2015
Covenant Health Systems
Annual Report

Submitted to the
Congregation for Institutes
of Consecrated Life and
Societies of Apostolic Life
Vatican City, Rome
“Any technical solution which science claims will be powerless if humanity loses its compass, if we lose sight of the great motivations which makes it possible for us to live in harmony, to make sacrifices, and to treat others well.”

- Laudato Si’
Covenant Health Systems
Meeting of the Public Juridic Person
Friday, June 24, 2016

A meeting of the Members of the Public Juridic Person of Covenant Health Systems was held on June 24, 2016 and the following Resolution was ADOPTED:

WHEREAS Covenant Health Systems is a Public Juridic Person of Pontifical Right and is accountable to the Congregation for Institutes of Consecrated Life and Societies of Apostolic Life (CICLSAL); and

WHEREAS CICLSAL requires Covenant Health Systems to submit an annual report detailing how Covenant Health Systems has overseen its sponsored ministry with regard to the obligations of faith and administration and;

WHEREAS Covenant Health Systems has reviewed and discussed the Covenant Health Systems’ 2015 Annual Report.

NOW, THEREFORE, BE IT RESOLVED that the Covenant Health Systems’ Public Juridic Persons ACCEPTS the 2015 Annual Report and that said report be submitted to CICLSAL by the Chair of Covenant Health Systems.

[Signature]
Louise Trotter
Covenant Health Systems
Public Juridic Person
# Table of Contents

## Part I. **STEWARDSHIP REPORT**

| I. Introduction | 1 |
| II. *Covenant Mission and Values* | 4 |
| III. *Members of the Public Juridic Person* | 5 |
| IV. *Covenant Public Juridic Person - Sponsorship Report* | 10 |
| St. Marguerite d’Youville Grants 2015/2016 | 12 |
| PJP Evaluation | 16 |
| Board of Directors’ Orientation | 19 |
| V. *Health Care Environment* | 20 |
| Expanded Health Insurance Coverage | 20 |
| Consumerism | 21 |
| Quality Highlights | 22 |
| VI. *Ministry Oversight* | 24 |
| Covenant Health Systems Ministry | 24 |
| VII. *Ministry Leadership Formation* | 25 |
| Introduction | 25 |
| Covenant Ministry Stepping Stones | 25 |
| Healthcare Ministry Concepts | 26 |
| Heritage & Horizon | 28 |
| Ongoing Ministry Formation and Leadership Development | 30 |
| Covenant Health’s 2015 Leadership Forum | 31 |
| Mission and Spiritual Care | 33 |
| Ethics | 36 |
| Environmental Stewardship | 37 |
| VIII. *Human Resources* | 46 |
| Opportunities for Change | 46 |
| Priorities | 46 |
| IX. *Stewardship* | 48 |
| Care for Those Who are Poor and Underserved | 48 |
| 2015 Financial Resources | 48 |
| X. *Strategic Plan* | 49 |
Part II. SOCIAL ACCOUNTABILITY REPORT

<table>
<thead>
<tr>
<th>Facility Name</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fanny Allen Corporation, Colchester, VT</td>
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</tr>
<tr>
<td>Maristhill Nursing and Rehabilitation Center, Waltham, MA</td>
<td>54</td>
</tr>
<tr>
<td>Mary Immaculate Health/Care Services, Inc., Lawrence, MA</td>
<td>58</td>
</tr>
<tr>
<td>Mount St. Rita Health Centre, Cumberland, RI</td>
<td>63</td>
</tr>
<tr>
<td>St. Andre’ Health Care, Biddeford, ME</td>
<td>67</td>
</tr>
<tr>
<td>St. Joseph Healthcare, Bangor, ME</td>
<td>71</td>
</tr>
<tr>
<td>St. Joseph Hospital, Nashua, NH</td>
<td>79</td>
</tr>
<tr>
<td>St. Joseph Manor, Brockton, MA</td>
<td>91</td>
</tr>
<tr>
<td>St. Mary Health Care Center, Worcester, MA</td>
<td>98</td>
</tr>
<tr>
<td>St. Mary’s Health System, Lewiston, ME</td>
<td>105</td>
</tr>
<tr>
<td>St. Mary’s Villa Campus, Elmhurst Township, PA</td>
<td>117</td>
</tr>
<tr>
<td>Youville House Assisted Living Residence, Cambridge, MA</td>
<td>123</td>
</tr>
<tr>
<td>Youville Place Assisted Living Residence, Lexington, MA</td>
<td>128</td>
</tr>
</tbody>
</table>

Part III. APPENDICES

1. Letters from Bishops
2. Covenant Leadership Forum
3. Missioning Brochure
4. Map of Covenant Health Systems Facilities
5. Covenant Facilities
7. Strategic Plan 2013-2015
8. Inventory of Property
9. 2015 Corporate Report
10. Formation Programs
Covenant Health Systems
Stewardship Report – 2015

I. Introduction

Covenant Health Systems is honored to submit our 2015 Stewardship Report. As we reflect on 2015, we are forever grateful to our trustees, leaders, administrators and staff who are committed to carrying forth the Catholic healing ministry during this ever-changing and challenging time in healthcare.

2015 was an important year for Covenant Health, marked by three significant events:
1) The 20th anniversary of being granted Public Juridic Person Status by the Congregation for Institutes of Consecrated Life and for Societies of Apostolic Life.
2) The celebration of the Year of Consecrated Life around the world.
3) Pope Francis’ initiation of the Jubilee Year of Mercy; his reminder that mercy comes before judgment; his invitation to celebrate what the church does to help people around the world – a message which resonates with the mission and ministry of Covenant Health Systems.

As we look to the future, the threefold message of Pope Francis for the jubilee year of religious life resonates with and inspires Covenant Health as we continue the legacy of healing of the Religious Congregations whose ministries we steward:

1) “To look to the past with gratitude. Recounting our history is essential for preserving our identity, for strengthening our unity as a family and our common sense of belonging. More than an exercise in archaeology or the cultivation of mere nostalgia, it calls for following in the footsteps of past generations in order to grasp the high ideals, and the vision and values which inspired them, beginning with the founders and foundresses and the first communities. In this way we come to see how the charism has been lived over the years, the creativity it
has sparked, the difficulties it encountered and the concrete ways those difficulties were surmounted.

2) *To live the present with passion.* Grateful remembrance of the past leads us, as we listen attentively to what the Holy Spirit is saying to the Church today, to implement ever more fully the essential aspects of the ministry of the religious Congregations.

3) *To embrace the future with hope.* We all know the difficulties… economic problems stemming from the global financial crisis; issues of internationalization and globalization; the threats posed by relativism and a sense of isolation and social irrelevance… But it is precisely amid these uncertainties, which we share with so many of our contemporaries, that we are called to practice the virtue of hope”. (Pope Francis)

In addition to the listed Congregations and Dioceses below who have entrusted Covenant with the ministry of care and services to the elderly, children, sick and poor, Covenant was happy to assume sponsorship of the Sisters of Mercy Nursing Home in the Diocese of Fall River. The transfer of Sponsorship was celebrated at a prayer service on June 23, 2015.

- Daughters of Mary of the Immaculate Conception
- Missionary Sisters of the Society of Mary
- USA Northeast Province of the Society of Jesus
- Poor Sisters of Jesus Crucified and the Sorrowful Mother
- Religious Hospitallers of St. Joseph
- Roman Catholic Archdiocese of Boston
- Roman Catholic Diocese of Portland
- Servants of the Immaculate Heart of Mary-Good Shepherd Sisters of Quebec
- Sisters of Charity-Halifax
- Sister of Charity of Montreal, “Grey Nuns”
- Sisters of Charity of St. Hyacinthe
- Sisters of Mercy –Northeast Community
- Sisters of Notre Dame de Namur
- Sisters of St. Felix of Cantalice, Felician Sisters of North America
- Sisters of Holy Cross
- Sisters of St. Joseph of Boston
On behalf of everyone within Covenant, we remain grateful for the opportunity and privilege to be an important part of the Catholic healing ministry. We look forward to a future of serving others with compassion and understanding. We hope you will enjoy this report for the 2015 calendar year and it will provide you with some examples of the efforts made by all those within Covenant Health Systems whom faithfully respond to the needs of those we serve and our communities.

“Concerning mission, we need to remember that its urgency derives from its inner motivation; in other words, it is about handing on a legacy. As for method, it is essential to realize that a legacy is about witness, it is like the baton in a relay race: you don’t throw it up in the air for whoever is able to catch it, so that anyone who doesn’t catch it has to manage without. In order to transmit a legacy, one needs to hand it over personally, to touch the one to whom one wants to give, to relay, this inheritance.... “

Pope Francis
II.  Covenant Mission and Values

Our Mission
Covenant Health Systems is an innovative Catholic health organization committed to advancing the healing ministry of Jesus.

Our Core Values
Our Judeo-Christian tradition, the spirit of St. Marguerite d’Youville and that of all related Sponsors, compel us to promote Gospel values in all our endeavors. Therefore, we covenant to honor six core values which motivate Covenant Health Systems’ life, operations, and relationships.

Stewardship:
We administer our human and material resources with responsibility and accountability.

Integrity:
We promote justice, compassion, and ethical behavior, respecting the dignity of each person.

Creativity:
We shape our future, tempering idealism with realism, risk taking with prudence.

Excellence:
We deliver all services with the highest level of quality performance.

Collaboration:
We work in partnership, dialogue, and shared purpose.

Service:
Through a personal and communal commitment, we advance the physical, spiritual and emotional well-being of others, especially the poor and underserved.
III. Members of the Public Juridic Person

Covenant Health is guided by highly qualified community leaders as its Public Juridic Person, who give generously of their time, talent and leadership. The Members of the Public Juridic Person also serve as Directors of Covenant Health Systems, Inc., civil corporation.

H. William Adams (2007-2016)

H. William (Bill) Adams is a real estate agent with Coldwell Banker Residential Brokerage in Hingham, MA. Prior to this position, he was employed as a vice president at First Boston Corporation and Associate Director at Bear Stearns. Bill serves as a director for several not-for-profit organizations including Youville Lifecare in Cambridge, MA. Bill is also a member of the City of Quincy, MA Planning Board.

Joyce L. Arel (2006-2016)

Joyce L. Arel received her Bachelor of Science in Nursing from St. Anselm College, a Master’s degree in Counseling-Special Education from Rivier College and Specialist in Assessment of Intellectual Functioning (SAIF) degree from New England College. She is retired and previously
held the position of Coordinator of Gifted and Special Education for the Hudson School District in Hudson, NH. Joyce served on the Board of Directors of St. Joseph Hospital (Nashua, NH) from 1982-2000. She currently serves as a Trustee of the Nutt Foundation in Nashua, NH, the Burbank Foundation and the Bishop Guertin High School Review Board. She has served as a member of the Board for the New Hampshire Community College System, a Trustee of Rivier College, Board of Bishop High School, the Community Council of Nashua, the New Hampshire Charitable Foundation-Greater Nashua Region, and the New Hampshire Division of Youth Services Advisory Board. Joyce also served as President of the Nashua Board of Education and President of the Nashua Board of Aldermen.

**Kenneth Arnold (2015-2021)**

Kenneth E Arnold is Senior Vice President, General Counsel and Secretary of Lifespan Corporation. He came to Rhode Island Hospital in 1992 and was part of the group that created Lifespan. Ken has a master’s degree in health systems management and a law degree from Tulane University. At Lifespan, he has responsibility for legal affairs and serves as a special advisor to the board of directors and to senior management. From early 1999 to 2003, he had executive responsibility for Development. He has also overseen Human Resources on an interim basis. Prior to coming to Rhode Island, he worked in several healthcare organizations, including the University Medical Center of his alma mater, Tulane.

**Aisha Bonny (2013-2022)**

Aisha Bonny, MSW, is Director of Wraparound Family Services at the Brockton Area Multi-Services, Inc. (BAMSI), a private, non-profit human services organization providing services to adults and children with developmental disabilities, mental illness, behavioral health and public health needs, in Brockton, MA. She was named the Brockton 2011 Woman of the Year. Aisha serves on the MSW Advisory Board at Bridgewater State College, the Haitian Organization for Advancement of Petit Goäve, and the board of St. Joseph Manor, Brockton, MA.

**John Isaacson, Chair (2004 -2019)**

John Isaacson is the CEO/Partner of Lee Auto Malls and Maine Auto Credit in Auburn, ME. John is the former Board Chair of the Sisters of Charity Health System which includes St. Mary's Health System and d'Youville Pavilion. He also serves on the Board of Directors Greater Atlantic Insurance Company headquartered in Hamilton, Bermuda. John graduated cum laude from Dartmouth College and is a Rufus Choate Scholar.
Thomas L. Kelly (2010-2019)

Thomas L. Kelly is the CEO at HealthSmart in Irving, TX. His previous experience includes serving as President and CEO of Schaller Anderson Inc., Executive Vice President at Davita, Inc., and founding Mercy Health Plans, Inc. Tom has an M.S. in Accounting from New York University and serves on the Boards of Fidelis Care in New York and FOCoS Innovations and Welvie.


Sr. June Ketterer, SGM, is a Grey Nun with the Sisters of Charity of Montreal ("Grey Nuns"), St. Joseph Province. Sr. June was responsible for leading the way in establishing the Grey Nuns Health System in 1983 which later became known as Covenant Health. She has served as Covenant Board Chair from 1995 to 2001 and has served on many boards of Covenant member institutions, including Youville Lifecare (board chair 1989-1993), and Youville Place Assisted Living Residence. Sr. June received an Honorary Doctor of Human Letters, Siena Heights College (Adrian, MI) and Siena Medal "for Christian and Social Commitment" in 1986.

David R. Lincoln

David R. Lincoln serves as President and Chief Executive Officer of Covenant Health. Prior to joining Covenant, David held several senior administrative positions at Memorial Health System and Memorial Hospital in South Bend, IN. David serves on many boards, including the Board of First Initiatives Insurance, LTD, and is a member of the Finance Committee at Catholic Health Initiatives. He is the Vice Chairperson of Yankee Alliance, Inc. and Vice Chairperson of Yankee Alliance, LLC. David is past Vice Chairperson of the Board of Stewardship Trustees of Catholic Health Initiatives. He is a Trustee Emeritus of Catholic Healthcare Partners and served as the first lay Chairperson of the Corporate Member. He has served as past Chairperson President of the American Hospital Association’s Society for Health Care Planning and Marketing, and he has served as the Chairperson of the American Hospital Association’s Governing Council for Health Care Systems. David is a member of the National Advisory Board of the American Hospital Association Center for Healthcare Governance.

James F. Loftus, IV (2011-2020)

James F. Loftus is the President and CEO of 101.1 More FM/WBEB Radio-Philadelphia. A career broadcaster, he served as a VP with CBS /Philadelphia from 2005 to 2015, and before that was COO at Times-Shamrock Communications, in Scranton PA. He is a member of the Board
of Directors of St. Mary's Villa Nursing Home and St. Mary's Villa Residence in Elmhurst Township, PA, a member of Covenant Health and past board chairman. James is also a board member of the Archdiocese of Philadelphia’s Catholic Charities Appeal and the Pennsylvania Association of Broadcasters.

**William P. Lucy (2014-2023)**

William P. (Bill) Lucy serves as Senior Vice President, Commercial Services for Katahdin Trust Company in Bangor, ME. Bill began his banking career in 1981 following his graduation from the University of Maine. Bill is Chairman of the Board of St. Joseph Healthcare, a member of Covenant Health, and Board President of Katahdin Area Council Boy Scouts of America. Some of his prior community involvement includes Board Member Penobscot Community Health Center, Board President YMCA, Campaign Chair United Way, and Director Bangor Symphony Orchestra.


John D. Oliverio is the President and Chief Executive Officer of Wheaton Franciscan Healthcare, a Catholic, not-for-profit organization with 14 hospital sites including more than 1,500 staffed beds, more than 17,000 associates, over 500 medical group physicians and a housing ministry with 2,620 units in Wisconsin, Iowa, Colorado, and Illinois. Serving the organization for more than 31 years in various capacities with the last 15 years as President and CEO, John has a deep commitment to Wheaton’s Mission, Vision and Values and has led the organization’s move to integrate delivery systems across markets, expand physician services, create innovative physician partnerships, to efficiently and effectively support the needs of patients, associates, physicians, and communities. He has also been committed to various civic organizations over his career in addition to serving as chair of his parish finance committee and local school board.

**John Pallone (2011-2020)**

John Pallone is the founder and partner of Shaheen, Pallone & Associates, P.C., a full service certified public accounting firm located in North Andover, Massachusetts, which provides accounting, auditing, tax and business advisory services to a diverse clientele. John is very involved in community affairs and has served as Chairperson of the Board of Directors of Mary Immaculate Health Care Services, a member of Covenant Health.
Louise Trottier, Vice Chair (2008-2022)

Louise Trottier Chairs the Covenant Health’s Finance Committee. She serves as past Chair of the St. Joseph Hospital Board in Nashua and also is a member of their finance committee. Louise is retired and previously held the position of Senior Vice President of Retail Banking at TD Bank. Louise has experience serving on many non-profit local community boards and is currently on the Hunt Community Board of Trustees, a non-profit senior living residence in Nashua.

"The Catholic health care ministry is an amalgam of complementary threads woven into a single fabric of ministry: religious and lay; male and female; Catholic and non-Catholic."

John Curley - 1983 CHA Assembly
IV. Covenant Public Juridic Person – Sponsorship Report

- Covenant Health Systems PJP assumed sponsorship of Mount St. Rita nursing home in Cumberland, Rhode Island, on January 23, 2015. The Sisters of Mercy and Covenant celebrated the transfer of sponsorship on June 23, 2015. During the service there was an exchange of symbols. The Sisters of Mercy presented Covenant with a Mercy Cross and copy of the life of Sister Catherine McAuley, their foundress. Covenant presented Sr. Jacqueline Marie, RSM, with the Covenant candle, with the inscribed motto: “Our Name is Our Promise”. Prior to these events, David Lincoln, Susan McDonough and Sr. Catherine O’Connor, CSB had a very cordial visit with Bishop Tobin of Rhode Island who expressed confidence in Covenant leadership for the future of the ministry of Mount St. Rita’s.

- Relationships with local Ordinaries: Covenant sends a copy of the annual Stewardship report to each Bishop or his designated representative. The PJP is pleased to have good communication with the Bishops in whose Dioceses Covenant Health Systems has ministries. The attached letters attest to this. (Appendix 1). Covenant also is in communication with the local Bishops when there are changes in clergy appointments as chaplains and when there is a change of leadership in Spiritual care departments (Ethical and Religious Directives for Catholic Health Care Services, 2009, Directive #21).

- At the Meeting of the Public Juridic Person on June 26th, 2015 the following persons were re-elected to serve as members of the Public Juridic Person. The motion was made and seconded. It was voted that the following individuals be re-elected as members of the Covenant Health Systems’ Public Juridic Person:

  Joyce Arel as Chairperson of the Public Juridic Person for a one-year term, 2015-2016.
The following individuals were elected as officers of the Public Juridic Person for a one-year term, 2015-2016:

John Ahle, Treasurer
Stephen Conlin, Clerk
David Lincoln, President
Louise Trottier, Vice Chair

Kenneth Arnold was elected a member of the Public Juridic Person and to the Covenant Health Systems Board of Directors for a two-year term, 2015-2017.

- Ministerial Juridic Person (MJP) Meeting: The MJP meeting took place on June 8th immediately following the CHA Assembly. The Purpose Statement was reviewed and the decision was made to continue the MJP meetings twice per year. It was agreed that one meeting would be at the time of the CHA meeting and the second meeting would take place separately. The MJP meetings afforded the opportunity to discuss challenges and issues of interest to the MJPs in a confidential setting. CHA has set up a group site specifically for the use of MJP members and support staff. The meetings and the website will provide for sharing Annual Reports, Statutes, ecclesial questions, MJP leadership formation and best practices in aligning MJPs with health system strategies. The Chair of the MJP, the CEO and senior staff person of each of the MJPs are invited to these meetings.

- Fr. Elias Ayuban: The Covenant PJP received the e-mail and the paper on MJPS written by Fr. Elias Ayuban of CICSAL. In the e-mail Fr. Elias gave the option of submitting the annual report annually or bi-annually to the Vatican. The members discussed the timing of the Annual Report and agreed that it is a good discipline to do the Report annually.

- The Annual Covenant Leadership Forum was held on October 22-23, 2015 at the Wentworth by the Sea in New Castle, New Hampshire. As Covenant was celebrating the threefold events of the 20th anniversary as a PJP, the Year of Consecrated Life, and Pope Francis’ initiation of the Jubilee Year of Mercy, Covenant chose the theme for the Forum: “Unless the Lord builds the house, those who build it labor in vain.” (Psalm 127:1) The Covenant PJP and the Covenant leadership renewed their commitment to the Catholic Health ministry in the missioning service, and the sisters representing the religious communities were presented with a corsage, in recognition of their years of dedicated service to the Church. (Appendices 2 & 3)
St. Marguerite d’Youville Grants 2015/2016

Thanks to a generous endowment from the Grey Nuns, Covenant Health Systems is committed to making grants available so that the healing mission of Jesus may continue. The grounding principle of this outreach to those in need was the response of St. Marguerite d’Youville to the question, “Who is my neighbor?” (Luke 10). The grants are intended to support a specific project or community benefit which, in keeping with the spirit of St. Marguerite, assists the poor and underserved. In December 2015 the Public Juridic Person affirmed the awarding of six grants, in the amount of $48,700.00. The grants awarded were:

St. Mary’s Health System, Lewiston, ME

**Doing What “Needs to Be Done - $10,000**
Compelled by our mission to continue the healing ministry in the spirit of St. Marguerite d’Youville, St. Mary's Health System is dedicated to responding to identified community needs.

St. Mary's is located in Lewiston, the second largest metropolitan area in Maine. There is a significant number of elderly people in the region, and a disproportionately high share of people living in poverty in the area. St. Mary's Nutrition Center (NC) serves families, youth, adults, elders, and refugees of the greater Lewiston-Auburn area who have limited incomes and are at increased risk for food insecurity and poor health; most clientele live in public housing or in the two downtown census tracts where individual poverty rates are 67%; the highest in the state. The NC participants range from age 3 - 75 and come from many different races, ethnicities, and backgrounds. Over 60% of the gardeners and the children who participate in programs are recent immigrants/refugees. Increasingly we are becoming aware that our patients and our community population are finding it more difficult to meet life's basic needs such as food, diapers, and basic hygiene supplies.

In our HIV case management program, there have been many funding cuts by the state in the past few years. This program has always been holistic in its case management approach—caring for the physical, social, emotional and spiritual needs of clients. This year we have not been able to provide basic hygiene items as well as detergent, tissues, bleach, paper towels and toilet paper. These are items clients are not allowed to purchase with their food stamps and some of these items are used more frequently because of side effects of medications. The Neonatal Abstinence Syndrome (NAS) program is a new Initiative that assists drug impacted mothers and their unborn children in order to work with mothers to stay healthy and sober throughout their pregnancy and to help the babies through withdrawal after they are born. This program often includes mothers...
living in poverty or a lower socioeconomic status who are unable to afford items such as food, diapers, wipes, clothing and other baby needs.

This year's multi-pronged request reflects a strength of St. Mary's - our staff care deeply about our patients and clients/community and we listen and pay attention to their needs. So, the apparent "disjointedness" comes in fact from being connected and understanding that sometimes the most effective strategies aren't the most obvious or bold, but rather, they are responsive. The nuance and diversity of requests reflect a level of understanding and willingness to "do what needs to be done", something the Sisters of Charity have practiced since the days of St. Marguerite d'Youville. The grant will support these deserving initiatives.

**St. Mary Health Care Center, Worcester, MA**

**School Supplies/Community Outreach - $10,000**

St. Mary is located in a high poverty level area and our mission is to reach out to our neighboring school to assist children who come from this community. Limited public funding prevents teachers from creating much needed afterschool programs that promote mindfulness, wellness, and innovated learning for these underserved students. By providing resources and school supplies to children and teachers who need but cannot afford them, we hope to be a helping hand in furthering the importance of having an education despite economic status. If granted, we would also like to donate funds to help support Southeast Asian immigrants in areas where resources to them are difficult to come by. Asian immigrants in our community lack resources and services to help them assimilate into a different culture. This funding will help these immigrants learn English, get job training, and access to health care while settling in to the mainstream society.

With this grant, educators will have the tools needed to allow young disadvantaged children achieve higher education without sacrificing. Southeast Asian immigrants will have the opportunity to seek services to thrive once they acquire basic skills needed to progress in a new country.

**Maristhill Nursing & Rehabilitation Center, Waltham, MA**

**Technology for Patients/Residents - $2,000**

The program will address a recently-identified need to provide consistent internet access to patients/residents as a way to alleviate some of the emotional distress associated with a prolonged rehab stay or permanent nursing home residency. This type of purchase cannot be
supported by our regular budget and the majority of our patients/residents cannot afford to purchase this technology on their own.

The grant would provide the means for patients/residents to access personal areas of interest including music, games and methods of electronic communication with loved ones, including Skype. This would also improve the quality of life for people who are cutoff from their home, family and friends.

**Mary Immaculate Health Care Services, Lawrence, MA**

**Serving Our Community - $10,000**

Mary Immaculate Health/Care Services is proud to carry on the mission of service established by the Grey Nuns nearly 150 years ago. While much has changed in the city over time, Lawrence remains an immigrant city challenged by poverty. Our strong ties to our neighbors, business partners and the local parishes help us provide exceptional care for the aging. We are also one of the City's largest employers.

Hands to Help is a neighborhood resource center recently established with support from Merrimack College and Saint Mary of the Assumption parish in Lawrence. The center provides job preparation and resume building, kindergarten through high school tutoring, referrals and general assistance. Clients may include the parishioners and neighbors of Saint Mary of the Assumption as well as the employees of Mary Immaculate.

Saint Mary of the Assumption provides space for the center in the church rectory. Merrimack College provides some financial support, and their undergraduate students volunteer their time and skills to provide counseling and referral services. Both the College and Saint Mary's are strongly committed to supporting and sustaining Hands to Help, in keeping with their respective traditions of hospitality, community and service to others.

The grant will support Hands to Help which is a newly established neighborhood resource center committed to supporting the most vulnerable in our community. A small staff employed by Merrimack College currently works with 10-15 Merrimack students to provide a range of services to individuals and families in the neighborhood. In its first month of operation the center has served 45 individuals, providing tutoring, translation services, and access and referral to the following services: the food bank, public housing, community health services, employment and ESL classes. It is anticipated that the number of individuals served per month will grow as community awareness increases.
Continuum of Care Management (CCM) - $10,000
St. Joseph Healthcare in Bangor, Maine is a healthcare system in rural Maine and a regional service center that serves over 200,000 people. The area has a high number of elders who are dealing with economic issues, lack of family support and chronic health care problems.

Bangor is the largest city in the area and has many of the problems associated with a city; homelessness, drugs, alcohol addiction and food scarcity.

Maine is one of the states that did not expand Medicaid and in addition eliminated approximately 30,000 citizens from the current Medicaid system. The consequence of this is that there are many consumers with no health insurance and no way to pay for it. These consumers don't have access to preventative or primary care and come to the hospital when they are acutely ill.

The grant will support a Continuum of Care Management Pilot Program. There will be three groups of consumers of the program:

The consumers who access the St. Joseph Healthcare system as designated free care of charity care patients.
High Risk Patients who are in the orthopedic and pneumonia bundle project.
Hospice patients who need an intervention or evaluation by an NP in the home to maintain their quality of life.

St. Joseph Hospital, Nashua, NH

Human Trafficking 101 and Beyond - $6,700
The World Health Organization and the US State Department estimate that more than 20 million people worldwide are victims of forced labor. Annual profits may top $150 billion. The international Labor Organization state that contemporary slavery includes migrant workers, child soldiers, debt-bonded domestics and women, men and children sold into the sex trade.
many believe human trafficking occurs only in foreign countries, an estimated 300,000 American youth are at risk of sex trafficking and commercial exploitation in the US every year.

New Hampshire still struggles with the lack of a state organization and initiatives to address the issue of human trafficking. (The NH AG Commission to Combat Human Trafficking has dissolved.) Although the numbers for human trafficking (sex and labor slaves) continue to be difficult to obtain, the need for education continues to grow. Recently, a Concord, NH man was prosecuted and found guilty of trafficking a 15 year old girl. He is also charged with trafficking a 14 year old girl.

The grant will support a full day conference. Suggested audience includes healthcare and social service (especially youth) providers, substance abuse professional, the legal and law enforcement fields, and members of faith communities.

The program will begin with a State of the State update. This will be followed by the presentation of a Training Program that has recently been developed by the NH Human Trafficking Work Group. Highlighting key points in the training program will be three survivors who will weave their story into the training - demonstrating how the various professional fields helped them and where they failed them.

