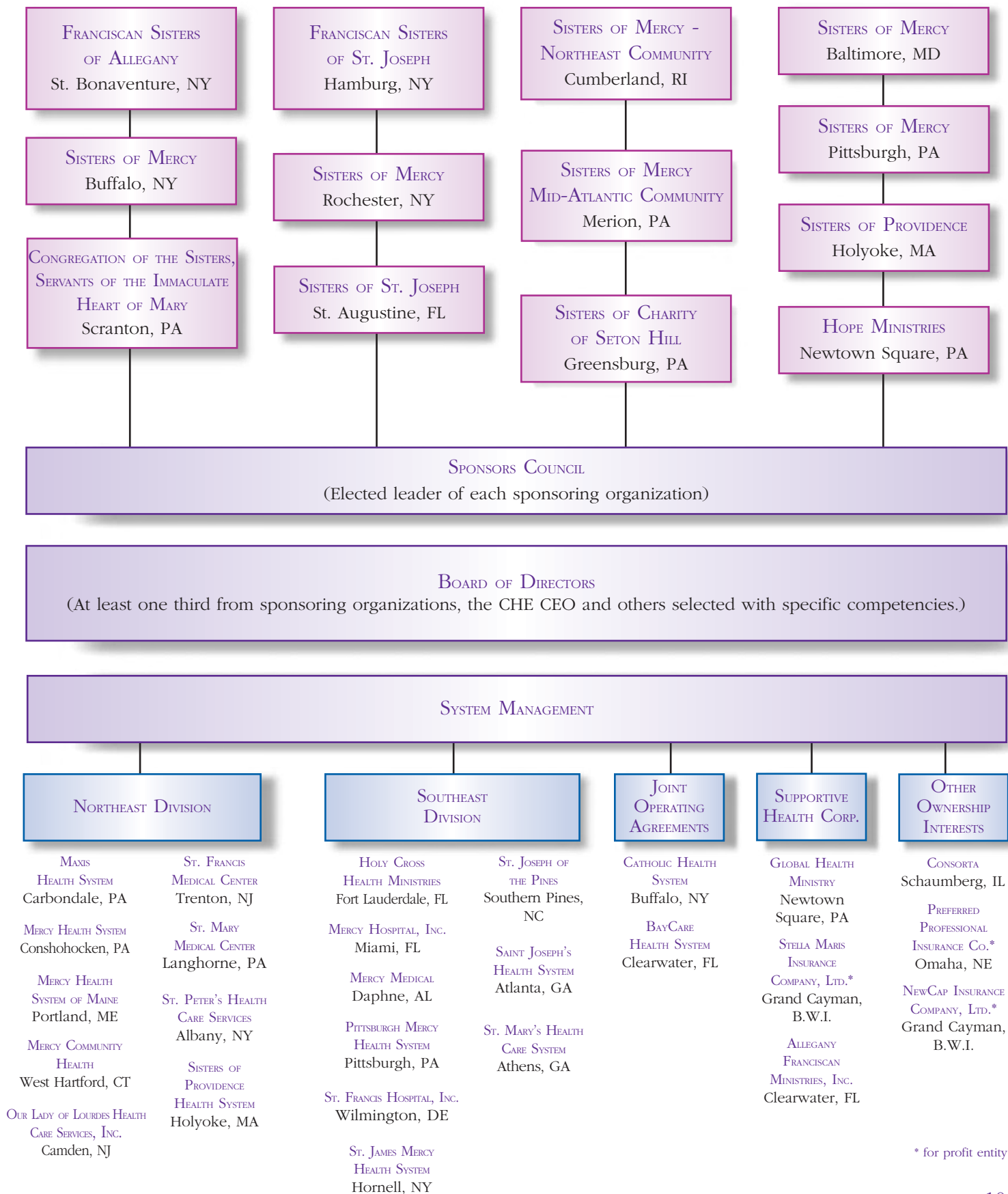
SISTERS, SERVANTS OF THE IMMACULATE HEART OF MARY (IHM), SCRANTON, PA

The Congregation originated in 1845, founded by Louis Florent Gillet, C.S.S.R. Thirteen years later, Theresa Maxis Duchemin opened the first mission at St. Joseph's in Susquehanna County, PA, a site that later became the Diocese of Scranton. Later, another mission at St. Peter's in Reading, PA, opened. By 1910, the Congregation had opened 31 missions serving healthcare, childcare, catechetical, and educational needs — including 27 schools. Over the years, the Sisters established Marywood College, St. Joseph's Hospital, St. Joseph's School of Nursing, and Our Lady of Grace Montessori School and Retreat. In 1965, the Scranton IHM Congregation opened its first Latin American mission in Lima, Peru. St. Joseph's and Carbondale General Hospitals consolidated into Marian Community Hospital in 1992, just three years before the IHM Sesquicentennial. The Maxis Health System was formed in 1998. Six years later, the IHM Sisters became CHE's 16th Sponsor.

SERVICE AREAS



ORGANIZATIONAL STRUCTURE



CATHOLIC HEALTH EAST FACILITIES

SOUTHEAST DIVISION

Holy Cross Hospital

Holy Cross Home Health Care Services, Fort Lauderdale, FL
 Holy Cross Hospital, Fort Lauderdale, FL
 Mercy Manor North, Fort Lauderdale, FL

Mercy Hospital, Inc.

Mercy Home Health, Miami, FL
 Mercy Hospital Miami, Miami, FL
 St. John Bosco Clinic, Miami, FL

Mercy Medical

Carroll Place, Fairhope, AL
 Catherine Place, Daphne, AL
 McAuley Place, Mobile, AL
 Mercy Medical, Daphne, AL
 Mercy Medical Mobile, Mobile, AL
 Mercy Medical Home Health, Mobile & Baldwin Counties, AL
 Mercy Medical Hospice, Mobile & Baldwin Counties, AL
 Portier Place, Mobile, AL
 Snook Alzheimers Center, Fairhope, AL
 The Hamlet, Fairhope, AL

Pittsburgh Mercy Health System

Mercy Home Health Services, Pittsburgh, PA
 Mercy Jeannette Hospital, Jeannette, PA
 Mercy Behavioral Health, Pittsburgh, PA
 Mercy Senior Care: St. Pius X, Pittsburgh, PA
SmartHealth, Various Locations
 The Mercy Hospital of Pittsburgh, Pittsburgh, PA

St. Francis Hospital, Inc.