**PJP Evaluation**

Every two years the Public Juridic Person participates in an evaluation of their experience as sponsors. The nine question evaluation process was completed in the Fall of 2015. The results were very encouraging (see below). The Sponsorship and Governance Committee of the Public Juridic Person reviewed the results, and recommended an ongoing formation plan which will be implemented in 2016-2017.

Q1 I understand my role and responsibilities as a Sponsor of Covenant Health Systems; specifically with respect to:

Please rank the following questions (One being the low, five being high).

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<tr>
<td>The tenets of canon law and Covenant’s Canonical Statutes and Bylaws</td>
<td></td>
</tr>
</tbody>
</table>
Comments:
At Covenant, our Catholic Identity is more than just a positioning statement. It is evident in our every decision and everywhere within our organization.

Q2 As a Public Juridic Person, we allot sufficient time and attention to issues of sponsorship? (one being low and five being high)

<table>
<thead>
<tr>
<th>Weighted Average</th>
<th>4.78</th>
</tr>
</thead>
</table>

Q3 There is adequate time spent on education of sponsorship, Catholic identity and/or related topics (one being low and five being high)

<table>
<thead>
<tr>
<th>Weighted Average</th>
<th>4.78</th>
</tr>
</thead>
</table>

Comments:
Periodic educational review
I believe this area of our responsibility is given the appropriate attention.

Q4 Education on sponsorship, Catholic identity and related topics is:

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Quality</td>
<td>88.89%</td>
</tr>
<tr>
<td>Relevant</td>
<td>66.67%</td>
</tr>
<tr>
<td>Timely</td>
<td>44.44%</td>
</tr>
</tbody>
</table>

Q5 We utilize the Values Discernment Process in Decision Making

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Comments:
An extremely mindful and thoughtful process for decision making at every level.

Q6 Opportunities to reflect on and further develop my role to be a sponsor are appropriate and effective (1 being low, 5 being high)

<table>
<thead>
<tr>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.56</td>
</tr>
</tbody>
</table>

Q7 One thing that would help me to better understand and carry out my role as sponsor is:

<table>
<thead>
<tr>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pilgrimage to Rome</td>
</tr>
<tr>
<td>N/A</td>
</tr>
<tr>
<td>Include reference to sponsorship in the opening reflection</td>
</tr>
<tr>
<td>The church's long term goal and expectation for Catholic healthcare.</td>
</tr>
<tr>
<td>I believe we need more formal board education on the responsibility of</td>
</tr>
<tr>
<td>Not sure. I think that the subject is carried out quite well.</td>
</tr>
</tbody>
</table>

Q8 Suggestions for future Board Education Programs:

<table>
<thead>
<tr>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working in a Catholic organization when it is not your faith...</td>
</tr>
<tr>
<td>See question 7</td>
</tr>
<tr>
<td>Keep doing what is being done and include as many employees as possible</td>
</tr>
</tbody>
</table>

Q9 I have participated in the Public Juridic Person Collaborative Formation Program:

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Board of Directors’ Orientation

In October 2015 there was an orientation for 14 new members of the Boards of Directors of Covenant Health Systems. The orientation included an overview of the responsibilities of the sponsor and member of a Public Juridic Person, and also included information from a civil perspective. The orientation program addressed the following topics:

- Covenant Health Systems: Our unique role in the Catholic Church
- Mission and Sponsorship
- Legal Issues with Executive Compensation and Conflicts of Interest
- Strategic Planning and Quality Dashboard
- Finance and Insurance

Overall, the feedback from the participants indicated that they found the orientation to be very helpful, particularly they appreciated the opportunity to raise questions about their role and responsibilities as leaders in Catholic health care, and the relationship of Covenant Health Systems with the Church.
V. Health Care Environment

Expanded Health Insurance Coverage

Health care in the United States continues to experience dramatic changes. From the provider side, hospitals and skilled nursing facilities are caught in the crossroads of shifting payment mechanisms which are moving away from a cost per unit of delivered service, to accepting risk for the people we serve. Covenant Health has been participating in a variety of innovative model projects, such as the Bundled Payment Demonstration Program and in Accountable Care Organizations, to improve care while at the same time, reduce overall expenditures. It is difficult for providers to shift the delivery models without clear indications from commercial and public payors when the overall transformation to risk models will take place. This uncertainty will continue to have an impact on health care providers for the next several years.

The Affordable Care Act (ACA) continues to be the basis of partisan politics in the United States. Since the Republican Party has taken control of both houses of Congress, there have been numerous attempts to repeal the Affordable Care Act through both legislative and judicial means. President Obama has consistently vetoed the repeal, noting that in the absence of a viable alternative, millions of people throughout the country who are recently insured will lose insurance and the other protections which the law has created. The upcoming Presidential election will likely dictate the long term prospects for the ACA. All the leading candidates from the Republican Party have announced their intention to repeal the Act, although there have been few proposals offered which will preserve the insurance and protections currently utilized by more than 17 million people. The two leading Democratic candidates have either announced their intention to preserve the Affordable Care Act or replace it with a single payor system which would be more extensive than the ACA.

One of the major provisions of the Affordable Care Act is the expansion of the current Medicaid Program to cover those without insurance who are either low or moderate income. All the States in New England, other than Maine, have made the decision to expand their Medicaid programs and to take advantage of the millions of Federal dollars available to states to implement this expansion. Even some Republican Governors who have run on platforms to repeal the act have made the decision to expand rather than leave millions of Federal dollars “on the table.” One of the most recent examples of this was in the State of Kentucky.

The Republican Governor of the State of Maine has been consistent in his unwillingness to expand Medicaid, despite attempts by the Legislature to support this expansion. It is one of only
16 states in the Country that has not expanded or is in the process of expanding. According to a recent report by the Robert Wood Johnson Foundation/Urban Institute, Maine is forgoing $3.1 Billion in Federal Medicaid funding for the period 2013-2022 and hospitals in the state are losing approximately $.9 billion in reimbursement for care. Had Medicaid been expanded, it is estimated that 70,000 Maine Residents would be covered. This has also created a gap, leaving residents of Maine ineligible for Medicaid, but with incomes too low to qualify for federal health insurance policies.

Covenant’s largest presence is in the state of Maine where we sponsor two Catholic hospitals and two skilled nursing facilities, along with managing two other skilled nursing facilities. One of these managed facilities is sponsored by the Diocese of Portland. In addition to the lack of insurance for citizens, bad debts are an issue for our organizations in this State. Advocacy continues locally to reverse this position, but in the interim, this lack of expansion, coupled with changes to reimbursement, continues to challenge health care providers in Maine.

Although the ACA has reduced the number of uninsured Americans, many health care executives continue to be concerned about the potential increased bed debts related to patients unable to afford co-payments and deductibles. One fifth of workers in the US have high deductible plans, for which the plans’ deductible can be as much as $15,000, and exceed the family’s savings.

**Consumerism**

While there is great controversy on the provider and payor sides of health care, we are also experiencing a greater shift in consumer expectations. Traditional models of care do not fit the needs of many younger patients without major health needs. Convenience is emerging as a driving factor as is the use of technology. Many consumers are turning to non-traditional providers of care who are easy to access on an ad hoc basis, without developing formal, longstanding relationships with physicians or other clinicians. Recent mergers such as the CVS company taking over Target’s in store clinics is evidence of this convenience driven model of care’s appeal. Traditional health care focuses the small percentage of people who account for a large proportion of health care spending. These new consumer, retail sites target the 90% of the population who healthy, self-sufficient, and able to manage their own health care. Retail health is moving beyond the in-store clinic model and providers must be prepared to provide consumer centric services throughout their operations.

Covenant’s hospitals are preparing to meet these expectations by developing alternative sites, such as urgent care clinics and creating innovative ways for local people to connect with the hospitals and physicians, such as expanded hours and connecting through e-mail. Among these innovative approaches is the expansion by Covenant organizations into Telemedicine which is in
the nascent stage but offers great opportunities to expand services to areas which are underserved. St. Mary’s Regional Medical Center in Lewiston, ME has a large Behavioral Health program which is providing support to other hospitals and skilled facilities to meet patient’s needs remotely. Expansion to other service lines is in the planning stage and will allow Covenant Hospitals to provide care to remote settings in Maine and elsewhere.

Quality Highlights

- **Sepsis Transformation Team continues their work throughout 2015:** In 2014, Covenant Health adopted System-wide evidence based guidelines and protocols for the treatment of Sepsis. Sepsis is a complication of infection that is increasing in frequency and carries a high mortality rate. The key to effective treatment is early recognition and prompt treatment. Screening for early identification of septic patients is now hardwired into nursing practice at all of Covenant’s hospitals. Acute care nurses are currently using the standard Systemic Inflammatory Response Syndrome (SIRS) screening tool from the Surviving Sepsis Campaign. A chart review one year after implementation demonstrated a System-wide compliance rate of more than 94% for sepsis screening by nurses. Mortality for sepsis at Covenant Health hospitals was 11%, compared to an expected rate of 17%, based on recent international data from developed countries. Mortality for the most severe cases of sepsis at Covenant hospitals was 20% with an expected rate of 27%, from the same published studies. We will be monitoring our improvement to ensure sustainability going forward using the new Centers for Medicare and Medicaid Services (CMS) Core Measure data, which began in January, 2016.

- **Falls:** In 2014, Covenant implemented the validated Fall Risk Assessment Tool (FRAT) for screening Skilled Nursing Facility residents and also implemented strategies for fall risk prevention system-wide. Covenant’s Board Quality Committee tracks the fall and fall with injury rates of each facility monthly and compares it to national benchmarks. Several Covenant Skilled Nursing Facilities (SNFs) have achieved a notable reduction in their rates.

  **Below Both Benchmarks: Falls (6.42/1,000) & Falls with Injury (1.40/1,000 Resident Days)**

  - 30 Consecutive months – July 2013 through Dec 2015: St Joseph Manor; Brockton, MA
• Notable achievements for Covenant’s acute care hospitals during 2015:
  o In the hospital setting, alarms are found on most medical devices used at the patient bedside. The alarms alert clinicians when a patient's condition is deteriorating or when a device is not functioning as it should. Alarm fatigue occurs when clinicians become overwhelmed by the sheer number of alarm signals, which can result in alarm desensitization and, in turn, can lead to missed alarms or a delayed response to patient. Alarm fatigue was identified as the number one Health Technology Hazard for 2015. St Joseph Hospital (Nashua, NH) Alarm Management Taskforce achieved an 84% reduction in “Leads off” alarms, with an increase in actionable alarms (an alarm that requires a nurse to take action) from 7% to 27.5%.
  
  o St. Joseph Hospital (Bangor, ME) focused on Hospital Acquired Conditions. Through physician engagement and education, as well as the implementation of an updated bundle for Foley Catheter management, they were able to reduce the number of Foley catheter days, which reduced the number of Urinary Tract Infections due to Foley catheters by 50%.
  
  o St. Mary's Regional Medical Center (Lewiston, ME) focused on the reduction of hospital acquired pressure ulcers, reducing their rate of occurrence from 6% (2010) to 1.1% (2015).

• Covenant Health kicked off its two year engagement for Lean Transformational Services with the Virginia Mason Institute (VMI) in Seattle, WA in July of 2015. A Covenant System Director of Lean Education was hired in April, 2015, and a Covenant Director of Lean Education was hired in November 2015. Both have completed their Advanced Lean Training at VMI. The first Rapid Improvement Workshop, focused on improving patient flow in our primary care physician practices will take place at St Mary’s in Lewiston in March 2106.
VI. Ministry Oversight

Covenant Health Systems Ministry

Covenant Health Systems is a sponsor of 12 health and post-acute care (PAC) organizations located in Maine, Massachusetts, New Hampshire, Pennsylvania and Rhode Island, and it also serves as the Sponsor of a Foundation in Vermont. Covenant has sponsorship, governance and management responsibility for these entities. These organizations are comprised of 17 facilities which provide various types of care including:

- Eight nursing homes
- Two assisted living facilities
- Three acute care hospitals
- Three independent living/personal care facilities
- One foundation

In addition, Covenant holds management contracts with five elder care facilities: Two in Massachusetts, one in New Hampshire and two in Maine; and has affiliation agreements with another eight facilities located in Massachusetts, and one facility in New Hampshire. These ministries are comprised of assisted living and long term care facilities.

With this span of service, Covenant is the leading Catholic provider of elder care services in New England. In addition to the skilled nursing homes, each of our acute and long term acute care facilities also has specialized services that reach out to, and serve, the elderly.

(Appendices 4 & 5)

“Total openness to serving others is our hallmark, it alone is our title of honor.”

Pope Francis
VII. Ministry Leadership Formation

Introduction
The Covenant Public Juridic Person and Senior Leadership of Covenant Health Systems have a strong commitment to ministry formation and the development of leaders who are aligned with the mission and values and who will operate within the Covenant leadership philosophy and competencies. Faculty for the formation programs in Covenant Health Systems include persons with the following levels of academic and professional preparation: M.A., M.Div.; Th.D.’s, and Ph. D’s in Systematic Theology, Ethic, Religious Studies and Psychology.

The levels of Formation programs are:

1. **Covenant Ministry Stepping Stones** – for frontline staff who provide much of the direct care at the bedside
2. **Ministry Concepts** – for midlevel managers and supervisors
3. **Foundations of Catholic Healthcare** – for senior leaders
4. **Heritage and Horizon** – for senior leaders
5. **Public Juridic Person and Board Formation**
6. **Ongoing formation and leadership Development**

Over 500 employees of Covenant, ranging from frontline to senior management, participated in system sponsored formation and leadership events in 2015. These events included the new ministry program for frontline staff: **Covenant Ministry Stepping Stones**; Modules One, two and three for the fourth Cohort of **Heritage and Horizon** for senior ministry leaders (Two days each module); two one day workshops titled **Ministry Concepts** for midlevel managers. In addition, the individual ministries provide onsite formation events such as **Spiritual Grounding**, a regularly scheduled gathering for small groups of employees. Some of Covenant elder service residences also offer scripture study opportunities for residents. 150 Covenant leaders participated in the annual Leadership Forum.

An exciting new initiative in formation began in 2015 with the **Covenant Ministry Stepping Stones**, a 16 one hour program for employees who work on the frontline and provide much of the direct care at the bedside. This is a big commitment as it is a challenge for these employees to take time away from their work, but the Covenant Board believe it is a necessary and important investment, both form the point of view of employee morale and deepening their understanding of their role in Catholic Healthcare.
The overall focus of the program is on *A Shared Statement of Identity for the Catholic Health Ministry*, and the seven commitments of Catholic Healthcare:

1. **Promote and Defend Human Dignity**
2. **Attend to the Whole Person**
3. **Care for Poor and Vulnerable Persons**
4. **Promote the Common Good**
5. **Act on Behalf of Justice**
6. **Steward Resources**
7. **Act in Communion with the Church**

Each of the 16 sessions focuses on three dimensions of one of the seven commitments:
1) Biblical Foundation, 2) Church (including understanding of Covenant), and 3) Ministry Stepping Stones (What stepping stones are we creating in this workplace?)

**Health Care Ministry Concepts (for mid-level Managers):**

Goal of Ministry Concepts: To impart an understanding of:

- The history of religious congregations whose ministries are sponsored by Covenant Health Systems
- How Covenant Health Systems became a Public Juridic Person of the Church
- The *Ethical and Religious Directives of Catholic Healthcare (USCCB 2009)*
- How all persons are called to participate in the ministry of the Church

**Evaluative comments of participants in the Ministry formation programs:**

1. **Today’s session allowed me to …**
   - Explore mission and ministry on a deeper level and how it is an important piece of my day-to-day life both personally and professionally.
   - Reflect and review my commitment to the mission.
   - Realize the importance of my job.
   - Meet new people and also realize how connected we all are and how important our role is.
   - It allowed me to reflect on my mission and to become a better worker.
   - Stop and think and realize the hardships of the past.
   - Have a better understanding of my responsibilities and how important it is for me to love through my work as well as love all I come in contact with.
   - Better understand the Catholic Healthcare I have chosen to provide.
   - Learn a lot about working for a Catholic Health Care facility.
Understand better how hard the Sisters have worked through History.

Get a better sense of how Catholic Healthcare and the history thereof influence my organization’s mission today and their approach to compassionate care.

Reflect upon the fact that even as a person of a different faith I can still carry out the Catholic Principles.

2. I was affirmed when ….

- Listening to the 10 principles I realized I implement most on a daily basis.
- Understanding how valuable we are and how courageous and strong the nuns were, they are an inspiration to us all.
- I met a number of devoted Covenant workers.
- I realized the whole Covenant connection.
- The beliefs I have are on track and that with the help I received today will continue to expand those beliefs.
- I saw the videos of how Catholic Healthcare started with the little they had.
- The history of the founders and pioneers presented today.
- I heard the history of the Church.
- Saw all the work the Nuns had done.
- There was reinforced discussion on caring for the sick and vulnerable.
- Realizing that in the normal course of work it is automatic that the principles of Catholic Health Care applied by just putting oneself in the resident’s place.
- I have been with a Catholic facility for 17 years and I am glad I continued in this setting.

3. When I return to my ministry tomorrow…

- I will begin to educate all staff, in all departments - everyone plays an important and needed role in our ministry.
- I will have a renewed sense of purpose and energy to follow the mission.
- I will teach how important it is to continue our mission and provide excellent patient care and work together.
- I will continue my work to improve my department’s care for all patients.
- I will act with more of a purpose to carry out Jesus’ mission.
- I will be a better nurse.
- I will use what I learned and be a better employee and caregiver.
- I will bring the new knowledge I have learned to my co-workers.
- I will carry forward the teachings to all my staff.
- I will embrace the principles in my day to day interaction.
- I will try to live the mission even more.
I will try to pay more attention to the work others around me are doing for the community.

I will feel more grounded and supported because of my reflection today on the healing ministry of Jesus.

This was a perfect day of prayers and reflection. I am very grateful I had this experience as I begin my ministry at St. Mary’s.

A terrific overview of the Catholic health care ministry.

**Heritage & Horizon** (for Senior Leaders):

**Module Two: Church**

**Program Goal:**
To provide leaders an experience of a ministry community in order to grow in their ability to integrate the Catholic Health Ministry into the struggle of living and working in a complex world and business environment.

**Objectives:**
1. Articulate a contemporary understanding of Church.
2. Situate one’s leadership in the Catholic Health Ministry in the context of the Catholic Church.
3. Understand the unique ministry of sponsorship, how it is evolving and how, as a leader, one interfaces with the organization’s particular sponsors.

**Module Three: Catholic Health Care as a Ministry**

**Program Goal:**
To provide leaders an experience of a ministry community in order to grow in their ability to integrate the Catholic Health Ministry into the struggle of living and working in a complex world and business environment.

**Objectives:**
1. Recognize Catholic Health Care as a continuation of the ministry of Jesus.
2. Distinguish leaders and servant leaders and reflect on the meaning of oneself as a ministry leader.
3. Explore the relationship between individual and organizational spirituality and ministry transformation.
Module Four: Catholic Social Teaching

Program Goal:
To provide leaders an experience of a ministry community in order to grow in their ability to integrate the Catholic Health Ministry into the struggle of living and working in a complex world and business environment.

Objectives:
1. Describe the foundations and key themes of Catholic Social Teaching, with special focus on community, participation and voice.
2. Evaluate the relationship of Catholic Social Teaching to one’s personal values, professional commitments and ministry.
3. Apply Catholic Social Teaching to the Catholic Health Ministry in general, and to one’s specific responsibilities as ministry leaders.

How did the Heritage and Horizon program impact you?

- It brought awareness to my role in Catholic Health Leadership.
- It was interesting to learn about the PJP status of Covenant and what that means. It really put into perspective our connection to the Catholic Church not just in belief but in organizational structure.
- Considering my background this was helpful in understanding the church in a different way.
- It gives me a better understanding of what Covenant expects and what we contribute as a system.
- Greatly. I could listen to the history provided by Sister Cathy all day.
- It helped develop a better understanding of sponsorship.
- It made me think more about how residents and patients and should be respected.
- Refocused me on what my mission is, how important our mission is. How all we do impacts so many people. Both sessions have really refueled and refreshed my soul.
- Makes me think if I see homeless individuals in Boston, that perhaps I should try to help them.
- It had a big impact and deepened my understanding of sponsorship and my role in leadership as well as the role of Catholic health ministries.
- The program had a significant impact on me. The impact was such that it transcended the program and spilled over into real life, resulting in much discussion of it in the days after it ended.
- Servant leadership was familiar ground and it was nice to connect those earlier readings and discussion to the overall H&H program.
• Gave me the opportunity to think about the times when God was truly present in my life and I learned more about the spirituality of the organization.
• Was never aware of the difference between leader and servant leader, seems inherent in health care but interesting to ponder.
• Triggered a lot of reflection on areas that could be improved upon
• I always go away refreshed and energized
• I feel enlightened, energized and ready to bring the news forth.
• It made me think how I lead and interact with all I come in contact with
• Provided needed time for reflection.

**Ongoing Ministry Formation and Leadership Development**

As Covenant Health Systems has ministries in areas where there is a high level of poverty, one of the workshops in 2015 was **Bridges Out of Poverty**. The presenter was Prudence Pease, a woman who had experienced homelessness three times in her life, had suffered abuse, and yet struggled to create a better future for herself and her children. The participants were impressed by her insights into the factors that contribute to poverty and were inspired by her story and commitment to improving the lives of others living in poverty.

Many of the leaders who had completed the **Heritage and Horizon** program had done projects of **Servant Leadership**. Tom Thibodeau, from Viterbo University in Wisconsin presented a follow-up day on Servant Leadership in November. He has developed an institute devoted to this topic. His dedication came out of a clear commitment to ministry and Gospel values. The participants were engaged, enthusiastic, and felt validated in how they strive to live the example of Jesus as Servant in their everyday life.
Covenant Health held its annual Leadership Forum from October 22-23 at the Wentworth by the Sea in New Castle, New Hampshire. This year approximately 150 leaders from across the System, including executives, trustees and physicians, gathered for presentations on important topics from professionals both within and outside of our System. In addition, the Covenant Health Board of Directors and leaders took part in a Missioning Service and orientation was held for new board members and senior management.

Thursday morning kicked off with David Lincoln, President/CEO, Covenant Health, walking attendees through a "State of the System" overview. Topics of discussion included the Integrated Management structure year-in-review, Covenant's Lean initiative and our relationship with the Virginia Mason Institute, the Integrated Medical Group, the past year's highlights and accomplishments, and focus areas for the remainder of 2015 and 2016.
Following David's presentation, participants welcomed Rev. Jan Michael Joncas, Artist-in-Residence, Fellow, Center for Catholic Studies, University of St. Thomas (St. Paul, MN). He has a world-wide reputation for his composition and music. Father Joncas' life story took an unexpected turn during Holy Week of 2003, when he was suddenly struck down by Guillain-Barré Syndrome. During this time, he found himself on the receiving end of a ministry he knew well. Father Joncas walked attendees through his very personal story on "Suffering, Transformation and Hope." As Father Joncas led the crowd through his experience, he shared music which he had written that described his feelings during each phase of his experience, which proved to be very moving for all present.

Friday morning began with a panel discussion on "The New Lens of Behavioral Health," facilitated by Susan McDonough, VP of Strategy & System Development, Covenant Health. The panel included M. Ed Kelley, MD, CMO, Behavioral Health, St. Mary's Regional Medical Center (Lewiston, ME); Lajja Lantigua, ADC, Edu, CDP, Memory Care Program Director, Mary Immaculate (Lawrence, MA); Mal Allard, Director, The Courtyard at Youville Place (Lexington, MA); and William Wood, Jr., MD, VP, Medical Affairs, St. Joseph Healthcare (Bangor, ME). The panel discussed the importance of behavioral health, how each of their facilities are leading the way in behavioral health, significant challenges currently being faced and answered attendees questions.

Wrapping up the forum was a presentation by Mary Prybylo, RN, President/CEO, St. Joseph Healthcare (Bangor, ME). Mary's presentation was on "The Root of the Matter: Mission." Mary walked attendees through how we are all called to serve through our Mission. Now is the time where healthcare leaders need to focus on "getting ahead" resources, opposed to "getting by." We now need to work to build sustainable communities where we can collectively solve problems and use assets to improve the health and quality of life in our communities. Mary went on to describe specific initiatives that St. Joseph Hospital is involved with, including the Community Health Leadership Board, Community Care Partnership of Maine, Hope Rising and a school partnership with Kingman Elementary School.
Feedback Comments

• I really enjoyed hearing about what is happening within Covenant and the focus on Mission.
• I like the idea of focusing on a particular medical specialty (Behavioral Health) to understand unmet system and community needs. It will help us strategically. We should consider this format annually.
• Wonderful speaker and content. Rev. Mike presented in a poignant and impactful way the experience of being helpless but hopeful as a patient.
• It was my first forum at Covenant Health and one of the best I have attended. I truly enjoy working for a company with a mission and values base. Makes our work so meaningful. Thank you.
• It is difficult to identify what I liked best. The whole experience was really great: the presentations, networking, facility, time allotted for all events, food, etc.
• Sense of togetherness and emphasis on shared Mission and Catholic Identity.
• Love the Mass in morning and loved the presentation on the “Root of the Matter: Mission”.
• Networking with members from our own institution, Covenant and other institutions.
• The opportunity to get a system update, meet peer group, and immerse in mission.
• Networking with other Covenant leaders.

MISSION AND SPIRITUAL CARE

• The Directors of Mission and Directors of Spiritual Care joined together for their annual retreat in September. The joint retreat in 2015 was held at the Marie Joseph Retreat Center in Biddeford, Maine, and was facilitated by Sr. Joyce and Edelmann as facilitator. Sr. Joyce had spent many years as a missionary in New Guinea and her perspective on ministry and spirituality was inspiring for our mission leaders.

• The National Association of Catholic Chaplains (under the auspice of the USCCB) celebrated 50 years of Foundation in 2015. Covenant provided six scholarships to chaplains to attend. This was a very positive and encouraging experience. Upon their return they shared their experience and insights with other chaplains in the system.

• One system-wide celebration that all Covenant facilities commemorate is the “World Day of the Sick” and “Health Care Workers” on February 11. Chaplains make a significant effort to engage all—patients, residents and staff—in prayer, the Sacrament of the Sick, and the anointing of hands as a reminder of the key role those workers play in
continuing the healing ministry of Jesus. Each of the Covenant Ministries also celebrated mission week in the Fall of 2014.

- Mission leaders continue to support the environments of healing within their facilities by coordinating celebrations of mission, i.e. Mission Week, the charisms and feast days of the founders/ foundresses, missioning ceremonies for staff and boards of trustees. They also initiate and/or support parish nursing, ethics, community outreach, retreat experiences such as Work Sabbath, ecological projects, retreat experiences for senior managers, and prayer experiences for various needs and occasions, and opportunities to support those in need as well as collaborate with outside organizations such as Catholic Charities.

- The results of the Covenant mission assessment was presented by several mission leaders to the ministries, the senior leadership group and the Public Juridic Person in early 2015. This assessment is conducted every three years and provides an opportunity to both evaluate the integration of as well as animate the mission throughout Covenant. This presentation was shared through the lens of a SWOT analysis: Strengths, Weaknesses, Opportunities and Threats.

**Strengths:**
- Patient/residents treated with respect and dignity
- Quality Improvement Initiatives
- Attitude of service excellence
- Holistic approach to care; End of life care
- Healthcare Provider leadership
- Management training, courses
- Many facilities have received awards
- Strong Mission - Committed employees living the mission
- Mission & values integration into:
  - Job descriptions
  - marketing materials & advertising
  - Employee Orientation
- Employee wellness, EAP
- Culture of friendliness
- Workplace culture- Employee awards, celebrations
- Connection with Founding Religious Orders
- Living of Mission & Values, Ethics, OI
- Diversity Efforts
- Exceptional Spiritual Care
• Catholic Identity/Religious Symbols
• Catholic Social Teaching/Just wage policies
• Stewardship; environment; recycling
• Fiscal responsibility
• Consciousness of poverty issues
• Care for the poor
• Community Benefit

Weaknesses:
• Variance in employee accountability
• Variance in hiring and mission orientation for new employees
• Variance in marketing materials on mission and values
• Frontline lack of understanding of their role in mission
• “Silo” issues/ lack of alignment
• Need for education/ formation for “outside” clinicians, practices
• Need to be listened to by leadership
• Need more education on ethics and Catholic Social Teaching
• Need more communication between leadership and staff; Collaboration and team work with employees

Opportunities:
• Improve collaboration/teamwork
• Employee recognition (more informal)
• Develop Spiritual Assessment tool for care providers
• More education on expectations and change cycle
• Remove silos between departments
• Development of Communication
• Succession planning for mission, spiritual care
• Include mission and values in marketing materials
• Hire for “fit” with mission and values
• Find more ways to connect with the founding religious congregations
• Continue Diversity training
• Continue integration of palliative care
• Regular review of policies
• Implementation of LEAN
• Standardization across system
• Education on Catholic Social Teaching, ERDs
• Increased use of “Inner View” Survey
• Integration of mission and values into annual performance review
• Rounding by senior leadership
• Importance of community benefit reporting

**Threats:**
• Rapid changes in healthcare
• Cost of healthcare, reimbursement issues,
• Scarcity of resources and financial pressures
• Stress and pressure to do more with less
• Staff unaware of their role in mission
• Availability of Clergy/Sacraments
• Finding Mission and Spiritual Care leaders
• Nursing and Provider shortage
• High turnover of CNAs
• People feeling overwhelmed
• Lack of work/life balance
• Job vs. calling

The mission assessment provided valuable input as each year the mission leaders prepare a mission action plan for the year. This gives a focus and direction to mission and spiritual care and facilitates the integration of mission in Covenant.

**Ethics**

Cardinal Sean O’Malley invited the Covenant Director of Ethics, MC Sullivan, to join the staff of the Archdiocese of Boston, in the new initiative on *End of Life* program. We are pleased that two of the Covenant Mission leaders completed the CHA training program on *Ethics in Health Care*. Plans are under way to recruit a new Director of Ethics for Covenant Health.
Environmental Stewardship

Covenant Health Environmental Excellence Award list 2015

Maristhill Nursing & Rehabilitation Center  Partner Recognition  Covenant
Mary Immaculate Health Care Services  Emerald  Covenant
St. Andre Health Care  Partner for Change  Covenant
St. Joseph Hospital – Bangor  Partner for Change  Covenant
St. Joseph Hospital - Nashua  Partner for Change  Covenant
St. Joseph Manor  Partner for Change  Covenant
St. Mary Health Care Center  Partner for Change  Covenant
St. Mary's Health System  Partner for Change  Covenant
St. Mary's Villa  Partner for Change  Covenant
Youville House  Partner Recognition  Covenant
Youville Place  Partner for Change  Covenant

Maristhill Nursing and Rehabilitation Center, Waltham, MA

Maristhill Nursing and Rehabilitation Center, a member of Covenant Health, is a 104-bed nursing care facility located 10 miles west of Boston providing both short-term rehab and long-term care. Maristhill has been consistently recognized for its environmental programs as a member of Practice Greenhealth. Some of the green initiatives that Maristhill has put into place include:

- Becoming a mercury-free facility and saving energy through lighting changes and use of a cogeneration device.
- Maristhill has reduced its water consumption by installing low-flow toilets and aerators and by choosing plants for its landscaping that require less water. Maristhill also strategically irrigates the grounds as another way to save water.
- Decreased use of paper has been achieved by encouraging use of email and an electronic medical record system.
• Recycling cardboard, batteries, fluorescent light bulbs, confidential paper via a shredding service, electronics, metal, kitchen grease and some plastics. Medical equipment that is no longer needed is given new life in healthcare facilities in different parts of the world through a commercial vendor and also through one of our nurses with contacts in other countries.

• Provision of a bicycle rack to encourage employees to bike to work instead of driving.

• Each Earth Day, our activities department sponsors an intergenerational program with a local Catholic school. Students come to Maristhill and create posters about Earth Day with our residents that will be displayed in their school and our facility.

• In our chapel, conversion from a battery-operated sanctuary lamp to an electric one to help decrease our use of batteries and the cost of recycling them.

These are just some of the ways that Maristhill works to be good stewards of God’s creation and we will continue to look for new ways to do so!

Mary Immaculate, Lawrence, MA

As a member of Catholic Healthcare, Mary Immaculate actively addresses our responsibility to be good stewards of our environment. As an organization with both a skilled nursing facility and senior housing, our challenges and efforts can vary based on the location. In the skilled Nursing Facility our efforts include composting, recycling at a rate of approximately 30% and the use of a co-gen generator that produces hot water from electricity, and replacement of windows for more energy efficiency. We are energy star certified and are the only Skilled Nursing Facility in the Country to receive the Practice Green Health Emerald award.

Our Senior Housing, built in the early 1980’s has afforded us additional opportunities. Our Green Initiatives are intended to reduce the consumption of electricity, natural gas and water. Improvements include the following:

• Energy star certified
• Replaced 3 boilers for more energy efficient ones
• Installed 6 Tankless Commercial Water Haters (Consumes less natural gas
• Installed 6 Variable Speed Drives for the heating pumps.
• Installed Variable Speed Cooling Fan to the 'Walk-In' Refrigerator and Freezer in the Main Kitchen,
• Installed about 142 Free Energy Efficient Refrigerators in the Apartments.
• Distributed Power Saving Strips/Surge Protector to 300 Residents,
• Distributed to Residents 1,400 CFL Light Bulbs (Energy Efficient Bulbs).
• Installed Wall Mounted or Ceiling Mounted Light Sensors in most common areas and offices
• Installed Light Dimmers in Link way
• Phase-In the use of LED bulbs
• Relight & Re-ballast all the common area fixture
• Installed LED exterior light fixtures with light sensors
• Installed aerators in apartments.- Replaced aerator from 2 Gallons Per Minute (GPM) to 1.5 GPM,
• Phase-In Front Load Washers in the laundry rooms, we have four laundry rooms with roughly 17 washers
• Since 2007 to Present – Replaced windows.

Mount St. Rita Health Centre, Cumberland, RI

As a member of Catholic Healthcare, Mount St. Rita actively addressed our responsibility to be good stewards of our environment in the following recycling initiatives in 2015:

• Commercial Solid Waste: 93.6 tons
• Single stream recyclables: (a combination of paper, cardboard, bottles and cans) 26.0 tons
• Aluminum: 20.0 pounds
• Cooper: 50.0 pounds
• E-waste: 250 pounds
• Fluorescent light bulbs: 300.0 pounds
• Corrugated cardboard: 25.0 tons
• Glass: 150.0 pounds
• Iron/steel 200.0 pounds

St. André Health Care, Biddeford, ME

In faithfulness to the mission of St. Andre Health Care, staff have aimed to answer God’s call with attention to the care of our residents and our common home. Energies have concentrated on the promotion of high quality and compassionate health care community where all people flourish, now and into the future.

The ecological efforts of St. Andre to protect and improve the environment stretches from its respect for each resident and staff and reaches out to help the world around us. In the encyclical
“Laudato Si,” Pope Francis says: “The ecological conversion needed to bring about lasting change is also a community conversion” (219). Francis also extends the concept of ecology to human relations outside the economic sphere that has implications for St. Andre. “The acceptance of our bodies as God’s gift is vital for welcoming and accepting the entire world as gift from the Father and our common home … Learning to accept our body, to care for it and to respect its fullest meaning, is an essential element of any genuine human ecology” (No.155). Care for our humanity and common home characterize St. Andre Health Care.

In April 2013, 2014, & 2015 St. Andre Health was awarded The Practice Greenhealth Awards. The organization was recognized for ongoing commitment to improving its environmental performance and its pride in realizing a top standard of excellence in sustainability. For three years, St. Andre was invited to join 500 prominent health care leaders at the Practice Greenhealth Environmental Excellence Awards celebration in Portland, Oregon, CleanMed. St. Andre was thanked and recognized for being a role model for the health care sector in innovation, initiative, leadership, and hard work.

Since 2009, the Green Team, led by Francois Blais and Jessica Leclerc, has framed ecological goals; assured appropriate action, and has focused consistently on sustainability.

2015 Goal Achievements:
- Calculations are underway to be compared to 2014 reductions in use of fuel, electricity, and water; recycling of trash, batteries, and waste; and the reuse of supplies and equipment.
- Immediate opportunities were acted upon to convert to more efficient lighting. At the time, the count was not purposefully tracked.
- The feasibility of composting was explored and tabled until 2016.
- A process was set in place to obtain monthly weights of waste and recycling dumpsters.
- Greater awareness in the stewardship of resources is incorporated in orientations and meetings.

Goals launched for 2016 are the following:
- Meet with composting vendors to determine the feasibility of St. Andre to establish protocol for a composting program.
- Continue, as resources allow and as opportunities become available, LED conversion process started in 2015 Changes will be tracked.
- Gain a useful understanding of Covenant Health’s baseline carbon footprint to define steps to meet St. Andre’s goal by 2018 and include measurable gains to be achieved in the St. Andre strategic plan.
• Work on expanding membership and involvement of multiple disciplines on facility Green Team.
• Evaluate effectiveness and efficiency of the building’s heat delivery system.

**St. Joseph Healthcare, Bangor, ME**

• St. Joseph Healthcare (SJH) together with other organizations with Covenant is striving to do everything to receive the EPA Energy Award
• SJH has created protocol regarding recycling of medical equipment.
• As a part of going green, SJH has initiated a process to wean out all Styrofoam products from the units and cafeteria.
• SJH has been encouraging employees to use personal beverage containers to reduce the use of plastic bottles and disposable cups.
• SJH encourages all employees to sorting waste at the source and track the recycling. Zero sort bins are provided in all break rooms and the primary care offices on 900 Broadway.
• SJH has already purchased and is using green cleaning products by Eco- Lab and plans to introduce the same initiative with the laundry.
• SJH constantly educate our employees of the smart use of paper and ink cartridges.
• SJH is in the process of moving forward with installing LED bulbs and occupancy sensors to reduce the consumption of electricity.
• SJH won the Partners for Change Awarded for recycling efforts and reducing our environmental footprint.
• SJH is tracking and monitoring the waste that leaves the hospital: Trash, paper, cardboard, metal and fryolator oil. We are also tracking Battery and cell phone recycling.
• SJH celebrated Earth Day with educational displays regarding zero-sort, lighting, etc.
• The Green Team Committee provided educational information and materials during the safety/wellness fair held on May 29th.
• SJH installed low flow toilets in the Emergency Department and in selected areas to reduce the consumption of water.
• SJH participated in the Covenant driven comprehensive energy study and partnered with Siemens with the goal of achieving a 5% energy savings and corresponding environmental footprint.
• A zero-sort compactor was installed and is initially diverting two tons per month from compactor to zero-sort.
• New dish washer installed and it conserves water.
St. Joseph Hospital, Nashua, NH

St. Joseph Hospital (SJH) embraces Catholic healthcare’s commitment to conserve resources and respect the environment. An Environmental Committee oversees the initiatives throughout the organization to assure that we are being good stewards of resources and true to our Mission.

(SJH) has made a strong commitment to advance sound environmental stewardship in facility construction, renovation and purchasing and in its recycling, waste reduction and energy conservation programs and processes.

- Thirty-one per cent of waste (food from kitchen, white and printed paper, toner cartridges, cardboard, glass, cans, plastic etc.) is recycled and monitored.
- St. Joseph Hospital has made tremendous efforts to assure that the operating rooms are not an environment of waste. An example of reprocessing rather than disposing is something so simple as surgical trocars. Trocars are disposable surgical instruments that provide minimized access to certain parts of the body during surgery. These single use instruments can be expensive. Instead of being disposed of after use, they are reprocessed by a third party, and brought back to the original manufacturing specifications. They are then returned to the hospital at a fraction of the cost.

A number of supplies and instruments are required for each surgery. Specific disposable supplies are routinely custom packed for each surgery.

- Prepackaged supplies eliminate unnecessary supplies being put out on the field for the surgery and then not being used; thus avoiding waste because those supplies would need to be disposed of.
- After a procedure, all plastic bins, basins and containers are segregated for recycling.
- Blue sterilization wraps used for the sterilization of instrumentation and equipment are segregated for recycling as well.
- The large potentially energy wasting lights are on timers reducing the possibility of the lights being left on in rooms and corridors when there are no scheduled surgical procedures.
- The OR and Materials Management employees meet regularly to continually strive for reduction in costs and waste in the OR.

Other Initiatives:
- Medical equipment sent to International Medical Equipment Collaborative (IMEC)
• Use reusable sharps containers

2015 Facilities Initiatives:
• LED lighting was installed in all new construction and renovation projects for electrical conservation
• The hospital’s boilers were integrated to further automate the operation and conserve fuel
• High efficiency boilers and water heaters were made part of the new building project in Milford
• Variable frequency drive pumps were added in the hospital power house to increase the efficiency of the pumps and decrease the use of electricity

St. Joseph Manor, Brockton, MA

As in the past, St. Joseph Manor continues to implement and maintain programs that have a positive impact on our environment. These include the following:
• Cardboard and single stream recycling
• Lighting upgrades to LED lighting at our Adult Day Health building and short-term rehab unit
• Installation of high efficiency boiler at our Adult Day Health building
• Water saver aerators on all faucet throughout the facility
• Cogeneration used for heat and hot water
• Use of environmentally friendly cleaning products and ice melt
• Use of environmentally friendly paper goods made from recycled materials
• Donation of used medical and office equipment and clothing

St. Mary’s Health Care Center, Worcester, MA

As a member of Catholic Healthcare, St. Mary’s Health Care Center continues to be good stewards of our environment. An Environmental Committee oversees the initiatives in our facility to assure that we are being true to our Mission and use our resources responsibly. We are proud to have received the “Practice Greenhealth Award “every year since 2009.

St. Mary’s Health Care Center:
• Uses all low e ballast in our overhead lights to cut electric costs.
• Installed low flush toilets, showers and faucets and have cut water use by over 40%
• Recycles every bottle, can and piece of plastic used.
• Does not use Styrofoam. We use linen tablecloths and napkins so we can reuse them.
- Uses a Co Gen. generator which captures energy from hot water discharge and converts it back into power to heat our hot water.
- Is currently exploring a wind turbine to further cut our electric usage.

**St. Mary's Health System, Lewiston, ME**

Since 2009, St. Mary’s Regional Medical Center has reduced their regulated medical waste (RMW) from 10 to seven percent of total waste, saving an estimated $2,000 per year in waste disposal fees.

The operating room and endoscopy personnel identified opportunities for improvement. This win-win opportunity was accomplished through education, improved segregation and regular audits.

St. Mary's has developed some initiatives to reduce food waste:

- St. Mary's food service contracted with a local company for composting food waste. The compost can then be used for potting soil. This saves on solid waste disposal and associated fees.
- St. Mary’s packages leftover food that can be consumed and donate it to a local soup kitchen.
- St. Mary’s Food Pantry is now participating in the NEEEDS program (New England Enteral Exchange Distribution Solution). This program connects surplus medical nutrition formula with people who need it but can’t afford it. St. Mary’s Food Pantry is now a local distribution site – a great resource for Lewiston/Auburn community members that need this support and St. Mary's Clinical Nutrition Department donates food supplements and tube feeding formula to this program.

**St. Mary’s Villa Campus, Elmhurst Township, PA**

In an effort to reduce our carbon footprint, St. Mary’s Villa campus located in Elmhurst Township, Pennsylvania has increased the development of our recycling program. We have:

- Recycled 5,440lbs. of comingled recyclables.
- Recycled 49.5lbs. of batteries as well as 2 large containers of fluorescent light bulbs.
- Collected and recycled 20.8 tons of corrugated cardboard.
- Recycled 16.67% of our waste stream in 2015.
The St. Mary’s Villa community looks forward to increasing our recycling within this upcoming year with broadening our recyclables to office paper, newspapers, and magazines.

**Youville House Assisted Residence, Cambridge, MA**

and

**Youville Place, Lexington, MA**

The Youville Residences in Lexington and Cambridge are committed to reducing their Carbon footprint. Both residences:

- Recycles solid waste and at Youville Place a program of composting the waste from the kitchen has been ongoing.
- At Youville Place a Co generating plant makes electricity for the facility, the heat generated in producing the electricity is used to heat the building.
- The Youville residences have also installed LED lighting. This type of lighting has reduced energy costs and has also reduced the Carbon footprint.
- Youville Place has won the 2015 Green Health Award.

“We are not faced with two separate crises, one environmental and the other social, but rather one complex crisis which is both social and environmental.”

*Laudato Si’*
VIII. Human Resources

Opportunities for Change: On June 22, over 40 Covenant Health Human Resources (HR) professionals from across the System gathered in Tewksbury for a day-long meeting. It was the first time the entire HR staff was all together and we hope these meetings will continue on a regular basis.

The team discussed the “state” of Human Resources at Covenant today and what opportunities there are for change. The comments for the present state included:

- Too transactional – not strategic enough
- Change is difficult
- Individual facility identities – not Covenant
- Scared of change – will jobs be lost?
- Lack of technology
- “Just in time” recruitment – no strategy

The future state included:

- Unified HR structure – know your colleagues
- Less transactional, more strategic
- Balance of standardization/flexibility
- Common technology
- Sharing of best practices/workflow
- Recruitment/retention/succession planning

Priorities: HR leadership identified six priority areas for HR to work on in the near future. Work groups were formed to kick off the group work sessions, and to get to know each other better. Each group was charged with making a “coat of arms” that reflected their initiative. These were shared with the entire team. The six initiatives are:

- Time away
- Benefits
- Recruitment
- Retirement Plans
- Learning and Development
- Policies

Updates on the progress of each of these groups were made over the next several months.
The Human Resources leaders across the system worked together on a new organizational structure in 2015 and believe that this structure will enable HR personnel to meet our goals and challenges over the next few years. In addition, senior leaders across Covenant provided input about how Human Resources can best support the organization moving forward. In creating this new structure, the Human Resource goals are to:

- Establish a System-wide Human Resources function that respects and supports system, regional, business entities and site-specific needs;
- Coordinate and communicate plans, projects, activities and methods of achieving organizational integration;
- Develop a staffing model for Human Resources which fosters collaboration between and among functional areas across regions, local areas, business entities and site-specific locations;
- Provide high quality, cost effective Human Resources services that can be measured as meeting or exceeding our customers’ requirements.

After assessing the current needs of Covenant today and the anticipated needs in the future, the five (5) strategic initiatives listed below have been identified as critical to successfully integrate and operate the Covenant organization:

- Provide integrated and cohesive Human Resources leadership that is committed to Covenant’s mission, operations and strategic business plan.
- Develop and implement talent management initiatives to enable Covenant to attract, develop, and retain the talent needed to ensure organizational success.
- Establish Human Resource policies, procedures and practices to ensure fair and consistent treatment of all employees and to enhance system-wide performance.
- Develop and implement a total compensation strategy and plan that includes both salary and benefit components across the system.
- Implement integrated HRIS across the system as an essential tool for the system-wide management of human resources.

This structure represents the first step towards an integrated Human Resources function. Over the next several months this plan will be refined and new roles and responsibilities across Human Resources will be defined.
IX. Stewardship

- Care for Those Who are Poor and Underserved
  Covenant Health Systems has adopted System-wide policies for those who are uninsured reflecting our commitment to the poor and disenfranchised. We provide sliding fee discounts for services to the uninsured that have incomes less than 300% of the Federal Poverty Guidelines.

- 2015 Financial Resources

  In 2015, Covenant Health Systems continued its efforts to utilize its assets to provide health benefits to the communities it serves. Covenant has also continued its focus on responsible stewardship. In 2015, total assets of Covenant decreased by 0.4% to $801 million. Loss from operations for 2015 was $9.4 million. The overall loss for the year is $6.9 million.

  System members continued their commitment to provide benefits to the communities they serve. Following the methodology recommended by the Catholic Health Association, members calculated the financial benefit provided to their communities. Collectively, members provided $37.4 million in community benefits. This represents 6.01% of the System expenses.

  A majority of the System members’ investments are in Providentia Prima, a trust which is controlled by Covenant Health Systems. The trust’s investment policy contains social objectives. In part, that policy states that “Providentia Prima, while achieving its financial objectives, will promote and support corporations whose business policies, practices and goals enhance the common good.” The trust avoids supporting (by ownership) corporations whose practices, services and products are not consistent with the values and mission of Covenant Health Systems. The investment performance and social objectives of the trust are overseen by a Board of Directors who meet on a quarterly basis and report results to the Covenant Board. In 2015, five percent of the Providentia Prima “A” shares were invested in the Oblate Investment Trust (OIP). The OIP Trust is a faith consistent/socially responsible trust. (Appendix 6)
X. Strategic Plan

Throughout 2015, even as Covenant worked diligently to successfully complete the 2013-2015 strategic plan, there was widespread consultation and consultation across Covenant in developing the strategic plan for 2016-2018. The strategic plan was approved by the Covenant PJP/Board of Directors in December 2015. The overall strategic plan can be reviewed in (Appendix 7)

The specific goal pertaining to mission is as follows:

**Goal 1: Expanding the Ministry**

“The Catholic Identity of Covenant Health will serve as a compass to guide and grow our mission and ministry of healing and health.”

This goal will be achieved through the following initiatives:

1. Covenant Health will demonstrate continuous improvement, integration and ownership of mission and Catholic Identity as evidenced by:
   a) Identification, definition and communication of a common Mission and values statements across the system.
   b) Achievement of an aggregate 2 point increase over a three year period on the categories: “strongly agree/agree”, on the mission questions on employee engagement surveys.

2. Covenant will demonstrate ongoing development of person centered care as evidenced by the adoption of and demonstrated improvement on at least two quality measures identified by the palliative care committee.

3. Covenant Health will demonstrate its commitment to environmental stewardship by reducing the carbon footprint measured against our own same store baseline.

An important aspect of the strategic plan for 2015 – 2018 is the shift of Covenant Health Systems from being decentralized to become an integrated healthcare system. This will facilitate being better positioned to face the ever increasing challenges in healthcare. Over the years, as each religious congregation has joined Covenant Health Systems, their ministries had their unique mission statement. In moving forward, a common mission statement and values will be core to facilitating integration. At the same time, the heritage of each place of ministry is very precious. Thus each ministry will also develop a heritage statement that will reflect the unique legacy of each founding congregation.
“Every ecological approach needs to incorporate a social perspective which takes into account the fundamental rights of the poor and the underprivileged… An integral ecology takes us to the heart of what it is to be human.”

- Laudato Si’
Fanny Allen Corporation
Colchester, VT/Tewksbury, MA
2015 Community Benefit Report

100 Ames Pond Drive, Tewksbury, MA
978-654-6363

Established in 1894 by the Religious Hospitallers of St. Joseph
Sponsored by Covenant Health Systems

This past fiscal year, the Fanny Allen Corporation contributed $260,750 in grants and sponsorship to support nonprofit organizations in Vermont that reflect the compassion of Christ in their service to people who are sick and poor. We actualize the long-standing mission of the Religious Hospitallers of St. Joseph by partnering with other agencies and organizations that share our mission to serve the most vulnerable people and promote our values, thereby improving the quality of life and building healthier communities.

<table>
<thead>
<tr>
<th>Recipient/Program Name</th>
<th>Purpose</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Spring round</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANEW Place / 4-Phase Continuum of Care</td>
<td>Addresses underlying causes of homelessness, helping clients to gain skills and secure a stable income source within 6 months of program entry and move to permanent housing within 14 months of entry.</td>
<td>$10,000</td>
</tr>
<tr>
<td>Burlington Supportive Housing Initiatives / Summer Nutrition Drop-In Program</td>
<td>Provides children who access free or reduced price lunches during the school year with meals, activities and mentoring programs during summer months</td>
<td>$4,000</td>
</tr>
<tr>
<td>Camp Agape Vermont / Camp for Children of the Incarcerated</td>
<td>Free, one-week residential camp for children of incarcerated individuals.</td>
<td>$7,500</td>
</tr>
<tr>
<td>Camp Exclamation Point / Summer camp program for economically disadvantaged children</td>
<td>One-week residential camp for economically disadvantaged children, many of whom live in isolated rural areas and/or have a family engaged in</td>
<td>$6,000</td>
</tr>
<tr>
<td>Recipient/Program Name</td>
<td>Purpose</td>
<td>Amount</td>
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<td>---------------------------------------------------------------------------------------</td>
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<tr>
<td>disadvantaged children</td>
<td>seasonal work in agriculture, dairy or timber industries.</td>
<td></td>
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<tr>
<td>Champlain Senior Center / Senior Nutrition and Health</td>
<td>Meals program for older adults, with an emphasis on health, wellness and lifelong learning</td>
<td>$10,000</td>
</tr>
<tr>
<td>Champlain Valley Office of Economic Opportunity / Northwest Family Foods - food shelf</td>
<td>Provides food assistance to low income residents of Franklin and Grand Isle Counties.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Elderly Services</td>
<td>Matching grant to support an adult day program which will delay or prevent nursing home placement for frail, low income elders.</td>
<td>$15,000</td>
</tr>
<tr>
<td>Faith in Action Northern Communities / Everyday Responses to Needs of Vulnerable Hungry Vermonters</td>
<td>Community support through volunteer programs for transportation, meals, socialization, fuel and moving assistance, home repairs and more to help vulnerable people remain independent</td>
<td>$10,000</td>
</tr>
<tr>
<td>Greater Burlington YMCA / Camp Greylock</td>
<td>Affordable, accessible summer camp for children</td>
<td>$10,000</td>
</tr>
<tr>
<td>Green Mountain Habitat for Humanity / Railroad Street, Milton Project</td>
<td>Development of affordable housing for one family using volunteer labor and materials donations</td>
<td>$2,500</td>
</tr>
<tr>
<td>King Street Center / Afterschool Excellence</td>
<td>After school and school vacation program for low-income children in Burlington, VT</td>
<td>$10,000</td>
</tr>
<tr>
<td>Pathways Vermont / Housing First</td>
<td>Permanent supportive housing program providing intensive community-based services to individuals living with disabling conditions and with long histories of homelessness and institutionalization.</td>
<td>$6,000</td>
</tr>
<tr>
<td>Prevent Child Abuse Vermont / Nurturing Parenting Program</td>
<td>Implementation of four curriculum-based, educational Nurturing Parent programs for at-risk families with young children.</td>
<td>$10,000</td>
</tr>
<tr>
<td>Sara Holbrook Community Center / Summer World Academy</td>
<td>Program provides summer childcare, educational and recreational services to children in grades K-5 from very low, low and moderate income families.</td>
<td>$10,000</td>
</tr>
<tr>
<td>Vermont Catholic Charities / Emergency Aid Program</td>
<td>Emergency Aid Program provides individuals/families in financial crisis with small amounts of direct financial aid for basic needs.</td>
<td>$10,000</td>
</tr>
<tr>
<td>Recipient/Program Name</td>
<td>Purpose</td>
<td>Amount</td>
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<tr>
<td>Vermont Youth Conservation Corps / The Farm at VYCC</td>
<td>Support for program offering employment and training to young adults on food production and donating of nutritious food to food-insecure families.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Winooski Family Center / Economically Disadvantaged</td>
<td>Provides prevention and early intervention programs and support to families with young children. Assist immigrant and refugee families on the intervention and prevention of issues.</td>
<td>$5,000</td>
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<tr>
<td>Fall Round</td>
<td></td>
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<tr>
<td>Cancer Patient Support Foundation</td>
<td>Psychosocial support and emergency fund for cancer patients and their families</td>
<td>$8,000</td>
</tr>
<tr>
<td>Champlain Valley Office of Economic Opportunity/ Addison County Food Shelf</td>
<td>Emergency food assistance to residents of Addison County, VT</td>
<td>$5,000</td>
</tr>
<tr>
<td>Charter House Coalition</td>
<td>Expand emergency shelter and meals to those who are homeless and/or food insecure, support guests in accessing stable housing and government sponsored support programs</td>
<td>$8,000</td>
</tr>
<tr>
<td>Committee On Temporary Shelter (COTS)/ COTS Housing Resource Center</td>
<td>Helps families and individuals avoid homelessness and assists those without permanent shelter to move quickly into sustainable, affordable housing</td>
<td>$10,000</td>
</tr>
<tr>
<td>DISMAS of Vermont, Inc. / Burlington Dismas House</td>
<td>Sober shelter for former prisoners. Its goal is to reduce recidivism by providing housing and supportive services to promote economic self-sufficiency.</td>
<td>$6,000</td>
</tr>
<tr>
<td>Green Mountain Children's Center</td>
<td>Early childhood education scholarships targeting low income families</td>
<td>$4,000</td>
</tr>
<tr>
<td>Joint Urban Ministry Project / Drop In Center</td>
<td>Support for JUMP Drop in Center, which provides referrals, assistance, and socialization to economically disadvantaged households in Burlington, VT.</td>
<td>$10,000</td>
</tr>
<tr>
<td>UVM / LeRoyer Employee Emergency Fund</td>
<td>Short term support for UVM Medical Center employees with emergent/urgent needs such as housing or health care</td>
<td>$5,000</td>
</tr>
<tr>
<td>Lund / Early Education Program</td>
<td>Early childhood education for economically disadvantaged children.</td>
<td>$10,000</td>
</tr>
<tr>
<td>Samaritan House, Inc.</td>
<td>Support for temporary shelter, transitional housing, and support services for homeless individuals and</td>
<td>$15,000</td>
</tr>
<tr>
<td>Recipient/Program Name</td>
<td>Purpose</td>
<td>Amount</td>
</tr>
<tr>
<td>------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Spectrum Youth &amp; Family Services / Drop In Center</td>
<td>Support for a drop in center to provide meals, basic needs and access to supportive services for teens and young adults who are homeless or at risk for becoming homeless.</td>
<td>$7,500</td>
</tr>
<tr>
<td>United Way of Chittenden County / Neighbor Rides</td>
<td>Recruit, train and retain 35-50 volunteer drivers to provide transportation to seniors and persons with disabilities who work in collaboration with the local transportation providers to decrease cost per ride and increase capacity.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Vermont Association for the Blind &amp; Visually Impaired (VABVI) / Helping Adolescents Prepare for Independence (HAPI) Teen Program</td>
<td>Provide visually impaired teenagers with training in life skills they will need to live and work independently.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Vermont Foodbank / Community Kitchen Academy--Burlington</td>
<td>Support for intensive 13-week program that prepares underemployed and unemployed Vermonters for a career in the food service industry.</td>
<td>$8,000</td>
</tr>
<tr>
<td>Vermont Works for Women / FRESH Food</td>
<td>Program provides job training for women and youth in the food service industry and provides 30,000 nutritious meals to preschoolers from low and moderate income families.</td>
<td>$8,000</td>
</tr>
<tr>
<td>Visiting Nurse Association of Chittenden and Grand Isle Counties</td>
<td>The goal of the VNA Family Room is to prevent child maltreatment, enhance school readiness and socio-emotional development of children by offering programs on parent education and support groups for mothers and fathers, crisis intervention and case management, and family play.</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sponsorship &amp; Small Grants</th>
<th>Total = $250</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Purpose</td>
</tr>
<tr>
<td>Burlington Fire Dept.</td>
<td>Donation</td>
</tr>
</tbody>
</table>
Maristhill Nursing and Rehabilitation Center
Waltham, MA
2015 Community Benefit Report

Keeping with the mission and vision of Marguerite D’Youville, Maristhill Nursing and Rehabilitation Center continues to respond to the needs of the residents and external communities with particular focus on the elderly and underserved.