St. Francis Home Care, Wilmington, DE
 St. Francis Hospital, Wilmington, DE
 Franciscan Care Center, Hockessin, DE

St. James Mercy Health System

Mercycare McAuley Manor, Hornell, NY
 St. James Mercy Hospital, Hornell, NY

St. Joseph of the Pines

Belle Meade, Pinehurst, NC
 Providence Place I, Aberdeen, NC
 Providence Place II, Aberdeen, NC
 Providence Place III, Red Springs, NC
 Providence Place IV, Aberdeen, NC
 Providence Place V, Red Springs, NC
 The Coventry, Pinehurst, NC
 The Health Center, Southern Pines, NC
 The Overlook at Pine Knoll, Southern Pines, NC
 The Villas, Southern Pines, NC

SOUTHEAST DIVISION (CONTINUED)

Saint Joseph's Health System

Saint Joseph's Hospital, Atlanta, GA
 Saint Joseph's Mercy Care Services, Atlanta, GA

St. Mary's Health Care System, Inc.

Highland Hills, Bogart, GA
 St. Mary's Home Health Services, Athens, GA
 St. Mary's Hospice, Athens, GA
 St. Mary's Hospital, Athens, GA
 St. Mary's Industrial Medicine, Athens, GA
 St. Mary's Outpatient Rehab/Wellness Center, Athens, GA
 St. Mary's Women's Resource Center, Watkinsville, GA

NORTHEAST DIVISION

Maxis Health System

Marian Community Hospital, Carbondale, PA
 Tri-County Human Services Center, Inc., Carbondale, PA

Mercy Community Health

Mercy Community Home Care, West Hartford, CT
 Saint Mary Home, West Hartford, CT
 The Frances Warde Towers, West Hartford, CT
 The McAuley, West Hartford, CT

Mercy Health System of Maine

Gary's House, Portland, ME
 McAuley Residence, Portland, ME
 Mercy Health Center, Portland, ME
 Mercy Hospital of Portland, Portland, ME
 Mercy Primary Care Center, Westbrook & Portland, ME
 Mercy Westbrook, Westbrook, ME
 VNA Home Health Care, South Portland, ME

Mercy Health System of Southeastern Pennsylvania

Mercy Court, Yeadon, PA
 Mercy Fitzgerald Hospital, Darby, PA
 Mercy Home Health Services, Springfield, PA
 Mercy Hospital of Philadelphia, Philadelphia, PA
 Mercy Suburban Hospital, Norristown, PA
 Nazareth Hospital, Philadelphia, PA
 St. Agnes Continuing Care Center, Philadelphia, PA
 St. Agnes LIFE Care, Philadelphia, PA

Our Lady of Lourdes Health Care Services, Inc.