Maristhill’s total community benefit amount was $1,811,804.

The Charity Care loss on Medicaid was $1,804,465.

Cash and in Kind Donations total $7339

This year, Maristhill once again partnered with the Waltham Senior Center to assist with the Meals-on-Wheels Program, delivering weekly to homebound elders in Waltham. Many staff participated and value of time contributed is $1,929.00

Our Activities Department hosted and mentored numerous students and volunteers seeking to complete community service projects. The participants came from Brandeis University, St. Jude’s School, and Bentley University. Our Activities Director also volunteered work time at St. Jude’s School for a fundraising project, for a value of $81. Maristhill served as a clinical site for a ministry student from St. John’s Seminary.

Maristhill’s Admissions Director conducted a monthly blood pressure clinic at the Waltham Senior Center, with a total value of $273 in donated time. She also participated in the annual Council on Aging Health Fair, donating time worth $117 and in the Chamber of Commerce annual Luncheon, for a value of $78. The facility volunteered at the Waltham Food and Drink Festival fundraiser, with time valued at $78.00.
Maristhill hosted a **Red Cross Blood Drive**, with total donated time by staff of **$430**.

Maristhill continues to collaborate with **REACH**, in administration of their grant from the Office on Violence Against Women, “Enhanced Training and Services to End Abuse in Later Life Program”. Time spent by staff supporting this collaboration is **$325.00**. The Spiritual Care Director facilitated a holiday gift drive for REACH, the domestic violence agency serving the greater Waltham area.

Our Director of Ancillary Services served as a board member for **GWARC**, the local organization supporting developmentally disabled citizens, for a total value of **$800**.

Facility staff came together in 2008 to form the “Circle of Friends”, a voluntary donation system to assist fellow staff in crisis, whether from sudden illness, loss, or financial difficulties. Maristhill set up automatic payroll deductions for those who chose to contribute, and this has been very well received by all staff as a means of helping those in need close to home.

We supported our non-profit partner, Leland Home, by selling raffle tickets for their annual fundraiser. We also run a weekly food pantry donation basket for the Sacred Heart Food Pantry.

Maristhill continues to participate in several research studies to improve aging care in our society, including a multi-year study with the Institute for Aging Research, in partnership with the Hebrew Rehabilitation Center, to learn about pathogen resistance and exposure to learn about the efficacy of treatment of infections in residents with late-stage dementia. The results of this study, which is sponsored by the National Institutes of Health, will help determine best practices in care of residents with dementia. The collaboration increased in 2012, to include participation in a National Institutes of Health study of advance care planning tools (EVINCE: Educational Video to Improve Nursing home Care in End-stage dementia). This is another multi-year initiative.
Maristhill has a formal commitment with the Marist Sisters to grant priority for those of the Sisters needing skilled nursing care.

The President/CEO is a member of the Waltham Rotary, which is a very active civic organization involved in undertaking multiple fund-raising projects and donations to designated programs and charities, including the Salvation Army. She also served on the board of “Neighbors Who Care”, a local network of volunteers serving elders in need in the City of Waltham. Value of donated time is $2,099.

Maristhill hosted and participated in a panel discussion at a Leading Age educational meeting, at no charge to Leading Age, for a total value of $177. We also participated in a voluntary CHNA overview of services to the elderly in the greater Waltham area. CHNA is “a partnership between the Massachusetts Department of Public Health, hospitals, service agencies, schools, businesses, boards of health, non-profit organizations and citizens working together to improve the health of member communities” (www.chna15.org). The value of this benefit was $59.

Staff members volunteered at the Chamber of Commerce Golf Tournament, for a value of $413.

Our HR Director administered the United Way campaign, time and materials value of $160.

Maristhill donated $320 to the St. Mary’s Church Mission to Uganda, and provided administrative support to our nurse practitioner, who traveled to Uganda on this mission.

The facility collaborates with the Marist Missionary Sisters to offer a computer learning course open to staff free of charge and at hours complementary to their schedule.

Maristhill provides daily religious services to relatives and friends of residents and to the elderly and disabled members of the community, including the Marist Missionary Sisters.
The facility once again hosted its annual ecumenical memorial service, incorporating Christian and Jewish faith traditions. This is open to all who lost a loved one over the past year, both residents and staff, and was a means for previous family members to re-visit the facility and remember their loved ones as a community.

Maristhill offers its chapel and Pastoral Care support for residents and their families who wish to hold funeral or Memorial services for their loved ones at the facility. Maristhill encourages and supports staff who wish to attend services of residents they have cared for.

The spiritual care department was very active in community outreach during 2015. She met with the Waltham-based “Chaplains on the Way” organization, who minister to the homeless of Waltham, to assess how the facility might be of assistance. Diane assisted a family member in planning a funeral service for a loved one, and donated her work time to provide transportation to Bourne National Cemetery on the day of the funeral. She also counseled a former patient regarding the loss of two of her adult children to drug overdoses, researched a support group for loved ones of those lost to addiction and accompanied the former patient to her first support group meeting. She visited a former patient who was hospitalized and facilitated reconnecting with another former patient who had befriended her. Diane is an Associate of St. Marguerite and participates in their meetings and charitable outreach projects. Diane also participates on a committee for the Archdiocese of Boston’s Palliative Care Education Initiative.
Mary Immaculate Health/Care Services, Inc.
Lawrence, MA
2015 Community Benefit Report

Mary Immaculate Health/Care Services (MIHCS), a member of Covenant Health is a continuum of care community comprised of Low Income Independent Senior Housing, Assisted Living, Adult Day Health Programs, Rehab and a Skilled Nursing Facility. MIHCS continues to respond with compassionate care and dignity to the health, social and spiritual needs of those in and around our community of care in the spirit of St. Marguerite d’Youville, Mother of Universal Charity.

Founded by the Sisters of Charity of Montreal (the Grey Nuns) in 1868, Mary Immaculate remains today an integral part of our local community. The Grey Nuns began their legacy in the City of Lawrence when they were called to begin a mission then known as the “Protectory of Mary Immaculate.” Now, 147 years later, the good works of St. Marguerite and the Grey Nuns continue to inspire MIHCS’s outreach to help meet the needs of the community, with special attention to the most vulnerable. While the organization focuses its services on older adults, particularly those in needs of some form of governmental assistance, our outreach extends to a broader spectrum of the local population.

Mary Immaculate Health/Care Services, Inc. (MIHCS) follows the methodology recommended by the Catholic Health Association for calculating the cost of support for the broader community. In the methodology, the cost of providing services is reduced by payments received for services resulting in a net cost. It is the net cost that MIHCS reports as its commitment to the broader community benefit.

The total of our community benefit effort equals the sum total of the donated goods and services of $68,028.

Education $32,838
As a member of Catholic Healthcare, we understand the importance of educating our community on matters of good health. With that in mind MIHCS has undertaken several education projects during 2015 to advance healthcare understanding within and beyond our community.

**Dementia Education**

Because of the population we serve, we believe that it is important to hire and continually train staff well prepared to care for those with Dementia and their families. Beyond the practical use of this training in our work environment, we have also chosen several ways to share this knowledge to educate those from our community directly dealing with the diagnosis of dementia. Included in these efforts is speaking at the Annual Alzheimer’s Conference, facilitating support groups for family caregivers in both English and in Spanish, sitting on the board of the Alzheimer’s Partnership and organizing and facilitating a Latino Alzheimer’s Conference. In addition, as a certified center, we also offer the Virtual Dementia Tour to members of our community who are directly involved with dementia care. Helping others better understand the disease by “walking in their footsteps” invites a more compassionate and empathetic approach to care.

**Palliative Education**

Recognizing the ongoing threat by the culture of death attitude that fuels the promotion of Physician Assisted Suicide, MIHCS continued to partner with the Archdiocese of Boston on an initiative to promote Palliative Care and Advanced Care Planning. MIHCS staff, along with a Physician from our Board and a member of the Archdiocese’s team offered educational sessions in three local parishes for parish staff and parishioners. Topics included the definition of palliative care, how and when to request it when faced with a life limiting illness and assistance with preparation of advanced directives. In addition to our cost expended, Mary Immaculate applied for and was awarded, a grant in the amount of $10,000 from the Grey Nuns to assist in making this program affordable and accessible.

**Career Skills**
MIHCS is proud to be a center for ongoing practical career skills learning. We provide an educational environment for students in nursing programs, certified nurse’s aide programs, Social Worker advanced degrees and Clinical Pastoral Education for chaplains. In addition, we participate in professional advisory groups for the Clinical Pastoral Education Program and Middlesex Community College. We are especially proud to participate in one of the local outreach programs, Lazarus House Ministries, which offers job skills education in both the cleaning business and the food service industry. Once again this year we hosted students from their culinary program to work in our food service department to gain the necessary skills to obtain a job that will allow them to support their families going forward.

Outreach through Local Programs $11,622

Soup Kitchen Service

In addition to the jobs skills programs of Lazarus House Ministries, the organization also hosts a soup kitchen where hundreds of people are fed daily. MIHCS supports this ministry by providing food and our employees twice monthly, to meet the needs of these guests. Hot meals and warm welcomes go a long way to provide some of the basic necessities of life. Food Drives run for the benefit of their food pantry offer our staff, residents and family members the opportunity to give back to those in immediate need.

Crisis Pregnancy Center Support

During 2015, MIHCS in conjunction with the Associates of St. Marguerite d’Youville hosted a baby shower. Baby items, diapers, and monetary donations were collected and donated to the local crisis pregnancy center. A volunteer from the program came and shared a video highlighting the good works of the center and how they have been able to make a difference in family’s lives.

Free/Subsidized Care and Support $5,107

Within our independent community, there are those who are in need of additional socialization and meal support but who would not otherwise qualify for participation in one of our supportive programs. In an effort, to meet their needs and assist them in remaining as independent as
possible in their own home environment, MIHCS will provide free meals in our dining room, free participation in our Adult Day Health program and visits from our Adult Day Health nurse out in their homes. We have found that providing these services helps to keep these people home longer and adds to their quality of life.

**Community Partnerships** $6,136

Mary Immaculate is located within the City of Lawrence which makes us a convenient location for community events.

**Host Site**

Mary Immaculate hosted a blood drive in partnership with the American Red Cross. We hosted suicide prevention training and a collaborative Professional Luncheon with Home Health Foundation.

**Board Participation**

The Mary Immaculate staff brings to the community a wealth of knowledge and experience. They are very generous in sharing their time and talents with others through participation on governing and advisory boards. Some of the boards include Leading Age, PACE Steering Committee, Clinical Pastoral Advisory Group, Northeast Rehab Professional Advisory Board, Lawrence General Hospital Collaborative, Merrimack Round Table, Lawrence Partnership, Lawrence Working Families Initiative, Middlesex Community College Advisory Board and Edgewood Retirement Community Board.

**Monetary and Material Contributions** $12,325

Beyond sharing time and talents, we also share our financial gifts with those in the community. Our 2015 monetary contributions have gone to assist Merrimack Valley Hospice, Elder Services of the Merrimack Valley, Presentation of Mary Academy, Lazarus House, Neighbors Who Care, Lawrence General Hospital, The Lawrence Partnership and The Lawrence Boys and Girls Club. In addition, several times throughout the year, surplus medical equipment such as wheelchairs, walkers, canes, etc. are donated to IMEC for international distribution as needed. Mary
Immaculate also sponsored a medicine bottle collection program where used medicine bottles are collected, cleaned and recycled to Malawi for use in their clinics.

Mary Immaculate continually strives to live up to our mission to respond with compassionate care and dignity to the needs of our community in the spirit of St. Marguerite d’Youville. As good stewards of our resources, we are grateful for the areas in which we have been able to make a difference and continue to seek new opportunities for service. However, we are mindful that the greatest service we can provide for our community is to care for those entrusted to us with compassionate hearts. As a member of Catholic Healthcare we are mindful of our call to continue the healing ministry of Jesus Christ.
Mount St. Rita Health Centre

Cumberland, RI

2015 Community Benefit Report

Mount St. Rita was established in 1912 as a respite home for The Sisters of Mercy. In 1927-1964 became a place for young Sisters entering their novitiate training. In 1971 it became a nursing home for the Sisters and in 1989 Mount St. Rita opened its’ doors to all in need. In 1990 the north side of the facility was renovated making it a 98 bed facility for acute rehab patients returning home and long term care residents. In 2015 a change of ownership occurred from the Sisters of Mercy to Covenant Health Systems. Mount St. Rita Health Centre continues to maintain its name and Mercy Heritage.

In the Spirit of Catherine McCauley foundress of the Sisters of Mercy, we continue to respond to the needs of the sick, poor and justice for all within our communities.

**Total amount of donated food and service is $22,789.75**

**Affiliated with schools**

As a Health care facility, we welcome and support future health care personnel in their clinical experience. Medical students from Lincoln Tech and CCRI work alongside Mount St. Rita Health Centre’s professionals as they learn, practice and develop their skills.

Donated staff time and service:

Registered Nurses are 32 hours and Certified Nursing Assistants is 64 hours.

Service valued at $3,000.00

We provide volunteer opportunities with supervision for local schools. We receive the 7th and 8th grade students from Mercy Mount Day School once a week for approximately 30 weeks. Their stay with us each week is 4 hours. We have a program for them that include meeting with
individual residents, reading to them, playing cards etc. They participate in our daily Liturgy as readers. They help transport residents to events. They also setup the dining room for lunch and serve their meal. This is an intergenerational event that allows the elderly and young to see the gift of life in one another.

Donated staff time and service:
Director of volunteers 120 hours.
Service value is $2,160.00.

1st graders from Mercy Mount also visit every month for one hour. With the help of activities they are paired up with residents to color or read or play games
Donated staff 1 hour
Service valued at $78.00

Mount St. Rita partners with The Northern Rhode Island Collaborative. This is a public, non-profit educational institution established in 1987. This multi-purpose educational collaborative provides special education programs and other educational services primarily to its member school districts in northern Rhode Island.

We welcome 2 students twice a week. They work with our central supply and distribute supplies to all the nursing units. They pick up the shredding at all offices and units and help with copies. They assist with dining services. There is also time for them to interact with our residents as they assist in transporting to Daily Mass. We are very grateful for presence and generous spirit. Donated staff time is approximately 48 hours.
Service is valued at $720.00

Community outreach
We are proud of our outreach program “Lend a hand~receive a hand.” We started in November 2013 collaborating with the Brothers of the Sacred Heart. Part of their ministry is giving out sandwiches to the homeless in their Woonsocket, RI neighborhood. In the beginning we referred to our gathering as “making sandwiches” and that is what we did, 120 sandwiches every week for the Brothers to give out.
We gave our group a name in 2014 “Lend a hand ~ Receive a hand” because we give from all that has been given to us.

In 2015 we increased the sandwiches to 160 and added graham crackers and peanut butter. We gather anywhere from 15 to 20 residents weekly. We discovered two things early on, the first was realizing that this was going to be a big part of our resident’s life, as they would value this time of service and prayer for the local community. The second would be that they didn’t want to leave after they were finished, so we incorporated a time afterwards to linger and discuss certain topics, concerns or express our appreciation for all that we have. Our time together always ends with prayer.

Donated food was $4,119.08.

Donated time was approximately 312 hours.

Service valued at $5,876.00

Through our marketing team we reached out to Senior Centers. In addition to providing time to meet, greet and talk about the Mount with our local seniors, we also provided a bit of homemade sweetness from our dining services.

Donated food $553.17

Service valued at $612.00

To honor our volunteers and renew them in our mission we set aside one Saturday morning as a volunteer appreciation. The morning consisted of a presentation and reflection followed by a light luncheon.

Donated food $390.00

**Medical Equipment**

In 2015 we donated approximately 15 wheelchairs, 3 beds, many commodes, walkers and canes. Along with medical equipment we donated bureaus, side tables and chairs and mini refrigerators. Totaling approximately $1,900.00.
Only to mention not in calculations

Inter facility outreach for our staff

Mount St. Rita provides coffee, milk, bread and oatmeal for the staff in the employee break room. A salad bar and soup or hot meals are available to all staff at a modest price.

“Make a wish”. Once a month the staff can submit a make a wish form and randomly one is chosen. This is an opportunity for staff to express a wish about something they would want to do or have but can’t afford it. The winner is given $100.00 gift card

Total $1,200

At thanksgiving staff was given $20.00 gift cards
Totaling $2,200.

Keeping with the Charism of the Sisters of Mercy we provide hot and cold beverages and snacks at our hospitality center for all our guest and visitors located in the lobby.
Total $3,386.50
St. André Health Care

Biddeford, ME

2015 Community Benefit Report

Total Cash and In Kind Services = $7,389.00

In faithfulness to the mission of St André Health Care, all involved are committed to answering God’s call to promote a high quality, compassionate health care community where all people flourish. Central to our mission is assessing and responding to the holistic health needs within the local community of St. Andre. We answer God’s call guided and guarded by our values of spirituality, respect, joy, innovation, and collaboration; and a moral and public health concern that is of great concern to Catholic health ministry and of great import to Pope Francis.

In 2015, the leadership team in their understanding of community health needs and united in a shared mission participated in a variety of ministry-wide initiatives that were benefits to the community. These experiences inspired and renewed a vibrant spirit of solidarity among a variety of relationships.

Community Health Education

The St. Andre Health Care website provides public health Information that is comprehensive in view of its breadth and range of short- and long-term care. Website explorers are introduced to underlying practical and compassionate forces at work for hospice, palliative, and end-of-life care. The ccomforts and warmth of home with state-of-the-art care and security are projected to emphasize how St. Andre will aid those in need to meet the challenges of Alzheimer’s disease, other dementias, or memory loss. Fast track rehabilitation and medical services are assured with compassionate and competent care. Is It Marketing? To split cost between community Benefit and Marketing is difficult

The director of admissions instructed several callers seeking information about the care of a loved one. Callers were instructed on the process of transitioning loved ones from hospital or home, on health care terminology and logistics such as SNF, LTC, MaineCare, Medicare, and
Home Health. In answer to what prompted a call, some responses were:” St. Andre has a good reputation,” “I know St. Andre is a nonprofit”; and “I was drawn to a place with a spiritual connection”.

Director of admissions and marketing gave a presentation to the Rotary Club, Health Care for Frail and Elderly Parents and Caregivers.

Community Based Clinical and Spiritual Services

Observance of Mission Week celebrated—

- 23 spiritual care volunteers who attended an Appreciation Breakfast in their honor.
  $127.00

- 12 Good Shepherd Sisters of the founding Community were honored at a tea
  $36.00

An evening Ecumenical Prayer Service followed by a reception was held on November 1, in memory of 52 residents, seven sisters of the founding community, and six family members of staff who died over the past year. About 65 loved ones of the deceased attended. Cost exclusive of planning time.

  $195.00

Subsidized Health Services

The director of nursing participated in an Emergency Transfers Pilot Program. 2 hours $80.00

Professional Support
The director of dining services served as the volunteer president of the Association of Nutrition & Food Service Professionals, Maine Chapter; and also was a member of the SMCC Advisory Board (Dietetics). 2.5 hours $64.00

The director of Recreation, as VP of Maine Recreation Therapy Association, engaged in monthly meetings, planning and coordinated state conference. 20 hours $393

Assistant to the director of recreation, as president of Maine Recreation Therapy Association, attended monthly meetings and planned and coordinated a state conference. 20 hours $340.00

Director of admission and marketing attended meetings with the City of Biddeford (5.5 hours), Biddeford Engine board meetings (23.5 hours), and a Biddeford Bank (8 hours)—A Total of 37 hours $901.00

The director of operations served as a member of Biddeford’s Solid Waste Commission. 26 hours $649.00

Directors of social services and nursing collaborated with local community caregivers (BOOST and Home Health Visiting Nurses) to develop procedures for care transitions. 11 hours $280.00

The director of social services peered reviewed at St. Joseph and toured/marketing at Biddeford Estates 9 hours $257.00

**Community Building Activities**

Summer of 2015 St Louis Alumni Band entertained the residents and the local community of Biddeford with an outdoor concert and an ice cream treat. Staff volunteered time for seating and distribution of ice cream treat. Director of recreation, as Referee in Chief, Maine Amateur Hockey Association, contributed to youth and young adult team sportsmanship 28 hours $551.00
Cash Donations and In-Kind Contributions

Loaned a wheelchair and commode for a few months $338

Donated food included gallons of soup once a month for eight months in 2015 in response to the call of the Episcopalian Community’s In a Pinch Soup program. 24 labor hours and 6 gallons of soup for a total of $1,781

Donated space was made available for a Blood Drive, the training of UNE medical students, and Health Care Network Group $253

11 employees contributed time to the blood drive for a total of 35.5 hours $734.00
One director alone contributed 9 of these hours in preparation, organization, and marketing time.

Cash donations were made in memory of residents who died at St. Andre Health Care. Catholic Mass stipends or contributions were made to desired non-profit organizations noted in obituaries, such as animal societies, research foundations, and food pantries. Since June it’s about $100 total.

Two directors donated time and care in transporting two residents and their belongings to new living arrangements. One of the residents prescriptions were picked up and the $35.00 co-pay paid. A total of 7 hours valued at $215.00

St. Andre staff contributed 226.0 hours of Community Benefit, totaling $7,389.00. The hours of time and cost for some contributions are incalculable. All of the 2015 contributions for Community Benefit are in keeping with the principles of catholic social teaching. Shared expertise and time may have helped to influence the economy of the local community in some small way, but more importantly the team efforts touched many lives. In the pursuit of the common good through the sharing of time and expertise in a variety of ways is integral to the development of each person and a community.
Providing compassionate healthcare with a strong commitment for the past 68 years to the community of the greater Bangor, Brewer and surrounding areas, St. Joseph Healthcare continues to move forward as a leading Catholic Healthcare Ministry. In 1946, the Felician Sisters took over the then Payne Private Hospital. The Sisters had the great commitment and conviction that everyone had the right to proper healthcare including people in these rural areas who were mostly involved in the lumber industry. Eventually, the Felician Sisters found themselves getting involved in leading several initiatives in the community, together with the support of the generous benefactors and the greater community. This lead to very noticeable improvements in healthcare, nutrition and in the overall standard of life of people living in this area.

The St. Joseph Healthcare Ministry continued to have special focus on the poor and vulnerable in the society and there was never hesitation to provide them with whatever they needed. Currently this commitment to caring for the whole person manifests itself through community outreach programs, activities and services designed to support community members’ health and wellness needs and support the growth and sustainability of a healthy and productive community as a whole. By partnering with and supporting agencies with similar mission goals, St. Joseph Healthcare was not only able to provide persons and community a higher level of service, but also was able to join in leading the fight against some of the major socio-economic evils of our time. Through this ministry, St. Joseph Healthcare has provided cash and kind donations at total of $1,402,973 in dollars, to the greater Bangor Community.

**Community Benefit Reporting for 2015**

| Traditional Charity Care | $1,788,202.00 |
St. Joseph Healthcare has provided a total benefit of $26,446 in Community Health Improvement Services. These health improvement activities were specifically related to the following items.

- St. Joseph Healthcare supported the American Heart Association through fundraising assistance, community leadership and in-kind activities to enable increased education regarding cardiovascular health risks and wellness opportunities within the greater Bangor community. This was valued at $757.

- St. Joseph Healthcare supported a pulmonary support group Better Breathers’ Club to support individuals with chronic lung disease to enhance lifestyle through education and community support. This was valued at $1,304.

- The greater Bangor community hosts the Harvest Festival in which locally sourced food vendors provide access to produce and specialty products. This event also incorporates healthy living information. St. Joseph Healthcare’s involvement was valued at $2,101.

- The Community Health Needs Assessment identified a need to educate the public on health and wellness opportunities. St. Joseph Healthcare created an on-line presence Lighten Up St. Joseph. This program provides educational materials relative to weight loss, healthy living, exercise etc. and allows participants to set and track personal goals. The value of providing this resource to the community is $1,769.

- St. Joseph Healthcare provided services valued at $9,061 for Hope Rising, a safe house for victims of human trafficking.
The Spiritual Care Department has provided community benefit in the amount of $1,644, which affected 185 individuals. This community benefit was relative to the implementation of a 12-month bereavement outreach program in which family members are provided consistent bereavement support materials and opportunities for spiritual support through the grieving process.

St. Joseph Healthcare recognizes the value and importance of access to affordable health care services, as such; St. Joseph Healthcare took an active role in providing community support through accessibility to certified application counselors to assist in enrollment with the Health Insurance Exchange. Through this program, St. Joseph Healthcare provided a community benefit of $5,557, including a donation to Eastern Maine Community Insurance Group.

St. Joseph Healthcare’s patient service representative has provided $917 in community benefit to support individuals in the application process for state and federal assistance programs such as Maine Care, etc.

A St. Joseph Healthcare provider presented educational programming related to First Aid, Public Health and Osteoporosis. This was a $286 contribution to the community.

St. Joseph Healthcare is located in a rural area of Maine which often leads to transportation challenges for patients. St. Joseph Healthcare provided $3,050 in community benefit through the provision of taxi vouchers to allow patients to be discharged from the facility in a timely manner.

St. Joseph Healthcare takes an active role in supporting the next generation of health care providers and leaders through the integration of health care students throughout the organization. These students receive practical, hands-on training and experience to allow for a robust learning opportunity and career preparation. These services are valued at $1,205,545.
St. Joseph Healthcare provided educational opportunities for:
- 54 Physician Assistants providing a community benefit of $183,380
- 1 Physician providing a community benefit of $21,873
- 43 Nurse Practitioners providing a community benefit of $103,666
- 352 Nursing Students providing a community benefit of $238,909
- 104 Partnership Students (Seniors) providing Community Benefit of $140,972
- 33 CAN Students providing a community Benefit of $21,761
- 107 EMS students providing a community benefit of $66,097
- 4 Health Science students providing a community benefit of $9,829
- 2 Medical Administration/ Beal College Students providing a community benefit of $788
- 5 HR, PR, HIM students providing a community benefit of $5,248
- 73 Medical Assistant students providing a community benefit of $42,902
- 19 Medical Laboratory Science students providing a community benefit of $19,729
- 6 Nutrition Services students providing a community benefit of $14,411
- 113 Pharmacy students providing a community benefit of $185,120
- 2 Phlebotomy Students providing Community Benefit of $2,115
- 88 Medical Imaging students providing a community benefit of $63,626
- 128 PT/OT/Speech students providing a community benefit of $78,559
- 4 Social Work Students providing a community benefit of $6,560

St. Joseph Healthcare provided goods and services in the amount of $166,281 to provide community support to various not-for-profit social service agencies and community organizations to support the health, wellness and betterment of the greater Bangor community.

- St. Joseph Healthcare provided statewide leadership with the American Association of Healthcare Administration Management with a contribution of $342.
• St. Joseph Healthcare supported the American Red Cross through the coordination of community blood drives with a contribution of $335.

• The St. Joseph Healthcare President/CEO provided substantial executive leadership on several community initiatives including the creation of the Bangor Region Health Leadership Committee; and service on community boards including Penquis CAP, Bangor Nursing and Rehab, Maine Hospital Association, etc. This executive leadership is valued at $17,661.

• St. Joseph Healthcare has donated pharmaceuticals to individuals who lack the financial ability to obtain prescriptions. These in-kind donations are valued at $3,009.

• St. Joseph Healthcare has donated supplies and equipment to Partners in Health a regional partner which supports the distribution of supplies and equipment to developing countries. The value of these donations is $1,227.