Lourdes Medical Center of Burlington County, Willingboro, NJ
 Lourdes Specialty Hospital of Southern NJ, Willingboro, NJ
 Osborn Family Health Center, Camden, NJ
 Our Lady of Lourdes Medical Center, Camden, NJ

CATHOLIC HEALTH EAST FACILITIES (CONTINUED)

NORTHEAST DIVISION (CONTINUED)

St. Francis Medical Center

St. Francis Medical Center, Trenton, NJ

St. Mary Medical Center

Mother Bachman Center, Bensalem, PA

St. Mary Medical Center, Langhorne, PA

St. Peter's Health Care Services

Mercy Cares for Kids, Albany, NY

Our Lady of Mercy Life Center, Guilderland, NY

St. Peter's Addiction Recovery Center, Albany, NY

St. Peter's Hospital, Albany, NY

St. Peter's Hospital Home Health Services, Albany, NY

St. Peter's Nursing & Rehabilitation Center, Albany, NY

The Community Hospice, Albany, NY

Sisters of Providence Health System

Beaven Kelly Home, Holyoke, MA

Brightside for Families and Children, West Springfield, MA

Farren Care Center, Turners Falls, MA

Life Laboratories, Springfield, MA

Mercy Adult Day Health of Westfield, Westfield, MA

Mercy Care Center of Springfield, Springfield, MA

Mercy Home Care, Holyoke, MA

Mercy Medical Center, Springfield, MA

Mercy Women's Health Center, Holyoke, MA

Mount Saint Vincent Nursing Home, Holyoke, MA

Providence Behavioral Health Hospital, Holyoke, MA

Providence Care Center of Lenox, Lenox, MA

Providence Prenatal Center of Holyoke, MA

Saint Luke's Home, Springfield, MA

Sisters of Providence Infirmary, Holyoke, MA

Weldon Rehabilitation Hospital, Springfield, MA

JOINT OPERATING AGREEMENTS

BayCare Health System

BayCare HomeCare, Clearwater, FL

Dunedin Hospital, Dunedin, FL

John Knox Village of Tampa Bay, Tampa, FL

Mease Countryside Hospital, Safety Harbor, FL

Morton Plant Hospital, Clearwater, FL

Morton Plant North Bay Hospital, New Port Richey, FL

South Florida Baptist, Plant City, FL

St. Anthony's Hospital, St. Petersburg, FL

St. Joseph's Children's Hospital, Tampa, FL

St. Joseph's Hospital, Tampa, FL

St. Joseph's Women's Hospital, Tampa, FL

Catholic Health System

Father Baker Manor, Orchard Park, NY

Kenmore Mercy Hospital, Kenmore, NY

McAuley Residence, Kenmore, NY

McAuley-Seton Home Care, Cheektowaga, NY

Mercy Home Care of Western New York,

Cheektowaga & Lockport, NY

Mercy Hospital, Buffalo, NY

Mercy Nursing Facility, Buffalo, NY

Nazareth Home, Buffalo, NY

Sisters of Charity Hospital, Buffalo, NY

Sisters Long-Term Home Health Care, Buffalo, NY

St. Catherine Laboure Health Care Center, Buffalo, NY

St. Elizabeth's Home, Lancaster, NY

St. Francis Geriatric & HealthCare Services, Buffalo, NY

St. Francis Home of Williamsville, Williamsville, NY

St. Joseph Hospital, Cheektowaga, NY

St. Joseph Manor, Olean, NY

St. Vincent's Home for the Aged, Dunkirk, NY

*This listing is updated periodically.
It may not reflect the most recent
changes in the current status of all
Catholic Health East facilities.*



CATHOLIC HEALTH EAST

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