• St. Joseph Healthcare supported the Eastern Area Agency on Aging Program Furry Friends in which pet supplies (food, litter, etc.) are donated to support seniors. EAAA has noted that food insecure seniors will share food with beloved pets when financially challenged to provide pet food, etc. The Organization provided $480 in community benefit to this program.

• St. Joseph Healthcare supported the greater Bangor Kiwanis through leadership activities specifically related to website management, board leadership and fundraising activities to support charities of Kiwanis. This contribution is valued at $1,132.

• St. Joseph Healthcare provided laundry services for the Greater Bangor Area Homeless Shelter to ensure the Shelter had fresh linens daily for clients. This service was valued at $23,992.
• St. Joseph Healthcare provided linens to the **Bangor Area Homeless Shelter** valued at **$10,153**.

• St. Joseph Healthcare provided laundry donations including services to Community Agencies valued **$4,409**.

• St. Joseph Healthcare provided executive leadership to support the **Maine Breast Cancer Coalition** which focuses on breast health education and financial support to assist women in receiving breast cancer screenings. Services provided by MBCC impacted 259 individuals. This service is valued at **$1,229**.

• St. Joseph Healthcare provided and served an evening meal once per month to the **Greater Bangor Area Homeless Shelter**. The value of this service is **$5,318** and resulted in providing 600 nutritious meals.

• St. Joseph Healthcare has established a supportive partnership with **Kingman Elementary School** to ensure food security, enhanced educational opportunities, improved educational tools and connectivity relative to health and wellness education. These services are valued at **$3,994**.

• St. Joseph Healthcare provided and served a noon-time meal once per month at the **Bangor Salvation Army Dorothy Day Soup Kitchen**. This provided 1100 nutritious meals to individuals struggling with food security. This contribution is valued at **$13,981**.

*Volunteers from St. Joseph Healthcare at the Salvation Army include Don Vereault, IS Special Project Coordinator; Matt Woodward, Environmental Services Technician; Kathy Flagg, Medical Assistant; and Kim Pelkey, Cook.*
• St. Joseph Healthcare Nutrition Services provides complimentary food and beverages to family members who sit vigil with loved ones who are nearing the end of life. The value of these services is **$10,961**.

• St. Joseph Healthcare has provided **$14,205** in community service hours to various not-for-profit organizations to support health, wellness and community betterment activities. This included support for activities such as: suicide prevention, support of youths at a teen homeless shelter (Shaw House), Bangor Region Chamber of Commerce, American Folk Festival, Women’s Leadership Group, Bangor Symphony Youth Orchestra, Bangor Symphony Orchestra, Food & Medicine Group, several community health and safety fairs, Hospital Week (Teddy Bear Clinic), Boy Scouts of America, Bangor Salvation Army.

• St. Joseph Healthcare provided **$4,787** attributed to donations to several community organizations such as: Good Will, Wounded Warriors Project, Garden Club Foundation of Maine, Bangor Area Food Summit, Bangor Humane Society, Husson Job Fair, Diabetes Center, St. Mary’s School and St. Paul the Apostle Parish, etc.

• St. Joseph Healthcare supported health, wellness and community betterment activities through financial contributions in the amount of **$49,066**. These financial contributions included the support of: Out of the Darkness suicide prevention, Boy Scouts of America, Catholic Charities of Maine, Maine Health Management Coalition, Phillips-Strickland House Charities, Maine Safety and Health Conference, Bangor/Brewer Track and Field, Maine Discovery Museum, Senior Expo, Relay for Life, Life Flight Foundation, Rotary Club, Maine Human Rights Coalition, Bangor Region Chamber of Commerce, etc.

St. Joseph Healthcare has supported Community Building Activities valued at **$62**.

• Improving and beautifying the St. Joseph campuses to enhance guest experiences relating to nature as an element in healing provided $62 in community benefit.

St. Joseph Healthcare has provided **$4,639** in Community Benefit Operations.
• St. Joseph Healthcare supports a Vegetable Exchange Stand in which excess produce from home gardeners is donated to the stand and community members are invited to enjoy this produce at no charge. This program has provided low-income individuals with the opportunity to access fresh fruits and vegetables. The support of the Vegetable Exchange Stand provides a community benefit of $103.

• St. Joseph Healthcare provides health and wellness educational programming in partnership with the Hammond Street Senior Center. These monthly programs have provided a community benefit valued at $2,900.

• St. Joseph Healthcare provides health and wellness educational programming for seniors providing important health information and discounted pricing for nutritious meals. These educational programs and the discounted meals provide a community benefit of $1,300.

• St. Joseph Healthcare dedicates staff resources to support community benefit efforts including data collection, data management and review of applicable community benefit activities. These staff resources are valued at $336.

Conclusion

As a faith based Community Hospital, St. Joseph Healthcare has been an integral part of this community, not only in providing quality Healthcare, but also in leading many significant initiatives in empowering people who really deserve our help and support through smart partnerships and integrated planning. We strive to continue to provide even better care and community services in the future to make this a healthier and happier society.
At St. Joseph Hospital in Nashua, New Hampshire, we are committed to fulfilling our mission to provide exceptional, compassionate person-centered care to all we serve, as inspired by the healing ministry of Jesus and as modeled by St. Marguerite d’Youville. As such, we have implemented a broad spectrum of programs and services which combine outreach, education, health screenings, support and financial assistance, to respond directly to the healthcare needs of our Greater Nashua community. St. Joseph Hospital was an actively engaged participant in the development of the most recent community health needs assessment (CHNA) for the greater Nashua region. The CHNA was published in November of 2014, in partnership with the City of Nashua, Division of Public Health and other area healthcare providers and local agencies. Three major healthcare needs in our community are: Access to Care, Obesity and Mental Health including Substance Abuse. Over the past year, St. Joseph Hospital aimed to positively effect change in these areas, through its comprehensive community benefits initiatives totaling $8,386,977.

**TRADITIONAL CHARITY CARE/UNPAID COST OF MEDICAID**

St. Joseph Hospital cares for all of its community members regardless of ability to pay, and offers a generous free care policy. Our dedicated financial counselors assist patients with the free/reduced care application process to improve access to health care within our community and the state of NH. Financial counselors also offer financial counseling sessions to assist those newly enrolling in the healthcare insurance exchange. In 2015, at SJH there were over 3400 outpatient cases and 229 inpatient cases with over 1000 patient days which qualified for traditional charity care, totaling $951,175 of traditional charity care. There were 12,722 Medicaid outpatient cases and 370 Medicaid inpatients with over 1700 Medicaid inpatient days, for a total unpaid cost of Medicaid of $5,770,766. This represents a total of $6,721,941 in charity care & Medicaid care (an 8% increase over last year).
In addition, there was over $1,665,036 worth of other community benefit activities, as described in this report.

**CASH/IN-KIND DONATIONS**

St. Joseph Hospital provided a total of $240,129 in cash and in-kind donations to support the greater Nashua community. Financial donations to agencies include for example, the Front Door Agency, Gateways Community Services, Marguerite’s Place, Girls Incorporated and the Easter Seal Society. Three specific examples of the programs and services for which our cash & in-kind contributions help to support are included below, the Greater Nashua Dental Connection, the Prescription Assistance Program of Southern NH and Lighten Up Nashua. All of these programs respond directly to the healthcare needs identified in the most recent CHNA.

**The Greater Nashua Dental Connection (GNDC)**

The Greater Nashua Dental Connection, Inc. is a non-profit agency providing access to affordable high quality dental care to the uninsured and underinsured throughout Greater Nashua. The clinic has evolved over the past 14 years into a fully operational dental clinic, referral service and comprehensive preventative school program. The GNDC serves people of all ages, regardless of financial, linguistic, cultural or geographic barriers. There were over 4,400 dental appointments provided last year. In 2015, there are over 2000 patients seen each year. Many patients are in distress suffering from pain and infection when they arrive for their first appointment. The clinic also offers the school age program, where students from many different schools throughout greater Nashua are picked up by volunteers and brought to clinic for appointments, and then driven back to school. St. Joseph Hospital has helped this non-profit agency with a representative on the board of directors and through its annual fundraising event/activities. $25,000 was donated in 2015, included under cash/inkind.

**Prescription Assistance Program of Southern NH**

Access to affordable prescriptions has been a long standing issue in our community, according to our most recent community needs assessment. The Prescription Assistance Program of Southern New Hampshire is a community partnership between Southern NH Medical Center (SNHMC)
and St. Joseph Hospital. This program helps uninsured or underinsured patients receive free medications through pharmaceutical companies. Pharmaceutical companies supply medications at reduced or no cost to patients in need, and the joint program assists qualified patients of both healthcare systems. Patients complete the application process and the coordinator works with the provider office for the pharmaceutical information. Patients receive their medications from their providers’ office or through the mail. The program served over 1000 people and filled over 4000 prescriptions, which were valued at over $2.0 million. SJH donated $25,000 in support of this program in 2015, included under cash/inkind.

**Lighten Up Nashua**
Addressing the issue of obesity was identified as a top concern according to the most recent community health needs assessment. In addition to offering reduced rate exercise classes and free healthy eating classes, SJH created a free online weight loss program designed to help people work towards and achieve a healthier lifestyle. “Lighten Up Nashua” is a successful online program, with close to 2000 registered participants. All participants receive a T shirt when joining and they make a commitment to eat less and exercise more. Members track their weight loss individually or as part of a team, throughout each 16 week session and are automatically eligible to win prizes throughout each session. Since the program began in 2012, there have been close to 1800 participants and over 6,000 pounds lost. This program recently began at St. Joseph Healthcare in Bangor and in 2015 both organizations promoted a weight loss challenge among its employees. Program expenses totaled $9,000 in 2015 and is included under cash/in kind.
**Joseph’s Closet**

In early 2015, a group of dedicated volunteers from the St. Joseph Hospital Care for a Cause committee coordinated an effort around an identified healthcare need, affordable durable medical equipment. Many items such as walkers, crutches, wheelchairs or commodes are either not covered by insurance or simply too expensive for many people to afford.

Joseph’s Closet was created to provide free gently used medical equipment to those in need. Medical equipment is collected from specified drop off stations, cleaned, inventoried and stocked, and is then distributed to anyone in need. Since its opening in April 2015, Joseph’s Closet has served over 1500 clients, and continues to grow. Joseph’s Closet operates with all volunteers, however some staff time is dedicated to continuous operations, including staffing one day per week, collecting and transporting the equipment from five locations to The Closet. Value of staff time dedicated to Joseph’s Closet in 2015 was approximately **$5000**.

**The St. Marguerite D’Youville Fund**

This internal assistance fund was established at St. Joseph Hospital over 25 years ago to help those most in need. The fund assists patients, employees and other people within the Nashua community who have emergency financial needs and who are unable to receive help from other community sources. Examples include: free or reduced pharmaceutical needs from our hospital pharmacy, emergency fuel or utilities assistance and rent assistance. This fund has also helped those who have suffered a crisis such as a house fire or flood, to replace necessary household items or temporary housing. The fund is administered by the Mission Activities Coordinator who personally meets with each prospective recipient and reviews their case on an individual basis. In 2015 the Marguerite D’Youville fund expenses totaled **$79,496** and helped many individuals get through their personal difficulties, in times of crisis or despair.

**Facilities/conference rooms**

SJH donates our facilities/conference room space throughout the year, free of charge, to various local non-profit agencies. New Hampshire Catholic Charities operates its Nashua, New Hampshire office from our 261 Lake Street building. The space is offered free of charge to
NH Catholic Charities. Additionally, agencies such as Marguerite’s Place, Greater Nashua Dental Connection, City of Nashua Public Health department, Alcoholics Anonymous, Emotions Anonymous, Overeaters Anonymous, AAA Defensive Driving and American Red Cross utilize our Hospital conference room space for executive board or committee meetings, as well as weekly or monthly group meetings. The value of donated space is estimated at $85,900

**Christmas Basket project**

One of St. Joseph Hospital’s most touching community giving programs is the Community Christmas Basket project. This annual giving project began 56 years ago with the St. Joseph School of Nursing. SJH employees donated hundreds of gifts and food items to 72 area families at Christmas in 2015. Planning and executing the huge event happens through a dedicated team of three staff people. Pre-planning events include, meetings with school nurses who help identify needy families, coordinating SJH volunteer teams, organizing drop off location times, and wrapping gifts. Approximately 50 volunteers are required to personally deliver baskets to the families in their homes. The value of time dedicated to this event totaled approximately $4,500

![Christmas Basket Project 2015](image)

**COMMUNITY HEALTH IMPROVEMENT**

**Community Health Education**

Each year hundreds of classes are offered which range from Super Sitters education classes to stress management, nutrition education, and various exercise classes to help combat obesity rates. A wide variety of exercise classes are offered and include: Fit & Young for Life (strength training program offered to seniors in three communities), Low Impact Aerobics, Yoga, and Zumba. Dinner with the Doctors series are also very popular events where community members come
learn the latest information around certain diagnoses and treatments, presented by members of our medical staff. SJH Nurses Caring Beyond our Borders team members conducted a health fair at Millette Manor in Nashua and served approximately 50 elderly residents. Nurses provided blood pressure screenings, height & weight measurements, hand massages and a foot care clinic.

For the third year, Covenant Health and St. Joseph Hospital partnered together to present a program for area healthcare professionals and community members on the topic of human trafficking. The program presented staggering facts and figures, the legal aspects and impact of human trafficking on today’s society, often within our own backyard. There were over 3900 total class registrations in total throughout 2015, at a value of $134,631

Support Groups
There are also 20+ different support groups offered at St. Joseph Hospital, ranging from the Adult Diabetes Support Group, Brain Injury Support Group, to the Still Remembered Support Group, for parents who have lost a baby through miscarriage, birth or shortly after birth. Other support groups include: Alzheimer’s & Dementia Support Group for Caregivers, Alzheimer’s Early Stage Support Group, Bereavement Support Group, Breast and Ovarian Cancer Support Group ~ “Just Between Us”, Cardiac Support Group, Caregivers of Older Adults Support Group, CLIMB (Children’s Lives Include Moments of Bravery), Emotions Anonymous, Greater Nashua Cancer Support Group, the Leukemia & Lymphoma Society Support Group, New Mom’s Support Group, Narcotics Anonymous, Parenting After Loss Support Group, Power Up for PCOS, Parkinson’s Support Group, Stroke Support Group. The value of dedicated staff time in 2015 was valued at $35,886

The Parish Nurse Program, Alzheimer’s Education & Spiritual Care
The mission of the St. Joseph Hospital Parish Nurse Program is to assist local faith communities with efforts to provide spiritual, physical, psychological and social care to their congregation and neighborhood communities. The role of the parish nurse is to assist and empower people to become more active partners in the management of their personal health resources. The Parish Nurse program offers a wide array of Alzheimer’s education and support services for patients,
families, caregivers concerned about or living with Alzheimer’s. In 2015 there were over 1000 Alzheimer’s education encounters. The parish nurse program and mission effectiveness program costs were $361,797. The ministry of the spiritual care department is critical to the SJH mission. We value all religious and spiritual traditions, cultural backgrounds and communities as resources for health and healing. We advocate, provide, educate and support a mind-body-spirit, holistic approach to healthcare. We serve patients and their families, medical staff, hospital employees, volunteers and community service providers. We seek to promote holistic service partnerships between the hospital and the wider community of spiritual, mental, and physical health care providers. Spiritual care service expenses in 2015 totaled $142,820.

Free Health Screenings/Community Speaking Engagements
A variety of free health screenings are offered to the public throughout the year through the Cardiovascular & Diabetes Center, the Breast Care Center, the Cancer Center, Lab and Imaging, and many other departments within St. Joseph Hospital. Hundreds of Greater Nashua area residents received the following free health screenings in 2015: blood pressure screenings, foot clinics, stroke risk assessment screenings, diabetes screenings, memory screenings, breast/cervical cancer screenings and prostate cancer screenings. The staff time dedicated to these community screenings, which also includes the School of Nursing instructors’ supervision of student nurses, totaled $44,452 in 2015.

Speaking Engagements - St. Joseph Hospital staff members are often asked to speak at area schools, universities, businesses, senior centers and clubs, or to serve on or as part of a medical advisory panel. Our community members benefit from the vast array of expertise among the SJH employees. Topics include helmet safety, immunization schedules, emergency preparedness and chronic disease education and awareness. The value in 2015 totaled $20,525.
COMMUNITY BUILDING ACTIVITIES

Time on Boards/Committees
Managers, directors and executives serve on many community boards and agencies throughout Greater Nashua, providing time, energy, insight and expertise as best representatives of St. Joseph Hospital. Many local nonprofit agencies work to help address the communities identified healthcare needs (Access to Care, Obesity and Mental Health) Some examples of agencies we work closely with include: Marguerite’s Place, St. Joseph Community Services (Meals on Wheels), Greater Nashua Dental Connection, Boys & Girls Club, Girls, Inc., The Salvation Army, American Cancer Society/Making Strides against Breast Cancer, American Heart Association and the American Red Cross. The value of staff, management, and executive management time spent on community boards and committees in 2015 was approximately $57,138.

Project Search
St. Joseph Hospital is one of the founding collaborators and host site for Project SEARCH, a community-based initiative to assist disabled workers in finding meaningful employment. The program is a collaborative effort between St. Joseph Hospital, the Nashua School District, New Hampshire Vocational Rehabilitation, the PLUS Company, Inc., and Gateways Community Services. A school-to-work program for students with disabilities, Project SEARCH provides real-life work experience combined with training in employability and independent living skills. The goal for each student is competitive employment within the community, due in part to the skills they acquire during their Project SEARCH internship. By providing classroom space, a hands-on learning environment, and executive level board support, valued at $14,600 this program provides excellent worksite experience for students and adults with disabilities. In June 2015, St. Joseph Hospital graduated five Project Search students from the program.

Class of 2015 Project SEARCH Graduation

Pictured (l to r): Rich Boehler, MD, President/CEO; Jessica Maki, Elizabeth Ladoux, John Bogusz, Lauren Santosuosso, and Matthew Terrien
**Interpreter Services**

Language is never a barrier to receiving care at St. Joseph Hospital, we provide qualified medical interpreters to assist our non-English speaking or limited-English speaking patients and families. In addition, through a relationship with Tele-Interpreters; we are able to provide interpreter services for more than 170 languages. We also offer nationally certified American Sign-Language Interpreters upon request. The SJH program coordinator provides community wide education and awareness services. Annual costs in 2015 were **$185,736**.

**Genetic screening & counseling services**

The Breast Care Center at St. Joseph Hospital offers genetic screening and counseling to persons with a history of cancer who are self-referred or referred by physicians. Genetic screening and counseling services are offered to patients who are known to have a high risk of cancer, or have had a history of cancer. This service provides health awareness and prevention benefits, and is considered a community health improvement effort valued at **$18,000**.

**Navigation services**

St. Joseph Hospital employs a patient navigator in the Emergency Department, who assists patients after medical screening to help them obtain a regular source of primary care. The goal of the program is to assist the low-income, medically indigent population in obtaining and using a Primary Care Provider (PCP) for primary care, and not the ED. The Navigator identifies any barriers patients may have had which prevented them from accessing services with a PCP and assist them in making their follow-up appointment with a PCP. This helps increase access to primary and preventive health services, which were identified as a priority in our needs assessment. The Breast Care Center employs a nurse navigator who acts as a primary point of contact for patients after a new diagnosis of cancer. She monitors and coordinates care and educates patients, establishing a plan of care. She makes appropriate referrals, both within and outside St. Joseph Hospital, and empowers patients to independently navigate the healthcare system. Navigation service costs were approximately **$83,059**.
Pro**fessional & Continuing Medical Education**

St Joseph Hospital’s Education & Development team coordinates the professional education programs and CME’s which are offered to physicians and nurses, not only within St. Joseph Healthcare, but throughout our entire community. The hospital provides a clinical setting for nurse training and nursing internships, as well as allied health professional training. In addition, St. Joseph Hospital School of Nursing instructors volunteer their time overseeing many of our nursing students, who volunteer their time at community health clinics in various communities throughout the year. SJH nursing students volunteer at Millette Manor's wellness clinic, the City of Nashua wellness fair, local church health fairs, and other community sponsorAs nursing students they can screen patients’ blood pressure, BMI measurements, and can perform bone density screenings. Total related expenses in 2015, were $65,307.

**Assistance with Enrollment in Medicaid and Health Insurance Exchange**

Dedicated financial counselors assist patients and families enroll in Medicaid and other public programs including enrollment in the healthcare insurance exchange. In 2015, there were twelve (12) sessions held to specifically assist with enrolling community members into new insurance exchange products. Open sessions were provided by both SJH financial assistance staff and staff from Foundation for Healthy Communities. Enrollment in these public programs helps those in need gain access to primary, preventive, and follow up care. 2015 costs totaled $37,500.

**Community Benefits Preparation/Foundation for Healthy Communities**

The cost of community benefits planning and preparation for 2015 was $43,560 and includes community health needs assessment costs, workgroup participation in creating the Community Health Improvement Plan, participation in community health improvement planning (CHIP) meetings, and development of community benefits reports and implementation plan. Also included is the annual contribution to the Foundation for Healthy Communities, in support of promoting healthy communities in the Greater Nashua area.
UNPAID COST OF MEDICARE

Unpaid Cost of Medicare is the shortfall created when payments received from Medicare are less than the cost of caring for patients. In 2014, the unpaid cost of Medicare totaled $21,176,284. This amount is NOT accounted for in the total community benefit, as per the Catholic Health Association (CHA) guidelines.

Note: The following stories are not individually quantified in the community benefits financials, but help to reflect the generosity of St. Joseph Hospital employees in supporting the general community in which they work and live. The Mission Activities Coordinator with help from the Mission Activities Committee coordinates many different “drives for the needy” throughout the year.

The Sock Drive, held in January 2015, collected 400 pairs of new socks for men, woman, and children. These socks are then distributed by Immaculate Conception Parish to those in need.

The Lenten Drive (March - April 2014) The focus of this drive is “you need it but you can’t eat it” St. Joseph’s employees donated 16 boxes of diapers, paper goods, household cleaning products, personal care and hygiene products. All the items were donated to local area agencies such as Marguerite’s Place, Corpus Christi, Harbor Care Clinic, and the Nashua Soup Kitchen.

The Summer Food drive, which has been a tradition for over 20 years, helps to restock the shelves of local food pantries. With schools closed in the summer, local food pantries often see their stock diminish, right at a time that their needs increase. Over 800 pounds of nonperishable food items, paper products and personal hygiene products, were donated to the Nashua Soup Kitchen and other local food pantries.

The School Supply/Backpack Drive is held in August each year. This past year, SJH employees donated 100 backpacks filled with school supplies for needy children to start the school year,
during these difficult economic times. The backpacks are donated as part of a community wide project, coordinated by the Nashua Soup Kitchen.

The Belle of the Ball – This event that provides local area high school girls the opportunity to receive a prom dress and attend a prom when they would not have been able to do so otherwise. Thirty (30) prom dresses were donated to from SJH employees to high school girls for this touching event.

Operation Sweet Tooth – Staff collect Halloween candy from throughout the community from schools, families and children. Over 540 pounds of candy was donated to Moore Mart, who ships candy and other items to US troops stationed overseas.
St. Joseph Manor
Brockton, MA
2015 Community Benefit Report

Keeping with the mission and vision of Rev. Alphonsus Maria and the Sisters of Jesus Crucified, St. Joseph Manor continues to respond to needs of the residents, clients and external communities with a particular focus on the elderly and underserved.

In 2015, St. Joseph Manor’s subsidy for low-income residents amounted to a total of $1,427,893.

CASH IN-KIND DONATIONS

In 2015, St. Joseph Manor contributed $37,388 in goods and services to the community. This figure includes donations of funds, goods and value of staff service hours. Once again we are proud of the impact we have on our community through our outreach activities.

EDUCATIONAL AFFILIATIONS

Boston College High School – The Director of Recreational Services supervised and mentored high school students completing the community service portion of their curriculum at St. Joseph Manor. These students assisted with transport of residents to and from activities as well as providing 1:1 visits and joining in group activities. ($1,080)

Brockton Hospital School of Nursing & Massasoit Community College - The Director of Nursing Services donated her time as an Advisory Board member assisting the Nursing School at Brockton Hospital identifying the needs of employers in the community and developing the curriculum to meet those needs. She along with other Nursing staff collaborated with and supported both schools of nursing for student clinical rotations at the Manor. The Director of our Adult Day Health (ADH) program supervised and mentored a social work student throughout the academic year. ($3,960)
Cardinal Spellman High School - During the months of March and November, 15 students from Cardinal Spellman High School spent their service day with the Manor. The Directors of Mission and Recreational Services prepared and supervised this on-going collaborative program to provide service opportunities to students and intergenerational socialization for our residents. ($563)

Pope St. John XXIII Seminary Field Education Supervision – The Director of Mission Services mentored and supervised two second year Pope St. John XXII Seminarians from January-May and an additional two beginning in September, 2015 who will remain at the Manor until May, 2016. ($3,123)

South Shore Vocational Technical High School – The Director of Recreational Services gave two educational lectures regarding the field of recreational activities in 2015 to Health Services students. He also mentored and supervised a student with a Senior Project discussing the elder population and their needs. ($576)

St. John’s Seminary Master of Arts Ministry Program – The Director of Mission Services mentored and supervised an intern beginning in September, 2015. This internship will continue in 2016. ($900)

Stonehill College – St. Joseph Manor donated to the Tom Kennedy Scholarship fund in his memory. State Senator Kennedy was a driving force in Brockton championing the needs of the elders and others underserved in the community. ($1,000)

TOPS Organization – This non-profit organization dedicated to weight-loss support and education rented space at the Mater Dei Adult Day Health Center every Tuesday to conduct their meetings as well as for their Board meetings. The Manor subsidizes the cost of the space. ($600)
COMMUNITY OUTREACH

Alzheimer’s Association Walk – The Director of Recreational Services coordinated a Manor team to walk and raised over $3,000 for the Alzheimer’s Association that provides education and support for those living with Alzheimer’s and their caregivers. ($360)

Blood Pressure Clinics – The Director of ADH/RN, held blood pressure clinics throughout the year at the Brockton Commons Housing complex with food provided to participants. ($522)

Brockton Council on Aging – The Directors of Nursing, ADH and Marketing visited with elders at their center and provided both a gardening and craft activity along with lunch. ($600)

Brockton Housing Authority – The Directors of Mission and Recreational Services, collaborating with other area agencies, planned and sponsored monthly "Senior Suppers" to elder and disabled residents at Brockton Housing Authority sites. In 2015, this program has served approximately 500 elders in the Brockton community delicious hot meals monthly and provided educational speakers on topics such as diabetes, Alzheimer’s and dementia, arthritis, aging well in the community and personal identity safety.

The program's goal is to provide outreach to the more vulnerable elders in our community who often do not have access to services and transportation. Additionally, Lenten Food Drive donated over 5 large boxes of donated food to one site’s Food Pantry. ($6,300)

Brockton Police Department – Our CEO/Administrator and Director of Environmental Services provided support to the Brockton Police Department and at their request installed a “shot spotter” surveillance system on the facility’s roof to assist law enforcement in crisis situations. ($360)

Care-Giver Support Group - Our Adult Day Health Program offered care-givers a support group. The program normally meets once a month and addresses a variety of topics and issues of concern to care-givers, which include legal, financial and care-giving. Throughout the year our ADH Director and Social Worker held meetings and provided food and beverages. ($540)
**Catholic Charities** - Debbie Mayer, Director of Mission Services, continues to work with the Catholic Charities Elder Outreach program assisting in developing programs and training for volunteers of the program. The Director of Nursing also provided support for Catholic Charities CNA program by collaborating and arranging clinical rotations here at the Manor. **($932)**

**Chamber of Commerce & Taste of Metro South** – Our CEO/Administrator, Marketing/ECS Director, donated their time to the Chamber of Commerce Taste of Metro South Event, along with the Director of Dietary Services. Our Marketing/ECS Director is also a Chamber Ambassador. This volunteer position entails working within the community to improve membership by improving communications with members, increasing member involvement and supporting all Chamber events and activities. Both our CEO and Marketing/ECS Director attended the Annual Chamber Breakfast. **($2,720)**

**Elder Community Outreach** – The Director of Mission Services assisted elders in the community in several areas in 2015. These included end-of-life support and education, planning, preparing and facilitating funeral services and assisting with Mass Health and Brockton Housing applications and accessing Veterans benefits. **($1,630)**

**Equipment Donations** – Medical equipment such as electric wheelchairs, standard and adjustable wheelchairs, walkers and clothing were donated to the Catholic Charities Elder Outreach Program clients, Salvation Army, and others in need in the community. Office chairs were also donated to a non-profit organization. **($4,400)**

**Liturgical Donations** – The Manor donated church pews to the Full Gospel Tabernacle Church in Brockton. Liturgical supplies such as vestments, stoles and altar linens were given to a needy parish in Honduras via one of our Spiritual Care associates. **($2,200)**

**Financial Assistance** – During 2015, St. Joseph Manor provided financial assistance for memorial services for deceased residents and their families. **($139)**

94
Financial Donations – In 2015, donations in cash or goods were given to the Trinity Episcopal Church Teen Program. ($47)

Food Donations – Thanksgiving and Christmas dinners were donated to Mater Dei Adult Day Health clients again this year. ($415)

Frail Elders Meeting – The CEO/Administrator participated in the Frail Elders Meetings at Good Samaritan Medical Center. The goal of these meetings is to address on-going needs in the community for this population. ($108)

Good Samaritan Medical Center Benefits Committee – The Director of Mission Services attended quarterly meetings of the Community Benefits Committee. This committee is a collaboration of many human service organizations within the Brockton area with the goal of bringing healthcare and other services to the most vulnerable in the community. ($288)

Greater Brockton Area Activity Professionals Group – A group of area Nursing Home Activities Directors who meet monthly to network and identify community volunteer opportunities to volunteer their time. Our Director of Recreation Services is a participant of this group. ($432)

Knights of Lithuania – The Manor hosted this organization’s annual meeting. The Director of Mission Services provided support and refreshment for our guests. This cultural organization has been part of the Brockton community for decades assisting the Sisters of Jesus Crucified in building of the Convent, Nursing Home and Chapel. Several of our Lithuanian residents are part of this organization. ($161)

Old Colony Hospice Golf Tournament – The Marketing/ECS Director volunteered at this non-profit agency’s annual fundraiser. The Manor also donated to this event. ($2,064)

National Kidney Foundation Boston Walk – The Staff Development Medical Records Coordinators raised money for the National Kidney Foundation that is used for educating
patients and their families on Kidney disease and services available to them. They also donated their time at the annual Boston fundraising event. ($432)

Nonotuck Board – The Staff Development Coordinator volunteered her time to the Human Rights Committee for Nonotuck Board meetings. Nonotuck is an organization that provides services and support to emotionally and physically disabled adults in the community. The Human Rights Committee insures that these adults are safe and well cared for within their individual living environments. ($288)

Notary Services – St. Joseph Manor provided free notary services for associates, residents and family members during the year. ($288)

Shaw Center Senior Event – The Director of Marketing/ECS participated in this community event that brings free health care and social services to elders in the Brockton and surrounding communities. ($360)

Staff Time of 733 hours for the year 2015 totaled $26,388.

The grand total for the year 2015 in supplies, donations and staff time totaled $37,388

UNCOMPENSATED COMMUNITY BENEFIT PROGRAMS AND DONATIONS

Community Pastoral Outreach - During 2015, The Manor remained committed to the St. Joseph Manor Pastoral Community Outreach Program. Manor volunteers are coordinated and supported by The Director of Mission Services who oversees the program. Although this is a non-compensated program, the Manor acts as facilitator to coordinate and deliver donations of food products by vendors to elders at Brockton Housing Authorities sites as well as to clients of Stairway-To-Recovery, a substance abuse recovery program that provides support, education and job training for clients in the Brockton community. Approximately 80 14”x14” boxes were filled with the various food items and distributed throughout the community in 2015.
**Mitten Tree Program** - The Manor’s Mitten Tree program provided special gifts for over 110 residents donated by staff and family members.

**Mass Of Remembrance** – Our Annual Mass of Remembrance was held to honor deceased residents, staff and volunteers. Approximately 130 community members attended. The Director of Mission Services along with the Spiritual Care team donated their time to organize and host this special event. The Directors of Recreational Activities and Dietary also assisted with this event.

**Mater Dei Adult Day Health Program** - The Manor continues it’s much needed Adult Day Health Services to individuals in the greater Brockton area. The program still serves an extended continental breakfast for an average of fifty clients per day throughout the year.
St. Mary Health Care Center
Worcester, MA
2015 Community Benefit Report

St. Mary Health Care Center provides skilled nursing care, rehabilitation, and palliative care in the heart of the city of Worcester. Ever mindful of its Mission, the facility generously contributes to the surrounding community through its financial commitment and various outreach projects to the marginalized, to those made poor and those in need. The orientation of new employees and the constant reminders to all staff of the reason for the existence of this facility is to promote the vision, the compassion and the legacy of St. Marguerite d’Youville. Embracing this legacy is what gives meaning and purpose to this ministry of caring for the sick, frail, and often times very poor elderly. The fact that St. Mary Health Care Center is located in an extremely poor area of the city, inspires the staff to reach out in charity to one another and to the needs of the community. The following information is a glimpse into the heart of who and why we are.

In 2014 St. Mary Health Care Center contributed $11,646.82 in dollars, goods and services to the community and beyond. This amount includes donations of goods and the value of service hours.

The Administrator, Michael Isabella, served as a Board Member of the Elder Services of Worcester as a Member of the Shepherd King Neighborhood Association-and as Administrator of a Grant from the Grey Nuns.

He is zealous in his living of the Mission. His involvement in the community is reflected in the good relations he has established in the civic community. By his presence in these groups he is able to offer advice and guidance in the discussion of problems in the neighborhood and come up with meaningful solutions. Administering grants can be done in an effective manner when he has such in-depth knowledge of the surrounding community’s needs.

Time valued at $2,165.20

Michael Isabella
Administrator
The Director of Marketing and Admissions has provided service to the following: The Friends of Worcester-The Senior Center-The Alzheimer’s Association.

Her involvement with Friends of Worcester and the Senior Center, gives her a sense of connectedness with the elder community. Having the opportunity to be with these individuals enhances her ability to comprehend their particular needs. Participation in the Alzheimer’s Association brings to light the immense need for understanding, education and research. Her involvement with these three organizations includes both monetary support and physical presence, particularly during the holidays and the annual Alzheimer’s Walk. These groups demand a grand commitment of time and energy.

Time valued at $2,453.50

One of our Receptionists gives of herself on a daily basis to a variety to needs and causes. Her tasks include maintaining the ‘snack table’, providing an enticing environment in the dining room and main reception area.

Everyone knows that the first face of a place is the Receptionist. That welcoming, warm smile and sincere, ‘Can I help you’, is of vital importance to those coming to visit or those seeking
information.
That is her ministry at St. Mary Health Care Center and she does it well. It is all those behind the scenes, no one notices chores that get accomplished thoroughly and happily. She is part of nearly all of the charitable projects sponsored by the facility. She prepares the collection areas, she tends it during the day, and she invites visitors and staff to participate. All this is accomplished graciously.
Time values at $1,153.00

**The Director of Food Service** has provided service to a variety of charitable needs both in house and around the City, namely, The Worcester County Food Bank.

He is probably best known as the “cheerleader” for the hungry of Worcester. His untiring efforts to keep the snack table well stocked and inviting makes it enticing for staff and visitors to purchase items the profits of which go to various charities. His dedication of effort and time provide monetary assistance and plentiful food to the Worcester County Food Bank. When one enters the facility, there is that instant, visible invitation to contribute to the “food wagon”. His mantra is ‘giving to the less fortunate is better than receiving’.

Time valued at $4,207.32

(Standing left to right)
Marlent Ekstrand, DON
Glen Levitre, Stephenie Jackson and Louisse Nyepoon-Earley at dinner time

**The Alzheimer’s Program Director**, has given hours in planning and implementing the Alzheimer’s Walk.
She is solely committed to people with Alzheimer’s disease. She attends many organizational meetings in preparing for, and implementing the Walk. In addition she organizes several Fund raising Activities. Her knowledge and dedication are an inspiration to the staff and family members of the residents. She ‘just loves her people’, and it is very evident in her joyful demur and her compassionate care.
Time valued at $1,154.00.

The Business Office Staff, donated many hours to the organization of the annual Giving Tree. They make the initial contact with one of our area schools. This school is near St. Mary Health Care Center and the school has an enrollment of 81% of the children who live in poverty. With the assistance of our maintenance men, a large Christmas tree is assembled and placed in the main entrance of St. Mary’s. The tree is then decorated and covered with the Christmas. Staff and family members are then invited to take a tag or two and make the Christmas wish of some child or some single mother come true. The business office staff gather the gifts, wrap each one and with the assistance of our Maintenance Men, the gifts are delivered.
Time valued at $513.80.
**The Director of Activities** has given much of her time caring for our residents and their families. She is a true steward of the gifts received and given to the residents. When there is an overabundance of blankets, slippers, coats and other items which could be used somewhere in the city, she makes the effort to see that these items are sent out to those in need.

**Wrapped in Love**----One of the most special aspects of our ministry is sending our deceased residents ‘home to God’. Upon the death of a resident, a bell is rung throughout the house and people gather on the Unit. The nurses place a precious quilt over the body and the Spiritual Care person leads the group in a prayer for peaceful rest. The body is then escorted to the main entry where all available staff, family members and able residents gather for a farewell prayer. The body is then surrounded by an honor guard of staff and carried to the hearse. If the resident is a Veteran, the body is also covered with the American flag. This spiritual exercise gives comfort to family members, residents and particularly to the staff who cared so lovingly for the deceased.

From January through December the residents and staff contribute to a variety of charities as noted below.
**FEBRUARY**

$25.00 Autism Awareness

$25.00 Epilepsy Awareness

$25.00 Abbey’s Shelter for Women & Children

$25.00 St. John’s Food Pantry $100.00

**MARCH**

$25.00 Abbey’s Shelter for Women & Children

$25.00 St. John’s Food Pantry $50.00

5 hours Retreat for St. Anne’s Ministry 5 hours

**APRIL**

$25.00 National Health Care for the Homeless Council

$25.00 American Red Cross

$25.00 Cancer Awareness

$25.00 Worcester Animal Rescue

$25.00 Dietician’s Walk $125.00

**MAY**

$25.00 Special Olympics

$25.00 Cystic Fibrosis

$50.00 Cystic fibrosis

$50.00 Donation of goods to Worcester Elder Services

$25.00 St. John’s Cancer Fund $175.00
JUNE
$25.00 Tyrs Boykin’s Family Fire
$40.00 Abbey’s House $65.00

JULY
$25.00 Boston Children’s Hospital
$30.00 Milford Food Pantry
$50.00 Cancer Supplies for women $105.00

AUGUST
$25.00 Alzheimer’s Walk
$100.00 Alzheimer’s Walk $125.00

SEPTEMBER
$60.00 Alzheimer’s Walk $60.00

NOVEMBER
$25.00 American Cancer Society
$25.00 National Coalition for the Homeless $50.00

DECEMBER
$600.00 A gift given in order that the children of the Chandler Street School could each have a set of headphones for the computers. $600.00

TOTAL $1,455.00
St. Mary’s Health System

Lewiston, ME

2015 Community Benefit Report

St. Mary’s Health System celebrated its 125th anniversary in 2014. The legacy of the Sisters of Charity of Saint-Hyacinthe, in the spirit of St. Marguerite d’Youville, compels us to continue their vision of serving the most vulnerable of our community. Our goals for 2015 were to address identified community health needs by providing programs and services related to these needs, caring for the poor and vulnerable in Androscoggin County, providing education to community groups and health care professionals, and facilitating community partnerships to deepen the impact of our efforts.

There was some good news for the state of Maine in 2015. Maine’s health ranking rose from 20th to 15th healthiest state in the country (America’s Health Rankings, 2015.) Specifically:

- The percent of Maine children aged 19 to 35 months who were up-to-date on seven immunizations increased from 68.0 percent to 84.7 percent.
- Maine is making some gains in its efforts to reduce obesity. While the percent of obese adults nationwide rose to 30 percent, Maine’s rate remained steady at 28 percent. Having no increase is the first step toward the ultimate goal of reducing the percent of Mainers with obesity. (However the obesity rate in Androscoggin County is at 38%.)
- Maine has the 12th lowest rate for cardiovascular mortality, at 219 deaths per 100,000. Maine’s rate has decreased since 1990, when the rate stood at 408 deaths per 100,000.
- While Maine has one of the lowest violent crime rates in the country, poverty remains a key concern influencing public health. Poverty has a direct impact on access to health care, educational opportunities, and other basic needs.
COMMUNITY BENEFIT REPORTING FOR 2015

St. Mary’s Health System (Hospital, d’Youville Pavilion and Community Clinical Services)

Traditional Charity Care $4,599,392

Loss on Medicaid $2,549,544

Community Benefit Categories $2,754,768

TOTAL: $9,903,704

5.36% of the total facility budget in 2015

Community Health Improvement Services: Community Benefit Dollars: $1,138,576

St. Mary’s provided many community health improvement services to address the public health needs identified in Androscoggin County. The most significant public health issues continue to be obesity, diabetes, heart disease, cancer, asthma and poverty. Community health improvement services were tailored around these issues. This included health screenings for skin cancer, lung cancer, and breast cancer, as well as self-help programs for smoking cessation and weight loss. St. Mary’s also opened a pediatrics practice to address the health care needs of children in the community and an Integrative Medicine consult service was established to expand holistic care.

Population Health Specialists

Population health specialists focused some outreach to patients in the new pediatrics practice in 2015. They addressed asthma and immunizations gaps, as well as obesity for children (through the Let’s Go 5-2-1-0 program and BMI measurements.) Due to high rates of colon cancer in the community, they reached out to patients to encourage colonoscopies. In January of 2015, 57%
of patients had screening colonoscopies. The goal was to increase the rate to 64% and that goal was exceeded – the rate rose to 77% in December 2015.

**Integrative Medicine**
St. Mary’s established an Integrative Medicine consult practice and also conducted mind-body medicine groups to expand holistic care. One of the mind-body groups was held in a practice in the poorest census track of Lewiston and scholarships were offered for those in financial need. In the evaluation results of the mind-body medicine groups, all participants found this program to be helpful; some found it to be transformative:

- Several people discontinued prescription pain and sleeping medications.
- One person quit a drug habit and another quit smoking.
- Several people had very significant improvement in their mental health.
- Most of the participants with pain had a reduction in their pain.
- Most participants reported better sleep patterns.
- Everyone reported that they have tools to deal with stress.
- The biggest benefit was in physical, emotional, and functional symptoms: >80% of the group had significant improvement.
- Of those responding to the spiritual questionnaire, 75% had very significant improvement in spiritual well-being!

**Community Education**
St. Mary’s offered community education to address the prioritized health needs in Androscoggin County. St. Mary’s also hosted and/or facilitated community support groups for health services (such as grief groups) as well as exercise programs targeted for wellness and prevention.

Given the fact that Maine has one of the highest cancer incidence rates in the country, St. Mary’s focused on cancer prevention.
- St. Mary's Oncology team focused on nutrition and healthy lifestyles for patients living with cancer and their families for the community’s third annual Cancer Survivor’s Day. Two nurses from Oncology offered mini seminars on healthy eating and provided cooking demonstrations. They talked about the benefits of healthy eating and gave attendees cookbooks and literature.

- In the spring of 2015 two nurses from Oncology volunteered their time at Trinity Jubilee Center (a community center offering food and clothing) doing oral mouth exams. They worked with a dentist, a group of healthcare students and other employees from the community to perform oral screenings. The clinic was free and they saw approximately 40 - 50 adults and children.

- In November of 2015 four staff from Oncology spent an evening at the annual “Diva Mall” (a night for women’s health and well-being). St. Mary’s provided skin cancer screenings and utilized a skin analyzer to illustrate sun damage; literature was offered on skin cancer prevention. A nurse from Breast Health provided literature on mammograms and breast cancer screening and offered education on breast health.

- St. Mary’s received a grant to perform free lung cancer screenings for those who qualified. Sixteen scans were performed, along with eight follow-up scans.

Androscoggin County is one of the oldest counties in the state of Maine. St. Mary’s provided quarterly community education through Seniors Plus, the local Area Agency on Aging. These sessions included topics from the Memory Clinic staff (such as dementia and resilience) and
from rheumatology (on osteoporosis—which was standing room only!) Community sessions were also held on advance directives and conversations about living and dying well.

**Commit to Get Fit**

In 2015 St. Mary’s hosted its second Commit to Get Fit Challenge—a 3k walk, 5 or 10k run through the Auburn community. Its purpose was two-fold: to encourage the community and employees to commit to fitness and to raise money for the Marguerite d’Youville Fund, a financial assistance crisis fund for patients and employees. The event was a huge success with more than 400 participants. It brought in $23,000 for the fund.

*Health Professions Education:* Community Benefit Dollars: $1,084,588
Helping prepare future health care professionals is an important aspect of not-for-profit health care. St. Mary’s is proud to serve as a clinical setting for undergraduate training and internships for many health care disciplines. The time employees spend mentoring these students is included in this category.

A nurse teaching students in St. Mary’s Behavioral Services noted that an opportunity to learn in a clinical setting is invaluable because it offers situations not provided in a classroom. She works with nurses on how to be present, the art of human connection and how to listen without judgment. She also finds this experience reminds her of why she became a nurse. Behavioral health is a key area for current and future health care needs! A physician noted that students bring energy to physicians, other caregivers and the hospital in general. In turn, we are able to showcase what it is like to provide medical care to an underserved population in a community hospital (and encourage them to select this type of setting for their medical practice.)

Cash and In-Kind Contributions: Community Benefit Dollars: $297,333

This category includes funds and in-kind services donated to individuals, community groups and other not-for-profit organizations not affiliated with the organization. In-kind contributions include hours contributed by staff to the community while on health care organization work time, overhead expenses of space donated to not-for-profit community groups and the donation of food, equipment and supplies.

Members of St. Mary’s leadership serve on many community health-related boards such as the United Way, the Red Cross, the local hospice and Healthy Androscoggin, the local public health organization. St. Mary’s is also generous in offering hospitality for local community groups by providing meeting rooms at no charge for other not-for-profit organizations.

Providing More Fresh Food for Our Community
St. Mary’s Nutrition Center is committed to making sure all people have access to good food, particularly those most vulnerable in our community, and to strengthening the local food system through that process.

This season partnerships were built with local farmers to bring in even more fresh fruits and vegetables from the fields that may have otherwise gone to waste. The food was either donated directly from farmers or gleaned by volunteers.

The fresh produce was given out over 14 weeks in weekly bags of vegetables, “veggie shares,” to 10 low-income seniors and 38 youth participating in our summer and fall youth programs. A portion was also donated to our Food Pantry.

In total, approximately 3,850 pounds of local farm fresh produce were received from June through October. Additionally, the St. Mary’s Food Pantry received 3,000 pounds of produce from Fresh Start Farms through the Mainers Feeding Mainers Program run by the Good Shepherd Food Bank.

As a result of these and other procurement efforts, the Food Pantry almost doubled the amount of fresh produce distributed this year to over 40,000 pounds – part of an on-going strategy to distribute healthier food through the Pantry. Over 500 Thanksgiving boxes were distributed as well, and each contained an assortment of fresh, seasonal vegetables.
Olympia Snowe Woman’s Leadership Institute
St. Mary’s donated funds to become a founding member of the Olympia Snowe Women’s Leadership Institute. (Olympia Snowe became a national leader in public service while representing Maine in both the U.S. House of Representatives and the U.S. Senate.) The mission of the Olympia Snowe Women’s Leadership Institute is to elevate the confidence and aspirations of high school girls by helping them build the leadership, collaboration and problem-solving skills needed to become successful in their lives, families, careers and communities. This partnership seems particularly fitting as the beta site for the pilot is Androscoggin County where fifty high school students are participating in the inaugural three-year program. Two senior leaders from St. Mary’s are also serving on the Institute’s Leadership Network.

Community-Building Activities: Community Benefit Dollars: $97,408

St. Mary’s is very active in programs that address the root causes of health problems, such as poverty, homelessness and environmental concerns. Leadership is involved in local economic development and coalition building to address these issues.

St. Mary’s Nutrition Center
Poverty and poor nutrition are significant public health issues in the area we serve. St. Mary’s subsidizes the Nutrition Center to address these needs. This includes our farmers’ markets, community gardens, and cooking classes.

Launch of the Good Food Bus
After much anticipation, the Good Food Bus rolled into town on September 22, 2015. A brightly colored re-purposed school bus turned mobile market, the Good Food Bus brings fresh, quality and predominately local food to where Maine people live and work making it easier for families to eat better by bring healthy food into their homes. Customers using their Supplemental Nutrition Assistance Program (SNAP) or Women Infant and Children (WIC) benefits received additional incentive dollars to purchase more fresh produce.
During the 6 week pilot, the Good Food Bus made 6 weekly stops at locations across Lewiston-Auburn and one in Bath, Maine. Venues included St. Mary's Regional Medical Center, Central Maine Medical Center, Knox Street Community Garden, the Auburn Police Activities League, Bedard Pharmacy and Medical Supplies, and Bath Iron Works. The pilot yielded a number of valuable lessons, served nearly 800 people, and generated close to $10,000 in sales. The project's success would not have been possible without a team of dedicated on the ground staff and incredibly supportive and engaged host site partners and community organizations.

Garden Success and Expansion

“I like growing my own food, planting different varieties not found in the stores, and having cheap organic food right next door!

“The garden brought me outside where we chatted with our neighbors. When we were away we had a garden babysitter who we traded a salad for their help.”

“I enjoy being out in the garden, pulling weeds, playing in the dirt. I find it therapeutic and a good stress-reliever.”

“It is very spiritual-like to garden. This is my second year ever. I gained self-esteem and eating healthier!!!! Which is a miracle!!! I was raised on meat and potatoes mostly and hardly like any veggies... Having a garden is very beneficial and needed in my life!!! I am
very blessed to have this opportunity to garden and hopefully can volunteer more next year!! I hope to pass on this wonderful tool to my teenage daughter!!! Thank you!!!”

The experiences shared by gardeners this season help exemplify the far-reaching benefits of community gardens in people’s lives. This includes the importance of easy access to fresh, healthy food but also goes beyond measurable poundage of vegetables. For example, there is the beauty and transformative power of having a garden right in one’s neighborhood; there is the pride and joy from growing one’s own food; there are important therapeutic and stress-relieving aspects; and there is the opportunity to connect - to nature, to culture and to neighbors and people from diverse backgrounds. Community gardens not only build strong bodies, they build strong bridges between people.

This season our community garden program supported 115 garden plots cared for by individuals and groups and impacted more than 500 people that live in households across Lewiston-Auburn. This impact was amplified through the sharing of food with neighbors and family and through volunteerism. Whether it was an area business or school completing a service day or a group of young people wanting an excuse to be outside, volunteers brought their enthusiasm and hard work out into the field helping lead to a successful growing season. In exchange, volunteers learned about important food system and food access issues in the community and often had the chance to taste a vegetable variety they may have never tried before.
Green and Healthy Homes Initiative (GHHI)

In the past ten years, 678 children have been poisoned by lead in the Lewiston-Auburn area, and there are hundreds of visits to the emergency department each year due to asthma. In addition, nationally 40% of asthma episodes are caused by triggers in the home such as mold, tobacco smoke and pests.

As part of a population health effort that includes a community collaborative, St. Mary’s is a charter member of the Green and Healthy Homes Initiative in Maine. This model is designed to integrate health, safety, lead hazard reduction, energy efficiency and weatherization household interventions to improve our housing stock. In Lewiston-Auburn 77% of the buildings were built before 1980, which means there is structural decay, outdated heating systems, lack of insulation and accessibility issues. This is a serious issue in our community. In 2015 St. Mary’s leadership served on the steering committee to create cooperation across multiple sectors. A lead poisoning awareness event was held in the fall of 2015; it reached 150 people. Resident educators were hired by the local public health organization in order to conduct health assessments and educate families. Approximately 10 homes were also selected to receive braided funding and coordinated resources in order to address the lead hazards, safety hazards and energy issues in the homes.

![Lead Awareness Event (Green and Healthy Homes Initiative – GHHI) in Lewiston, Maine](image)

Community Benefit Operations: Community Benefit Dollars: $122,666

Community benefit operations include costs associated with assigned staff and community health needs, community benefit strategy and operations. St. Mary’s uses Lyons software to record and
report community benefit efforts (the software system recommended by the Catholic Health Association).

Costs for fundraising for hospital-sponsored community benefit programs (such as our Nutrition Center) are included in this category. For example, because of our grant-writing efforts, a one-year grant from AETNA was awarded to St. Mary’s Nutrition Center in November 2015, for a total of $25,000, for a project titled: Digging Deeper and Spreading Roots: an expansion plan for community gardens in Lewiston-Auburn Maine. Funding from Aetna is supporting the St. Mary’s Nutrition Center in a three pronged expansion plan in 2016 to increase the number of people who can access fresh food through community gardens and related educational programming in Lewiston-Auburn. The three components include: infrastructure improvements at our oldest downtown community garden, establishing a Learning Garden on site at the Nutrition Center, and establishing the first community garden in Auburn, in partnership with the City of Auburn, the local land trust, and others. Combined, these efforts will: better meet demand for growing space in downtown neighborhoods; offer more comprehensive garden-education programming; and help develop community garden access in Auburn. Impact of this project will include: establishment of two new community gardens; access to garden-fresh produce for 50 households; increase consumption of vegetables and fruit through garden access and participation in cooking education programs; increase gardening knowledge-base through participation in Learning Garden workshops; and a replicable model for the City of Auburn to build future community gardens.

In 2012, St. Mary’s and the other local hospital established a group of community health-care related agencies to review the community health needs assessment. The group has continued monthly meetings to analyze community health needs assessment data, collaborate on appropriate initiatives and network about existing community resources. In 2015 a new community health needs assessment was conducted and several community engagement sessions were held. This involved a unique collaboration between public and private health sectors in the state of Maine (the Shared Health Needs Assessment Planning Process-SHNAPP.)
community engagement sessions will continue in 2016 and a new community health needs assessment report and implementation strategy will be developed by December 2016.

St. Mary’s Villa Campus
Elmhurst Township, PA
2015 Community Benefit Report

In the spirit of Covenant Health Systems and the Poor Sisters of Jesus Crucified and keeping with our mission, St. Mary’s Villa continues to respond to the needs of the poor and underserved in our community. In order to meet the desire to become more active in our community in 2015, the mission committee formed a subcommittee for the sole purpose of community benefit. In 2015, St. Mary’s Villa Campus donated a total of $29,439.26 in dollars, goods and services and 791.75 service hours to the community.

In January, $1,238.75 and 37.5 employee hours were donated in time, talent, and treasure. January’s activity was the “Souper bowl” collecting canned soup and each Wednesday staff could wear their favorite team shirt if they brought in a can or cans of soup. We collected 121 cans of soup that were delivered to the North Pocono Food Pantry. Employees also assisted at a local parish, St. Eulalia’s, with children’s masses as well as participating in trainings for the Diocese of Scranton.
In February, **$2,892.74** and **85.50** employee hours were donated in time talent and treasure. The Community Benefit Committee sold red t-shirts for “Go Red Day” which was held on February 25, 2015. All proceeds from the sale, which totaled **$300.00**, benefited the American Heart Association. Villa employees also volunteered in local parishes for four funerals. Employees also visited Senior Centers to offer Cardiovascular Clinics with the United Neighborhood Center. The Villa also gave funds to the Lackawanna County Drug task force to sponsor Drug and Alcohol Resistance Education (DARE) to local schools.

![Image of Villa employees wearing red t-shirts]

In March, **$3,682.36** and **92.25** hours of employee time, talent and treasure were donated. St Mary’s Villa entered a float in the St. Patrick’s Day parade and helped with making corsages for distribution to nursing homes and person care facilities in the area on St. Patrick’s Day. Also, the Villa provided a dinner for the Roaring Brook Township volunteer fire company at the personal care facility on March 30th in which the Fire Company had a meal of appreciation and their monthly meeting. The Villa staff gave to the aide for some of their own in terms of raising funds for an employee’s family who passed away as well as for an employee’s family member. A staff member also donated time co-hosting a radio show on the local Catholic radio station called, “Mothers of Faith.” Villa staff also assisted in meal preparation and distribution at the St. Francis Soup Kitchen.
In April, $2,603.21 and 71.75 hours of employee time, talent and treasure were donated. St. Mary’s Villa donated Easter Candy to the North Pocono Food Pantry. Also, employees visited Jefferson Elementary school in the North Pocono School District on Earth Day and discussed being friendly to our planet Earth through recycling, reducing and reusing materials as well as we planted flowers with students throughout the school grounds and planted seedlings for the children to take home. Villa staff also assisted in meal preparation and distribution at the St. Francis Soup Kitchen. And, staff assisted at St. Eulalia’s children’s mass as well as the set-up for their monthly breakfast.

In May, $2,966.28 and 86 hours of employee time, talent and treasure were donated. This month, St. Mary’s Villa held a food drive for the Friends of the Poor where a total of 100 pounds of food was donated. Also, 203 clothing items were donated to a local church to help clothe those in need. Villa staff also assisted in meal preparation and distribution at the St. Francis Soup Kitchen. Villa employees also assisted with a Rabies Clinic for animals.
In June, $2,000.17 and 41.75 hours of employee time, talent and treasure were donated. St. Mary’s Villa participated in the Roaring Brook Township Volunteer Fireman’s Parade with floats and parade walkers. We also raised funds for the fire department through a basket raffle. Villa staff also assisted in meal preparation and distribution at the St. Francis Soup Kitchen. And, we assisted in the set-up for the St. Eulalia’s Parish breakfast. Employees cantored masses as well as hosted a radio show for our local Catholic radio station titled, “Mothers of Faith.”

In July, $2,153.22 and 62.50 hours of employee time, talent and treasure were donated. The Villa community donated 443 dog and cat items as well as $200.00 for the local animal shelter, Griffon Pond Animal Rescue. Also, we collected $265.00 for the “Go Joe” campaign which helps raises funding for the St. Joseph’s Center for handicapped children and adults. St. Mary’s Villa also held an Alzheimer’s Lunch and Learn event for the community. And we went to the Abington Senior Center and assisted individuals in a Glucose Check program. Employees also assisted in cantoring for mass at St. Eulalia’s Parish as well as volunteering at the Parish picnic.

In August, $1,827.25 and 43.25 hours of employee time, talent and treasure were donated. Villa staff assisted in meal preparation and distribution at the St. Francis Soup Kitchen. Villa employees participated in the National Night Out with Moscow Borough and Police Department. The Villa gave funding to our local VFW(Veterans of Foreign Wars Organization) Fundraiser. The Villa community also held a hoagie sale to raise funds for school supplies for our local North Pocono Food Pantry. Two hundred and twelve school items were donated.
In September, **$2,359.82** and **47.25** hours of employee time, talent and treasure were donated. Employees assisted in the set-up for the St. Eulalia’s Parish breakfast as well as cantoring for masses. Our villa community also raised funds and participated in the local Alzheimer’s walk. We also participated in the West Scranton Senior Center’s Glucose testing event as well as the University of Scranton’s Healthier U Day with blood pressure testing. And our employees gave an APRISE presentation to the community.

In October, **$2,965.45** and **69** hours of employee time, talent and treasure were donated. The Villa community held a “Scare at the Villa” event each weekend in October where funds raised were donated to the Sandra G. Komen fund in aiding to find a cure for breast cancer. The Villa community also collected soda tabs to benefit the Ronald McDonald House Organization. We also participated in the YMCA Health Fair, the Pittston Senior Center Glucose Testing event, and a scarecrow decorating contest to aide in food pantry collection at a local elementary school.
In November, $2,476.55 and 101 hours of employee time, talent and treasure were donated. The Villa community collected and donated 553 nonperishable food items and 3 turkeys for the North Pocono food pantry. We also conducted a fund raiser for a teenager in our community who is struggling with cancer by selling t-shirts that said Hope for Hunter. Members of St. Mary’s Villa also assisted with the set-up of St. Eulalia’s breakfast as well as participating in their masses as cantors.

In December, $2,273.48 and 54 hours of employee time, talent and treasure were donated. The Villa community made cards for veterans as well as raised money for the Toys for Tots program. We donated clothing items to the Daleville United Methodist Church and participated in a community craft fair as well as a blood glucose screening program at the North Pocono Senior Center. We also gave over 75 children gifts of clothing and toys through the Angel Tree Project in conjunction with the Salvation Army. We participated in masses at St. Eulalia’s Parish and assisted with training for graduate internships.
Youville House Assisted Living Residence
Cambridge, MA

2015 Community Benefit Report

Inspired by the life and work of Marguerite D’ Youville. Youville House continues to respond to the needs of the resident and external communities, with particular focus on the elderly and underserved.

**SUBSIDIZED UNITS** (non billed services for the poor)

In 2015 Youville House subsidized eight (8) low income seniors. The total subsidy amounted to: **$249,641**

**CASH IN-KIND DONATIONS**

Donations of space, staff hours, supplies and cash (see pages below) in 2015 totaled: **$62,955**

**COMMUNITY BOARDS & ORGANIZATIONS**

- **The Art Connection Board** – The Community Life Coordinator serves on the Board of the Art Connection, an organization that places art in non-profits.

- **The Cambridge First Wednesday of the Month Group** – The Community Life Coordinator attends meetings monthly to reach out to the local community. This group is dedicated to improving services in Cambridge and supports organizations that serve the homeless, the elderly, children and other underserved people among the population. Youville House was involved in planning the fourth annual day of service on Martin Luther King Day in Cambridge.
OUTREACH TO THE COMMUNITY

- **St. Paul’s “Feed the Homeless Program”** – Four (4) times yearly, we make over 150 sandwiches; our kitchen staff prepares hot foods and bakes cookies for St. Paul’s “Feed the Homeless Program.” Some Wednesdays during Advent and Lent residents and staff go to the church to help serve and eat with the guests. In March meals were delivered by our van driver. The cost of meals and use of the van totaled three thousand dollars. **$3000**

- **MLK Day of Service**- Two members of the Youville House participated in a day of service held at the Cambridge City Hall. Cards were brought back to Youville House for the residents and staff to address and send to nursing homes and hospitals. Our van driver delivered clothing, food and supplies to shelters and food pantries Youville House provided thirty (30) bagged lunches for the volunteers. **Van $400 Lunch $360.**

- **Parkinson’s Support Group Meeting**- Beginning in September every third Tuesday of the month a Parkinson’s support group is held at Youville House. This group is open to individuals coping with Parkinson’s disease or its impact. This includes those affected directly as well as family members and friends of those with the disease. It is currently the only Parkinson’s support group offered in the Cambridge area. No ongoing commitment is necessary and participants may attend meetings at their convenience. Space and food totaled **$2885**

- **Dance with Parkinson’s**- The Dance with Parkinson’s program provides dance classes designed to liberate movement through the joyful medium of dance. The class is taught by a trained instructor. This program is open to the local Cambridge community every Thursday from 10:30am to 12pm Instructor: **$1205** Space: **$3020**
• **Parkinson’s Presentation** - Youville House invited the community to a presentation by Janet Edmunson. The presentation helped to clarify the ongoing challenges face by people affected by Parkinson’s disease. Janet presented information to the audience about symptoms and progression of the disease as well as suggestions for living with the disease.

• **Harvard Divinity School** - During the spring semester Youville House hosted a Harvard Divinity School class on the 6th floor conference room. Ten graduate students participating in an Advanced Care and Counseling class met for four hours weekly. Two hours were spent in class and the other two hours were spent visiting one on one with the residents. The students provided spiritual presence and support. The Director Mission co-taught the class with the Harvard Professor. Lunch was provided. Space and Lunch $4995

• **Tai Chi for Arthritis** - A free to the community Tai Chi for Arthritis course was offered by Youville House. Phyllis Rittner introduced this course to the participants. This Tai Chi course was offered to those who struggle with joint pain and the reduction of movement. $1655

**MENTORING STUDENTS**

Throughout the year, students from colleges such as Tufts, MIT, Berklee School of Music, Salem State and Buckingham, Brown and Nichols came to Youville to, in formal and less formal ways, to complete their practicum with our staff and residents. This year Youville House welcomed five interns. The Director of Programs supervised three interns from Lesley College, these interns are studying to be Expressive Therapists. The Director of Mission supervised a Pastoral Care intern from Harvard Divinity School who concentrated their efforts on the Spiritual Care of our residents. The Senior Director of Marketing mentored a
young man from Emanuel College focusing on communication with residents. A total of 498 hours of staff time in supervision of students.

**DONATIONS OF MEETING SPACE AND GOODS FOR NOT-FOR-PROFIT ORGANIZATIONS**

- **Neighborhood Tai Chi** - every Thursday space provided for one hour each week during the year 2015  
  $5830

- **Mid-Cambridge Garden Club** - space provided in June for two meetings and July for a two hour meeting.  
  $1500

- **Kammerwerke Board Meeting** – space provided  
  $220

- **Berklee Students** - space for concert  
  $300

- **Chamber Orchestra** - Youville House provided rehearsal space.  
  $550

- **Art Connection Founders Day** - Youville house provided space and refreshments.  
  $1500

- **Pajamas for Homeless Shelter** - donation  
  $150

- **Donations to Haiti** - 2 refrigerators and 2 Microwaves  
  $300

- **St. Paul’s Prayer Group Meetings** - space provided throughout the year on a weekly basis  
  $2200

- **St Paul’s Retreat** - space provided  
  $2350
- **St Paul’s Discussion Group**-space provided $1210

- **St Paul’s Without Walls**-space provided $1540

- Staff time for the year 2015 total $27,785
- Supplies and donations for the year 2015 total $35,170
- The grand total for the year 2015 in supplies, donations and staff time: $62,955
Youville Place Assisted Living Residence

Lexington, MA

2015 Community Benefit Report

Keeping with the mission and vision of Marguerite D ‘Youville, Youville Place continues to respond to the needs of the residents and external communities, with particular focus on the elderly and underserved.

**Subsidized Units** (non billed services for the poor)

In 2015 Youville Place’s subsidy for income seniors amounted to a total subsidy of: **$674,135**

**Cash in-kind Donations**

Donations of space, staff hours, supplies and cash (see pages below) in 2015 totaled: **$20,929**

**Outreach to the Community**

- **Lexington Interfaith Clergy Association**- The Director of Mission and Pastoral Care joins with the clergy in the town to provide support for Lex Eat, Bridges and the MLK Day of service. This group supports the local food pantry and is very active in promoting an understanding of the diversity of cultures and religions through conversation and dialogue. The Director of Mission meets monthly with the group.

- **Neighbors Who Care**: In June Youville Place hosted a tea for seniors who are served by Neighbors Who Care. The volunteers and staff at Neighbors Who Care provide transportation, food and bill paying for seniors. Youville Place invited residents and seniors to an afternoon of tea and conversation, along with some tasty desserts. Many staff members joined in to serve and socialize with the
group. This year Youville Place hosted a second event with Neighbor’s. An ice cream social with design your own Sunday.  

Space $420  Deserts $230

- **Lexington Interfaith Food Pantry** - In March Youville Place sponsored a canned food drive. Residents and staff contributed canned goods. Staff packed and delivered the food to the pantry.

COMMUNITY PROGRAMS

- **Tai Chi For Arthritis** - A free to the community Tai Chi for Arthritis course was offered by Youville House. Phyllis Rittner introduced this course to the participants. This Tai Chi course was offered to those who struggle with joint pain and the reduction of movement.  

  Space $700

- **Alzheimer’s Support Group**. This group meets once a month and is open to the greater community. The Director of the Memory Unit at Youville Place and a nurse specialist offer support to families who are caregivers to loved ones with dementia. Space  

  $150

**Mentoring Students**: The Director of Programs supervised three Lesley College Expressive Therapy graduate students, these students worked with the residents.
doing programs to enhance their motor skills for activities of daily living. The Director met with them on a regular basis helping them plan and execute the programs. The Mission Director supervised one Harvard Divinity student who worked on Spiritual Care programs for the residents. A total of 353 hours of staff time supervising and mentoring students.

**DONATIONS OF MEETING SPACE AND GOODS FOR NOT-FOR-PROFIT ORGANIZATIONS**

- **Girl Scout Troops**-During the school year Youville Place offers space to Lexington Girl Scout troops for two hours each month. $1200

- **Brownie Troop** – During the school year Youville Place offers space to Lexington Brownie troops for two hours each month. $1900

- **Daisy Troop**-During the school year Youville Place offers space to the local Daisy troop for meetings. This group met three times for two hours. $1450

- **Clothing Drive**-In May residents and staff donated clothes for St. Vincent De Paul. Staff members bagged and delivered the clothing to the drop off site.

- **Support Group**- space provided during the year for “Mothers with pre-teens” to meet for two hours each month. Space $1000

- **Be a Santa for a Senior**- In December Seniors wrapped gifts provided by Home Instead to give to seniors in the community. Staff members assisted residents.

- **St. Jude**-crafts made for donations. Supplies $50
• **Halloween Goody Bags** - residents worked with staff. $30

• Staff hours for the year 2015 $13,799

• Supplies and donations for the year 2015 **totaled $7130**

• The grand total for the year 2015 in supplies, donations and staff time **totaled $20,929**
APPENDIX 1
August 17, 2015

Mr. David Lincoln  
Covenant Health Systems  
100 Ames Pond Dr Ste 102  
Tewksbury MA 01876-1240

Dear David:

With this note let me thank you for sending me a copy of the 2014 Annual Report of Covenant Health Systems. A review of the report indicates, once again, the strong commitment of Covenant to provide compassionate, effective and efficient health care founded upon Christian values. Faithful to Pope Francis' recent challenge you do this while being attentive to the environment. Congratulations. Under your leadership Covenant Health Systems continues to be a leader in providing excellent Catholic health care.

As you know better than I, there are many challenges facing those who wish to provide quality care which is respectful of the dignity of life from conception to natural death. Here in Maine we are, once again, being faced with a move to introduce physician assisted suicide within the state. We have much to do to educate our people regarding the teachings of the church relative to palliative care and appropriate moral decisions relative to one's own healthcare. I am grateful for the continuing cooperation of Covenant in this matter and value the fact that we can be partners in providing this needed education.

Thank you for your commitment to providing quality, dignified care to the sick and especially the elderly. Your ministry in the diocese is a tangible and living witness of the Good Samaritan, Jesus' loving and caring concern for each person he would meet on the road.

Assuring you of my ongoing prayers for you, your staff and for all you serve, I am

Sincerely in the Lord,

Most Reverend Robert P. Deeley, J.C.D.  
Bishop of Portland
June 24, 2015

Mr. David Lincoln
Sr. Catherine O’Connor, CSB
Covenant Health Systems
100 Ames Pond Drive, Suite 102
Tewksbury, MA 01876

Dear Mr. Lincoln and Sr. O’Connor:

Thank you for your letter and for sending the copy of the 2014 Annual Report of Covenant Health Systems. I appreciate your thoughtfulness in sharing it with me and I shall look forward to reviewing it.

May God continue to bless your good and important work as you respond to your foundational call “to continue the healing ministry of Jesus.”

With best wishes, prayers and blessings to all at Covenant Health Systems, I remain,

Sincerely yours,

Thomas J. Tobin
Bishop of Providence
June 29, 2015

Mr. David Lincoln, President/CEO
Sister Catherine O’Connor, CSB, Vice-President, Mission & Sponsorship
Covenant Health Systems
100 Ames Pond Drive, Suite 102
Tewksbury, MA 01876

Dear Mr. Lincoln and Sister Catherine:

I write to acknowledge your kind letter of June 24, 2015, accompanied by the Covenant Health Systems Annual Report 2014. Your consideration in providing this information is appreciated.

In particular, I note that a copy of this report has been provided to the Congregation for Institutes of Consecrated Life and Societies of Apostolic Life.

With gratitude for your work in this very important ministry of our Church, I remain, with cordial regards,

Sincerely yours in Christ,

Christopher J. Coyne
The Most Reverend Christopher J. Coyne
Bishop of Burlington
"The Catholic health care ministry is an amalgam of complementary threads woven into a single fabric of ministry: religious and lay; male and female; Catholic and non-Catholic."

John H. Caregy, Jr.
1983 CNA Assembly

Covenant Health, Inc.

2015
Leadership Forum

"Unless the Lord builds the house, those who build it labor in vain."

Psalm 127:1

October 21-23, 2015

Covenant Health, Inc.

100 Ames Pond Drive, Suite 102
Tewksbury, Massachusetts 01876
Phone: 978-654-6363
Fax: 978-851-0828
www.covenanthealth.net
**AGENDA**

**WEDNESDAY, October 21**

7:00 pm  Welcome Reception  
*Grand Ballroom*

**THURSDAY, October 22**

7:30 am  Liturgy (optional)  
*Rev. Peter Gori, OSA*  
*Garden A*

8:00  Breakfast  
*Solorien/Westworth A*

9:00  Welcome/Opening Prayer  
*John Issacsen*  
*Chairman, Covenant Board*  
*Westworth B/C*

9:05  “Covenant Health Update”  
*David Lincoln*  
*Westworth B/C*

10:15  Break

10:30  “Suffering, Transformation and Hope”  
*Rev. Jan Michael Jonas*  
*Westworth B/C*

11:45  Missioning Service  
*Westworth B/C*

12:00 pm  Lunch  
*Solorien/Westworth A*

1:00  Orientation: New Trustees and New Senior Management  
*Westworth B/C*

**FRIDAY, October 23**

7:30 am  Liturgy (optional)  
*Rev. Peter Gori, OSA*  
*Garden A*

8:00  Breakfast  
*Solorien/Westworth A*

9:00  “The New Lens of Behavioral Health”  
*Panel*  
*Westworth B/C*

10:15  Break

10:30  “The Root of the Matter: Mission”  
*Mary Przybylo, RN*  
*Bethany McKnight*  
*Westworth B/C*

11:45  Conclusion  
*Westworth B/C*

**PRESENTERS**

**David Lincoln**  
President/CEO  
Covenant Health, Inc.  
Towlebury, Massachusetts

**Rev. Jan Michael Jonas**  
Artist-in-Residence  
Fellow, Center for Catholic Studies  
University of St. Thomas  
St. Paul, Minnesota

**Mary Przybylo, RN, MSN, PACHE**  
President/CEO  
St. Joseph Healthcare  
Bangor, Maine

**Bethany McKnight**  
Vice President, System Integration and Support Services  
St. Joseph Healthcare  
Bangor, Maine

**PANEL**

**Mal Allard**  
Director  
The Courtyard  
Youville Place  
Lexington, Massachusetts

**M. Ed Kelley, MD**  
Chief Medical Officer, Behavioral Health  
St. Mary’s Regional Medical Center  
Lewiston, Maine

**Lajsa Lantigua, ADC, Edc, CDP**  
Memory Care Program Director  
Mary Immaculate  
Lawrence, Massachusetts

**William Wood, Jr., M.D.**  
Vice President, Medical Affairs  
St. Joseph Healthcare  
Bangor, Maine
APPENDIX
3
"The Catholic health care ministry is an amalgam of complementary threads woven into a single fabric of ministry: religious and lay; male and female; Catholic and non-Catholic."

John E. Curley, Jr.
1983 CHA Assembly

Our Congregations and Diocese Partnering with Covenant Health

- Daughters of Mary of the Immaculate Conception
- Missionary Sisters of the Society of Mary
- USA Northeast Province of the Society of Jesus
- Poor Sisters of Jesus Crucified and the Sorrowful Mother
- Religious Hospitallers of St. Joseph
- Roman Catholic Archdiocese of Boston
- Roman Catholic Diocese of Portland
- Servants of the Immaculate Heart of Mary-Good Shepherd Sisters
- Sisters of Charity-Halifax
- Sister of Charity of Montreal, “Grey Nuns”
- Sisters of Charity of St. Hyacinthe; “Grey Nuns”
- Sisters of Mercy – Northeast Community
- Sisters of Notre Dame de Namur
- Sisters of St. Felix of Cantalice
- Sister of the Holy Cross
- Sisters of St. Joseph of Boston

Covenant Health

Our Name is Our Promise

2015 Leadership Forum

“Unless the Lord builds the house, those who build it labor in vain.”

Psalm 127:1

Missioning Service
October 22, 2015
Wentworth by the Sea
New Castle, NH
Opening Song: With the Lord There is Mercy

Response:
With the Lord there is mercy and the fullness of redemption, call to him in your trials, he will answer whenever you call.

1. Out of the depths I cry to you, I cry to you, O Lord. Open your ears and hear my voice, attend to the sound of my plea.
   Response:

2. If you O Lord, should mark our guilt, then, Lord, who could hope to survive? But with you is found forgiveness of sin, and mercy that we might revere you.
   Response:

3. More than the sentinels wait for the dawn, let Israel wait for the Lord. For kindness is his, redemption for all, forgiveness of sins for his people.
   Response:

Introduction

Scripture: Job, 38:3-7
Yahweh said: “I am going to ask the questions, and you are to inform me! Where were you when I laid the earth’s foundations? Tell me, since you are so well-informed! Who decided its dimensions, do you know? Or who stretched the measuring line across it? What supports its pillars at their bases? Who laid its cornerstone to the joyful concert of the morning stars and unanimous acclaim of the sons of God. The Word of the Lord

Response: Thanks be to God

Song: City of God

Response:
Let us build the city of God; May our tears be turned into dancing, For the Lord our light and our love has turned the night into day.

Our Mission:
Covenant Health Systems is an innovative Catholic health organization committed to advancing the healing ministry of Jesus.

Core Values:

Service: Through a personal and communal commitment, we advance the physical, spiritual and emotional well-being of others, especially the poor and underserved.

Integrity: We promote justice, compassion, and ethical behavior, respecting the dignity of each person.

Stewardship: We administer our human and material resources with responsibility and accountability.

Creativity: We shape our future, tempering idealism with realism, risk taking with prudence.

Excellence: We deliver all services with the highest level of quality performance.

Collaboration: We work in partnership, dialogue and shared purpose.
All: Gracious God, we trust in you as we seek to build your “house” of mercy, love and healing. We are grateful to the founding congregations of our ministries as we celebrate 20 years as a Public Juridic Person. As we live the meaning of Covenant and seek to be faithful to “Our Name is Our Promise” may we go forth and continue to develop our ability to “heal wounds and warm hearts”. Amen.

Song: This is the day

Response:
This is the day the Lord has made; let us rejoice and be glad.

1. Give thanks to the Lord, for he is good, his mercy endures forever. Let the house of Israel say, “His mercy endures forever”
Response:

2. The Lord’s right hand is lifted up; the hand of the Lord is mighty. I shall not die, but live to tell the marvelous works of God.
Response:

3. The stone which the builders rejected has become the cornerstone. This is the work of the Lord; how wonderful, how wonderful in our eyes!
Response:

1. Awake from your slumber, arise from your sleep, A new day is dawning for all those who weep. The people in darkness have seen a great light.
Response:

2. We are sons of the morning we are daughters of day, The one who has loved us has brightened our way. The Lord of all kindness has called us to be A light for His people; to set their hearts free.
Response:

3. God is light; in him there is no darkness. Let us walk in his light, his children, people: make gentle your words. Pro-claim to my city the day of her birth.
Response:

Scripture: 1 Corinthians 12:12-20
For as with the human body which is a unity although it has many parts – all the parts of the body, though many, still making up one single body – so it is with Christ. We were baptized into one body in a single spirit, Jews as well as Greeks, slaves as well as free men, and we were all given the same Spirit to drink. And indeed the body consists not of one member but of many. If the foot were to say, “I am not an eye, and so I do not belong to the body”, it does not belong to the body any less for that. Or if the ear were to say, “I am not an eye, and so I do not belong to the body” that would not stop it’s belonging to the body. If the whole body were just an eye, how would there be any hearing? If the whole body were hearing, how would there be any smelling? As it is, God has put all separate parts into the body as he chose. If they were all the same part, how could it be a body? As it is the parts are many, but the body is one. The Word of the Lord

Response: Thanks be to God
Reflection

Missioning of Board Members

Chair of the Public Juridic Person: As we come to the closing of our Forum, and in the spirit of the call to discipleship, I invite the Members of the Covenant Board of Directors to come forward and to commit themselves to carry into the future the mission and healing ministry of Jesus in the Roman Catholic Church. I invite all present, if you wish, to extend your hand in blessing to our Board Members.

Q. Do you accept sponsorship of the health care ministries of Covenant Health Systems in accord with the Canonical Statutes approved by the Holy See and the Corporate By-laws of Covenant Health Systems, Inc.?
A. We do.

Q. Do you promise to adhere to the Ethical & Religious Directives for Health Care Facilities as approved by the United States Conference of Catholic Bishops, and as amended from time to time?
A. We do.

Q. Do you promise to promote and foster the growth of Covenant Health Systems with a special concern for the poor and underserved?
A. We do.

Q. Do you covenant to steward the human and financial resources of Covenant Health Systems with responsibility and accountability duly observing the requirements of Canon Law?
A. We do.

Acceptance by Covenant Board Members

We confirm and willingly accept all the responsibilities inherent in our role as Members of Covenant Health Systems Public Juridic Person as described above.

Signing of Missioning Document

I invite you to come forward and sign the missioning document signifying your commitment to the mission of Catholic Health Care.

Missioning of All Present

Chair of the Board: Today, gathering as Leadership within the Covenant family, the Covenant Board of Directors invites you to continue the healing ministry of Covenant Health. Please stand if you wish to be missioned to participate in this ministry. I invite all present, if you wish, to extend your hand in blessing upon each other.

In the spirit of the readings which we have heard proclaimed, we mission you and ask you:

1. Will you seek to be as courageous and enterprising as the founding Religious Congregations of Covenant Health Systems?
   All: We will

2. Will you accept the challenge of being a person of hope in the midst of the changing landscape and challenges of health care?
   All: We will

3. Will you seek to ensure excellence in care for our patients, residents, families and communities?
   All: We will

4. Will you commit to being wise stewards of our human, material and financial resources so we can continue to be resourceful servant leaders?
   All: We will

5. Will you continue to recognize the complementary gifts of each other as we continue to build a unified and integrated Covenant Health?
   All: We will
APPENDIX

4
Our facilities

Maine

**Bangor Nursing and Rehabilitation Center**
103 Texas Avenue
Bangor, ME 04401
207-947-4557
www.bangornrc.org

Non-profit since 2000, Formerly Owned by City of Bangor
*Managed by Covenant Health, Inc.*

- 60-bed Skilled Nursing Facility
- Private and Semi-private Accommodations
- IV Therapy
- Pain Management
- Social Services
- Restorative Nursing Program
- Short Term Rehabilitation
- Orthopedic Specialty
- Short Term Placement and Respite Care
- Hospice Care
- Physical, Occupational and Speech Therapy In-House
- Outpatient Rehabilitation
- Wound Management
- Nutritional Consultations from Registered Dietician

**St. Andre Health Care Facility**
407 Pool Street
Biddeford, Maine 04005
207-282-5171
www.standre.org

Established by the Servants of the Immaculate Heart of Mary, “Good Shepherd Sisters of Quebec” in 1976
*Sponsored by Covenant Health, Inc.*

- 96-bed Skilled Nursing Facility
- Rehabilitation and Skilled Medical Care
- Short-term Respite Care
- Long-term Nursing Care
- Alzheimer’s & Dementia Care
- Palliative & Hospice Care

**St. Joseph Healthcare**
360 Broadway
Bangor, Maine 04401
207-907-1000
www.stjoeshealing.org

Established by the Felician Sisters in 1947
*Sponsored by Covenant Health, Inc.*

- 112-bed Acute Care Hospital (Medical, Surgical, Orthopedics, Laboratory, Emergency Services, Ambulatory Surgery Center)

**Physician Practices:**
- St. Joseph Diabetes and Nutrition Center
- St. Joseph Endocrinology
- St. Joseph Family Medicine (at 6 locations)
- St. Joseph Gastroenterology
- St. Joseph General Surgery
- St. Joseph Hospitalist Service
- St. Joseph Internal Medicine
- St. Joseph Respiratory Care
- St. Joseph Rheumatology
- St. Joseph WorkWell
- St. Joseph Cardiology

**Patient Care and Specialty Services:**
- Cardiopulmonary Care Unit
- Critical Care Unit
- Surgical/Orthopedic Unit
- Medical/Neuroscience Unit
- Case Management
- Inpatient Physical and Occupational Therapy
- 24-Hour Emergency Department
- Cardiac Catheterization Lab
- Cardiac Care Management Program
- Cardiology and Nuclear Medicine Center
- Hyperbaric & Wound Healing Center
- Ostomy Care
- Pulmonary Rehabilitation Program
- Infusion Therapy Center
- Center for Sleep Medicine
- Laboratory Department
- Medical Imaging Center
- EEG Center
- Pastoral Care Department
- Regional Breast Care Center and Bone Densitometry
- Respiratory Care Department
- St. Joseph Home Care & Hospice
- Surgery Center
- Gerontology
- Palliative Care
- OMT
- Pain Management
Our facilities

- Women’s Health

**St. Joseph Rehabilitation and Residence**
1133 Washington Avenue
Portland, ME 04103
207-797-0600
www.sjr-me.com

Established by the Diocese of Portland in 1975
*Managed by Covenant Health, Inc.*

- 121 Bed Skilled Nursing Facility
- Skilled Nursing/Rehabilitation Services
- Long Term Care
- Memory Care
- Palliative Care & Hospice Services
- Post Acute Care

**St. Mary’s Health System**
93 Campus Avenue
Post Office Box 7291
Lewiston, Maine 04243-7291
207-777-8100
www.stmarysmaine.com

Established by the Sisters of Charity of St. Hyacinthe in 1888
*Sponsored by Covenant Health, Inc.*

- Community Clinical Services – A Federally Qualified Health Center (FQHC)/Physician Practices
  - Discount Prescription Drug Program (340B)
  - Employee Assistance Program
  - B Street Family Health Center
  - CCS Pediatrics
  - CCS Family Health Care
  - CCS Dental Services (Pediatric)
  - CCS Psychiatry
  - CCS Family Behavioral Services
  - School-Based Health Care: Lewiston Middle School, Lewiston High School, Auburn Middle School, Edward Little High School, and Longley Elementary School

**St. Mary’s Residences**
- 128-Apartment Independent Living Center for Elderly and Disabled (110 HUD subsidized units)

**St. Mary’s d’Youville Pavilion**
- 210-bed Dually Certified Nursing Facility
- The Rehab Center – 42 beds with focus on skilled nursing

- Specialty Care Rehab Suite – 14 skilled nursing beds for medically complex patients
- 168 beds with focus on intermediate care nursing
- Memory Care Secured Neighborhood

**St. Mary’s Regional Medical Center**
- 233-bed Full Service Acute Care Hospital including: Medical, Surgical, Obstetrics, Gynecology, Orthopaedics, Cardiology, Oncology, Neurology, Pediatrics, Ambulatory Care, Emergency Services
- Family Birthing Center – Women’s Health Pavilion
- Center for Cancer and Blood Disorders
- Center for Joint Replacement
- Center for Hyperbaric and Wound Care
- Center for Physical Rehabilitation
- Center for Sleep Disorders
- Center for Vascular Care
- Venous Care Center
- Center for Cardiac Imaging
- Center for Imaging Services
- Center for Cardiopulmonary Rehabilitation
- Breast Health Program
- St. Mary’s Urgent Care
- Diagnostic Imaging
- Lithotripsy
- Cardiac Cath Lab
- Emergency Department
- Chest Pain Center
- Adult Chemical Dependency Units
- Geriatric, Adult, Adolescent and Children’s Psychiatric Program (inpatient and intensive outpatient)
- Telepsych Program
- Weight Management and Wellness Program
- Renaissance School
- Discount Prescription Drug Program (340B)
- Endoscopy Suite
- UCU/ICCU
- Pastoral Care Department
- St. Mary’s Personal Emergency Response Service

**Physician Network**
- St. Mary’s Neurology Associates
- St. Mary’s Physiatry
- St. Mary’s Rheumatology
- St. Mary’s Surgical Associates
- St. Mary’s Center for Orthopaedics
- St. Mary’s Center for Family Urology
- Poland Family Practice
- St. Mary’s Medical Associates
- L-A Internal Medicine
- Dr. Kappelmann Internal Medicine
- St. Mary’s Center for Family Medicine at Mollison Way

Integrity • Creativity • Stewardship • Excellence • Collaboration • Service
For more information, please call 978-654-6363 or visit www.covenanthealth.net
Our facilities

- Auburn Medical Associates
- Women’s Health Associates (Obstetrics, Gynecology, Nurse Midwifery, Urogynecology)
- St. Mary’s Integrative Medicine
- St. Mary’s Memory Clinic
- St. Mary’s Pulmonary Medicine and Infectious Disease

St. Mary’s Health System
- WorkMed Occupational Health Services
- Prevention and Wellness
- St. Mary’s Nutrition Center

Massachusetts

Bethany Health Care Center
97 Bethany Road
Framingham, Massachusetts 01702
508-872-6750
www.bethanyhealthcare.org

Established by the Sisters of St. Joseph of Boston in 1991
Affiliate of Covenant Health, Inc.

- 169-bed Multi-level Skilled Nursing Facility
- Dementia Care Unit
- Out Patient Clinic

Campion Health Center
319 Concord Road
Weston, Massachusetts 02493
781-788-6800
www.campionhealthcenter.org

Established by the Society of Jesus (Jesuits) in 1994
Managed by Covenant Health, Inc.

- 34-bed Skilled Nursing Facility
- 36-bed Residential Care
- Serves only Members of the Society of Jesus (Jesuits)

Elizabeth Seton Residence
125 Oakland Street
Wellesley Hills, Massachusetts 02481
781-237-2161
www.elizabethseton.org

Established by the Sisters of Charity-Halifax in 1980
Affiliate of Covenant Health, Inc.

- 84-bed Skilled Nursing Facility
- Short-term Rehabilitation Services
- Hospice Services/Palliative Care

Fall River Jewish Home
538 Robeson Street
Fall River, Massachusetts 02720
508-679-6172
www.fallriverjewishhome.org

Established as a not-for-profit, non-sectarian home adhering to Jewish traditions/dietary laws in 1925
Affiliate of Covenant Health, Inc.

- 62-bed Skilled Nursing Facility
- Kosher Kitchen

Marillac Residence
125 Oakland Street
Wellesley Hills, Massachusetts 02481
781-237-2161

Established by the Sisters of Charity-Halifax in 1998
Affiliate of Covenant Health, Inc.

- 76-bed Residential Care Home
- Serves only women religious

Maristhill Nursing and Rehabilitation Center
66 Newton Street
Waltham, Massachusetts 02453
781-893-0240
www.maristhill.org

Established by the Missionary Sisters of the Society of Mary in 1970
Sponsored by Covenant Health, Inc.

- 123-bed Skilled Nursing Facility

Mary Immaculate (MI) Health/Care Services
172 Lawrence Street
Lawrence, Massachusetts 01841
978-685-6321
www.mihcs.com

Established by the Sisters of Charity of Montreal, “Grey Nuns” in 1868
Sponsored by Covenant Health, Inc.

- 231-bed Skilled Nursing Facility
- Memory Care Unit
- Remarkable Recoveries Short Term Rehabilitation

MI Residential Community
189 Maple Street, Lawrence
978-682-7575

Integrity • Creativity • Stewardship • Excellence • Collaboration • Service
For more information, please call 978-654-6363 or visit www.covenanthealth.net
Our facilities

- 194 Apartment Units (Independent Housing for the Elderly)
- Marguerite’s House
  - 106 Units of Assisted Living for the Elderly and Frail

**MI Adult Day Health Centers**
- La Casa de Inmaculada (bi-cultural ADC)
- MI Adult Day Health Center (main campus)
- La Casita (Latino Adult Day Care & Socialization)

**MI Transportation**
- Chair car transportation for the elderly/disabled

**Notre Dame du Lac**
555 Plantation Street
Worcester, Massachusetts 01605
508-852-5800
www.notredamedulac.org

Established by the Sisters of Notre Dame de Namur in 1900
Affiliate of Covenant Health, Inc.

- 108-Unit Assisted Living Community
- Specialized Alzheimer Care Unit

**Notre Dame Long Term Care Center**
559 Plantation Street
Worcester, Massachusetts 01605
508-852-3011
www.notredameltcc.org

Established by the Sisters of Notre Dame de Namur in 1900
Affiliate of Covenant Health, Inc.

- 123-bed Skilled Nursing Facility

**Penacook Place**
150 Water Street
Haverhill, MA 01830
978-374-0707
www.penacookplace.org

Established in 1969
Consultative Management Agreement with Covenant Health, Inc.

- 160-bed Skilled Nursing Facility
- Private and Semi-private Accommodations
- 25 Bed Short Term Rehabilitation Unit
- IV Therapy
- Pain Management

- Alzheimer’s/Dementia Care
- Social Services
- Restorative Nursing Programs
- Dysphasia Therapy
- Short Term Rehabilitation
- Short Term Placement and Respite Care
- Hospice Care
- Physical, Occupational and Speech Therapy
- Wound Management
- Individualized Recreation Programs
- Nutritional Consultations from Registered Dietician

**Regina Cleri Residence, Inc.**
60 William Cardinal O’Connell Parkway
Boston, Massachusetts 02114
617-523-1861
www.covenanthealth.net

Established by the Roman Catholic Archdiocese of Boston as the Retirement Home for retired clergy of the Archdiocese in 1964.
Affiliate of Covenant Health, Inc.

- 57 bed Supported Housing

**St. Joseph Manor Health Care**
215 Thatcher Street
Brockton, Massachusetts 02302
508-583-5834
www.sjmbrockton.org

Established by the Poor Sisters of Jesus Crucified and the Sorrowful Mother in 1965
Member of Covenant Health, Inc.

- 118-bed Skilled Nursing Facility
- Adult Day Health Center
- Hospice Services/Palliative Care
- Community Pastoral Outreach
- Short-term Rehabilitative Services
- Respite Care

**St. Mary Health Care Center**
39 Queen Street
Worcester, Massachusetts 01610
508-753-4791
www.covenanthealth.net

Established as a Catholic not-for-profit facility in 1998 by Covenant Health, Inc.
Sponsored by Covenant Health, Inc.

- 117-bed Skilled Nursing Facility
- Alzheimer’s Unit
Our facilities

- Short-term Rehabilitation/Respite Services
- Short-term Pulmonary Rehabilitation Program

Sancta Maria Nursing Facility
799 Concord Avenue
Cambridge, Massachusetts 02138
617-868-2200
www.sanctamaria.org

Sponsored by the Daughters of Mary of the Immaculate Conception, Sancta Maria Hospital was established in 1948. Sancta Maria Hospital converted to Sancta Maria Nursing Facility in 1989.

Affiliate of Covenant Health, Inc.
- 141-bed Skilled Nursing Facility
- Short- and Long-Term Care
- Adult Day Health Center

Youville House Assisted Living Residence
1573 Cambridge Street
Cambridge, Massachusetts 02138
617-491-1234
www.youvilleassistedliving.org

Established by Covenant Health, Inc. in 1997

Affiliate of Covenant Health, Inc.
- 95-unit Assisted Living Community

Youville Place Assisted Living Residence
10 Pelham Road
Lexington, Massachusetts 02421
781-861-3535
www.youvilleassistedliving.com

Established by the Sisters of Charity of Montreal, “Grey Nuns” in 1996

Affiliate of Covenant Health, Inc.
- 92-unit Assisted Living Community

New Hampshire

Holy Cross Health Center/St. George Manor
357 Island Pond Road
Manchester, New Hampshire 03109
603-628-3550/603-624-4557
www.covenanthealth.net

Sponsored by the Sisters of Holy Cross
Affiliate of Covenant Health, Inc.

- 40-bed Skilled Nursing Facility
- 34-bed Supported Housing
- Serving Women Religious Only
- When space allows in the Health Center, female members of Holy Cross Sisters may be admitted

St. Joseph Hospital
172 Kinsley Street
Nashua, New Hampshire 03060
603-882-3000
www.stjosephhospital.com

Established by the Sisters of Charity of Montreal, “Grey Nuns” in 1908

Affiliate: St. Joseph School of Nursing

Patient Care and Specialty Services
- Acute Rehabilitation Center
- Breast Care Center
- Cardiovascular & Diabetes Center
- Cardiac Catheterization, Cardiac Rehab, Diabetes & Endocrinology, Wound Care
- Cancer Center
- Childbirth Center
- Center for Neuropsychology, Learning & Behavioral Health
- Community Health & Wellness
- Diagnostic Imaging
- Emergency & Trauma Services
- EEG
- Endoscopy
- Intensive Care/Critical Care
- Laboratory
- Outpatient Rehabilitation Services
- Physical, Occupational, Speech Therapy
- Occupational Health
- Palliative Care
- Pain Management
- Pulmonary Function
- Respiratory Therapy
- Sleep Disorders Center
- Spiritual Care
- Surgical Services
- Urgent Care

Physician Network:
- St. Joseph Hospital Family Medicine – 5 locations
Our facilities

- St. Joseph Hospital Adult Medicine & Pediatrics
- St. Joseph Hospital Internal Medicine
- St. Joseph Hospital Roger Dionne Senior Center
- St. Joseph Hospital Pediatrics
- St. Joseph Hospital Pulmonary Medicine
- St. Joseph Hospital Endocrinology
- St. Joseph Hospital Neurology
- St. Joseph Hospital Surgical Associates
- St. Joseph Hospital Cancer Center
- St. Joseph Hospital Orthopedics & Physical Medicine
- St. Joseph Hospital OB/GYN
- St. Joseph Hospital Midwifery
- St. Joseph Hospital Emergency Associates

Salemhaven, Inc.
23 Geremonty Drive
Salem, New Hampshire 03079
603-893-5586
www.salemhaven.com

Not-for-Profit, Non-Sectarian
Managed by Covenant Health, Inc.

- 110-bed Skilled Nursing Facility
- Short Term Rehabilitation
- Hospice
- Adult Day Services

Pennsylvania

St. Mary’s Villa Campus
Elmhurst Township, Pennsylvania 18444
www.stmarysvilla.com

Established by the Poor Sisters of Jesus Crucified and the Sorrowful Mother
Managed by Covenant Health, Inc.

Rhode Island

Mount St. Rita Health Centre
15 Sumner Brown Road
Cumberland, Rhode Island 02864
401-333-6352
www.mountstrita.org

Established by the Sisters of Mercy in 1971
Managed by Covenant Health, Inc.

- 98-bed Skilled Nursing Facility

Vermont

Fanny Allen Corporation
790 College Parkway
Colchester, Vermont 05446
802-847-6448
www.fannyallen.org

Established in 1894 by the Religious Hospitallers of St. Joseph
Managed by Covenant Health, Inc.

The Fanny Allen Foundation was established in 1999 to continue the mission of the Religious Hospitallers of Saint Joseph by supporting non-profit organizations that reflect the compassion of Christ in their service to the poor. It supports families and children at risk, emergency assistance to the working poor, family centers, homeless shelters, frail elderly, transportation, housing and various forms of prevention and crisis intervention throughout the Diocese of Burlington and the State of Vermont.

St. Mary’s Villa Nursing Home
516 St. Mary’s Villa Road
Elmhurst Township, Pennsylvania 18444
570-842-7621
- 112-bed Skilled Nursing Facility

St. Mary’s Villa Residence
One Pioneer Place
Elmhurst Township, Pennsylvania 18444
570-842-5274
- 64-bed Personal Care & Independent Living Facility
### Covenant Financial Report 2015 as of April 2016

#### Utilization

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Home Days</td>
<td>365,904</td>
<td>337,160</td>
</tr>
<tr>
<td>Hospital Adjusted Discharges</td>
<td>48,783</td>
<td>46,925</td>
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<tr>
<td>Hospital Patient Days</td>
<td>73,079</td>
<td>73,507</td>
</tr>
<tr>
<td>Length of Stay (Acute-care)</td>
<td>4.2</td>
<td>4.1</td>
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</table>

#### Financial Activities (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Revenue</td>
<td>$613,227</td>
<td>$598,024</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$369,433</td>
<td>$352,378</td>
</tr>
<tr>
<td>Supplies &amp; Other</td>
<td>$199,644</td>
<td>$191,764</td>
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<tr>
<td>Provider Taxes</td>
<td>$18,413</td>
<td>$18,082</td>
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<tr>
<td>Depreciation &amp; Interest</td>
<td>$35,134</td>
<td>$35,009</td>
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<tr>
<td>Total Operating Expenses</td>
<td>$622,624</td>
<td>$597,233</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>($9,397)</td>
<td>$791</td>
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<tr>
<td>Non-operating Gains (Losses)</td>
<td>$2,511</td>
<td>$24,124</td>
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<tr>
<td>Excess of Revenues Over Expenses</td>
<td>($6,886)</td>
<td>$24,915</td>
</tr>
</tbody>
</table>

#### Financial Ratios

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Margin</td>
<td>-1.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Excess Margin</td>
<td>-1.3%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Days Cash on Hand</td>
<td>232</td>
<td>253</td>
</tr>
<tr>
<td>Debt Service Coverage</td>
<td>2.3</td>
<td>3.3</td>
</tr>
<tr>
<td>Debt Capitalization</td>
<td>32.7%</td>
<td>33.5%</td>
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<tr>
<td>Charity Care</td>
<td>1.2%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Support for the Broader Community</td>
<td>1.2%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Unpaid Cost of Medicare</td>
<td>3.6%</td>
<td>3.2%</td>
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</tbody>
</table>

As a not-for-profit healthcare System, Covenant Health remains committed to providing charity care and community services that reflect our healing mission and our sacred value of “Stewardship.” Covenant partners with the Catholic Health Association and American Hospital Association in producing our Community Benefit Reporting System and are pleased that in 2015, Covenant exceeded our budgeted percentage of 5.92% and closed the year at 6.01%.
APPENDIX 7
Covenant Health is an innovative Catholic health organization committed to advancing the healing ministry of Jesus.

Our Judeo-Christian tradition, the spirit of St. Marguerite d’Youville and that of all related Sponsors compel us to promote Gospel values in all our endeavors. Therefore, we covenant to honor six core values which motivate Covenant Health’s life, operations, and relationships:

- **Stewardship**: We administer our human and material resources with responsibility and accountability.
- **Integrity**: We promote justice, compassion, and ethical behavior, respecting the dignity of each person.
- **Creativity**: We shape our future, tempering idealism with realism, risk taking with prudence.
- **Excellence**: We deliver all services with the highest level of quality performance.
- **Collaboration**: We work in partnership, dialogue and shared purpose.
- **Service**: Through a personal and communal commitment, we advance the physical, spiritual and emotional well-being of others, especially the poor and underserved.

### GOAL 1: EXPANDING THE MINISTRY

The Catholic identity of Covenant Health will serve as a compass to guide and grow our mission and ministry of healing and health.

1. **Covenant Health will demonstrate continuous improvement, integration and ownership of mission and Catholic identity as evidenced by**:
   - Identification, definition and communication of common Mission and values across the system.
   - Achievement of an aggregate 2 point increase over a three year period on the categories: "strongly agree/agree", on mission questions on employee engagement surveys.
2. **Covenant will demonstrate ongoing development of person centered care as evidenced by**
   - The adoption and demonstrated improvement of at least two quality measures identified by the palliative care committee.
3. **Covenant Health will demonstrate its commitment to environmental stewardship by reducing the carbon footprint measured against our own same store baseline.

### GOAL 2: QUALITY

Covenant will be a premier provider of care that achieves the Triple Aim.

1. **Transition of care between health care locations, providers, or different levels of care are successful as evidenced by aggregate performance at or below the benchmark**:
   - Patients reported a CMS hospital Readmission Reduction Program (Medicare Comparative Database - 90) Rate within 30 days of discharge.
   - Community Year over year improvement for Covenant reported 30 day readmissions, and when available, performance below the CMS Hospital Readmission Reduction benchmark.
   - Assisted/evaluated: will develop an appropriate metric.
2. **All eligible Covenant employed physician practices will achieve or be on a path to achieve, as monitored by the Transformation Committee, level II NCPA patient centered certification for Patient Centered Medical Home or 75% of Standards #1 and #5 Patient Centered Specialty Practice.
3. **Covenant sponsored organizations and practices improve patient experience scores year over year until achieving the 90th percentile on setting-appropriate Consumer Assessment of Healthcare Providers and Systems (CAHPS) or My Inner View patient/resident experience surveys.
4. **Those entities that enter into global, bundled, value-based purchasing or capitated payment arrangements will**
   - In the aggregate, be revenue neutral or positive.

### GOAL 3: HUMAN POTENTIAL

Covenant will be an employer of choice by attracting, developing and retaining skilled and engaged employees.

1. **Covenant will achieve an aggregate 2 percentage point increase on "percent favorable"**
   - On the Press Ganey Survey over baseline score on each of the following questions:
     a. My work group is asked for opinions before decisions are made. (Baseline 62.5%)
     b. Leaders really listen to employees. (75.9%)
     c. I would recommend this organization to a friend as a great place to work. (69.9%)
   - Covenant will maximize talent acquisition and mitigate risk of losing top talent by creating and implementing a consistent process to identify top talent and create a baseline to measure turnover.
   - Covenant will establish a System-wide benefits and total compensation approach that is market and business line competitive.
   - The Integrated Medical Group will lead quality, performance improvement and cost reduction initiatives and will serve as channels to grow patient volumes.

### GOAL 4: PERFORMANCE

Covenant will demonstrate sustainable financial operating excellence.

1. **On a consolidated basis**, Covenant Health maintains ratios consistent with an "A" rating, particularly by achieving an operating margin of 2.5% or greater.
2. **Covenant Health has implemented the Board Approved Consumer Strategy and demonstrated improvement in the number of new "customers" who are using our services.

### GOAL 5: GROWTH AND TRANSFORMATION

Covenant offers innovative, relevant consumer experiences that differentiate us in the market.

1. **Covenant has implemented the Board Approved Consumer Strategy and demonstrated improvement in the number of new "customers" who are using our services.**

### SYSTEM-WIDE 2016 ACTION ITEMS

1. Each facility will participate in the process of developing a system-wide Covenant Mission and Values Statement and a Heritage Statement unique to each facility. (Goal 1)
2. Preventable readmission rates for each organization will improve.
   a. Acute Care/SHPs: Using CMS definitions for 30 day all cause readmission, target one specific population and implement initiatives focused on improving baseline rates.
   b. Assisted Living: Reduce the number of identified preventable trips to the Emergency Room over baseline. (Goal 2)
3. The Integrated Medical Group has been successfully launched and resulted in the creation of a new leadership structure and the development of plans for recruitment, compensation and back office support. (Goal 3)
4. Implement the 2016 Portion of the CareLink Plan, including the development of a Master Patient Index, Master Provider File and McKesson General Financials and initiate needed activities for the Charge Master and Clinical Data Repository. (Goal 4)
5. Implement the 2016 elements of the Long Range Financial Plan, including the acceleration of the Integrated Management Structure as identified by outside consultants. (Goal 4)
<table>
<thead>
<tr>
<th>Facility</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Covenant Health Systems of Waltham (Maristhill Nursing &amp; Rehab. Center)</td>
<td>Waltham, Massachusetts</td>
</tr>
<tr>
<td>Covenant Health Systems of Worcester (St. Mary’s Health Care Center)</td>
<td>Worcester, Massachusetts</td>
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<tr>
<td>Fanny Allen Holdings, Inc.</td>
<td>Colchester, Vermont</td>
</tr>
<tr>
<td>Mary Immaculate Health Care Services</td>
<td>Lawrence, Massachusetts</td>
</tr>
<tr>
<td>St. Andre Health Care Facility</td>
<td>Biddeford, Maine</td>
</tr>
<tr>
<td>St. Joseph Hospital</td>
<td>Nashua, New Hampshire</td>
</tr>
<tr>
<td>St. Joseph Healthcare</td>
<td>Bangor, Maine</td>
</tr>
<tr>
<td>St. Mary’s Health System</td>
<td>Lewiston, Maine</td>
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<tr>
<td>St. Vincent Mercy Medical Center</td>
<td>Toledo, Ohio</td>
</tr>
<tr>
<td>Youville House</td>
<td>Cambridge, Massachusetts</td>
</tr>
<tr>
<td>Youville Place</td>
<td>Lexington, Massachusetts</td>
</tr>
</tbody>
</table>

David R. Lincoln  
President/CEO

NB. A detailed listing of Stable Patrimony is maintained at the Covenant Health Systems office.
APPENDIX 9
View the 2015 Corporate Report at
http://www.covenanthealth.net/
APPENDIX 10
Covenant Health

Formation Programs

- Covenant Ministry Stepping Stones
- Health Care Ministry Concepts for Leaders
- Foundations of Catholic Health Care
- Heritage & Horizon
- CHA - Sponsor Formation Program for Catholic Health Care
Covenant Ministry Stepping Stones

This program is provided to Covenant Health frontline co-workers and supervisors as a professional development opportunity that will enhance your knowledge and skills and also the quality of our care and the satisfaction of our patients, their family members and visitors. It is a program of 16 sessions of one hour duration and each session takes place on site at each location of Covenant Health.

Curriculum:
There are three components to the course curriculum: an opening introduction of the document: “A Shared Statement”, a detailed look at each of the seven commitments of Catholic Healthcare and an integrative closing focused on “now from here, what?”

The seven commitments are:

1. Promote and Defend Human Dignity
2. Attend to the Whole Person
3. Care for Poor and Vulnerable Persons
4. Promote the Common Good
5. Act on Behalf of Justice
6. Steward Resources
7. Act in Communion with the Church

Each presentation focuses on three dimensions of the commitments: 1) Biblical Foundation, 2) Church (including understanding of Covenant), and 3) Ministry Stepping Stones (What stepping stones are we creating in this workplace?)

Health Care Ministry Concepts for Leaders

A one day overview of the basic concepts in Catholic Health Care Ministry:

• Your Mission: Heeding the Call
• Parables of Healing
• History & Heritage
• Social Justice
• Ethical & Religious Directives

Who: Mid-Level Managers, Supervisors, Lead Personnel

Goal: To provide an overview of the founding principles and to acquaint participants with the ethical framework for Catholic health care.
Foundations of Catholic Health Care

A two day program focusing on the foundational elements of Catholic Health Care and the responsibility of leadership to ensure the living of the mission and ministry of Catholic Health Care. A pre-requisite to Heritage & Horizon.

- Biblical Roots
- Health Care as a Ministry
- Storytelling
- Introduction to Catholic Social Teaching
- Moral Instincts: The Person Making the Decisions
- Church, Institutions and Sponsorship
- Values Based Decision Making: Introduction & Case Studies
- The Ethical and Religious Directives

Who: Senior Management Group, Senior Leadership Group, Talent Review Group

Goal: To understand the fundamental Social Values and Biblical Foundations of Catholic Health Care to identify one’s approach and apply a model for ethical decision making.

Heritage & Horizon – Cohort 5

Heritage & Horizon offers a two day experience of a ministry community for leaders to grow in their ability to be an influence in integrating the Catholic health ministry into living and working in a complex world and business environment. Foundations is a pre-requisite to Heritage & Horizon.

Module I Biblical Foundations
Module II Church & Sponsorship
Module III Catholic Health Care as Ministry
Module IV Catholic Social Teaching, Acting for Justice
Module V Moral Teaching in the Clinic and the Organization
Module VI Retreat/Celebration

Who: Senior Management Group, Senior Leadership Group, Talent Review Group, Mission Leaders
“Which of these three, in your opinion, was neighbor to the robbers’ victim?”

He [a scholar of the law] answered, “The one who treated him with mercy.” Jesus said to him, “Go and do likewise.”

LUKE 10:36–37
*New American Bible, Revised Edition*

CHA’s *Sponsor Formation Program for Catholic Health Care* prepares individuals for service as members of Juridic Persons to carry out the health ministry of the Catholic Church.

In addition to a rich grounding in the theological and canonical principles that apply to all sponsorship models, CHA’s formation program offers participants opportunities for spiritual development personally and as members of a community who share a deep commitment to advance Jesus’ healing mission in the world today.
Curriculum & Timeframe

The curriculum weaves biblical, theological and spiritual aspects of the sponsorship ministry in a model that incorporates adult learning methods within a framework of ministry formation.

Session One  
**OCT. 30 – NOV. 1, 2015**  
**THEME: THE CALL TO SERVE**  
+ Called to serve in the Church and Catholic health care  
+ Exploring spirituality  
+ Sponsorship history, theology, and development

Session Two  
**MARCH 4 – 6, 2016**  
**THEME: TO SERVE WITHIN THE CHURCH**  
+ Mission and social tradition of the Church  
+ Spirituality and community  
+ Canon law, sponsorship and health care

Session Three  
**OCT. 21 – 23, 2016**  
**THEME: LIVING OUR TRADITION**  
+ Catholic Social Tradition  
+ Ethical and Religious Directives for Catholic Health Care Services  
+ Prophetic voice and discernment

Session Four  
**MARCH 24 – 26, 2017**  
**THEME: SPONSORSHIP TODAY**  
+ A sign of hope  
+ Emerging issues in Catholic health care  
+ Sponsorship and health care transformation

Learn More

For more information, contact:  
**SR. MARY HADDAD, RSM**  
*Vice President, Mission Services*  
Catholic Health Association  
mhaddad@chausa.org  
314-253-3422

Steering Committee

**SR. MARY NOEL BROWN, CSA**  
*Executive Leader of Sponsorship*  
Congregation of St. Agnes  
Sponsorship Ministry

**SR. CATHERINE O’CONNOR, CSB**  
*Vice President, Mission & Sponsorship*  
Covenant Health Systems, Inc.

**DIARMUID ROONEY**  
*Executive Director, Formation & Communication Technology*  
Ministry Leadership Center

**SR. KATHY ANN GREEN, RSM**  
Senior Vice President, 
Mission & Values Integration  
Mercy Health

**LORI ASHMORE-RUPPEL**  
*Mission Program and Research Associate*  
Catholic Health Association

**THOMAS H. MORRIS**  
Senior Vice President, 
Sponsorship & Theology  
Bon Secours Health System, Inc.
THE SHARED STATEMENT OF IDENTITY FOR THE
CATHOLIC HEALTH MINISTRY

We are the people of Catholic health care; a ministry of the Church, continuing
Jesus’ mission of love and healing today. As provider, employer, advocate, citizen
– bringing together people of diverse faiths and backgrounds – our ministry is
an enduring sign of health care rooted in our belief that every person is a treasure,
every life a sacred gift, every human being a unity of body, mind and spirit.

We work to bring alive the Gospel vision of justice and peace. We answer
God’s call to foster healing, act with compassion and promote wellness for all
persons and communities, with special attention to our neighbors who are
poor, underserved and most vulnerable. By our service, we strive to transform
hurt into hope.

AS THE CHURCH’S MINISTRY OF HEALTH CARE, WE COMMIT TO:

+ Promote and Defend
  Human Dignity
+ Attend to the Whole Person
+ Care for Poor and
  Vulnerable Persons
+ Promote the Common Good
+ Act on Behalf of Justice
+ Steward Resources
+ Act in Communion with
  the Church
Covenant Health Systems, Inc.
100 Ames Pond Drive, Suite 102
Tewksbury, Massachusetts 01876
(978)654.6363
www.CovenantHealth.net