

A photograph of a family in a suburban yard. A woman in a white shirt and tan pants is walking a brown dog on a leash. A man in a green shirt and tan pants is kneeling on the grass with his arms outstretched. A young child in a yellow shirt and white pants is running towards the man. The background features a brick house with white trim and large green trees.

When care is closer, life is better.





Treat your neighbor as yourself. If this principle should apply to any profession, it's healthcare. But for most healthcare organizations, this hasn't been the case, thanks to an outdated model that is not patient centered. At Catholic Health, we think there's a better way to deliver care. Over the past six years, we have taken proactive steps to become a high performing health system focused on patient-centered care and anchored by a network of hospitals and health centers that serve the neighborhoods of Western New York.

In concert with the extensive physician network at Catholic Medical Partners, we are redesigning how healthcare is delivered, embracing new technologies, focusing on quality and patient safety, and ensuring that patients spend less time in the hospital and more time living their lives. By providing the right care, that is convenient and close to home, we're not just following the golden rule – we're working to give our neighbors a better quality of life.

## A Message from the Chair of the Corporate Members and Sponsors Board

Throughout the years, Catholic Health has never lost sight of the purpose for our existence: to protect the vulnerable and care for everyone who seeks our help with compassion and dignity. Simply put, we treat the whole person, not just the illness. In doing this, we fulfill our mission – to reveal the healing love of Jesus to those in need.

Across decades of caring for the sick, Catholic-sponsored healthcare has seen many changes. As always, our healthcare ministries have adapted to the changing needs of those we serve and the opportunities around us. Catholic Health both responds to needs and is a leader in innovative approaches as a high performing health system.

The challenges are being laid at the feet of our Catholic Medical Partners physicians, clinicians and administrators, and all of our associates at every level. But as in the past, the religious sponsors of our ministries are united in our commitment to our shared mission and our pride in the associates who care for our patients and residents. We will embrace these changes and are leaders together as we deliver the highest quality care to the communities we serve.

Catholic Health's sponsors – the Daughters of Charity of St. Vincent de Paul, the Diocese of Buffalo, and the Sisters of Mercy – are confident we are on the right path to ensure everyone who comes through our doors will have access to exceptional care for many years to come. Each day our associates use the most up-to-date technology and treat each person with compassion.

A new healthcare model means a new way of doing business, and those who work in our Catholic Health ministries are ready. For us, healthcare is more than a business. It is a calling – a difference that inspires and

empowers us to work even harder to provide medical services that exceed every standard with unparalleled care and compassion. We are committed to advance our mission and provide exceptional care to everyone who places their trust in us.

Our mission is what defines Catholic Health. The impetus to excel comes from our desire to serve our neighbor, seeing Our Lord in every face we encounter. Our efficiency and financial responsibility stem from a sense of responsibility to our community. Our compassion comes from our respect for the dignity of each child of God.

In all our facilities, with each encounter of every person, in every choice and every action, we will remain worthy of that trust and true to our mission.



**Reverend Monsignor Robert E. Zapfel, S.T.D., M.B.A.**  
Chair, Corporate Members and Sponsors Board



## A Message from the Chair of the Board of Directors and the Chief Executive Officer

During our formative years, we created a vision for the future – inspired by faith and committed to excellence, we will lead the transformation of healthcare in our community. Today, we are making that vision a reality.

In collaboration with Catholic Medical Partners, we are providing patients with timely access to safe, coordinated, high quality care.

Our leadership team is taking charge, building a high performing health system from the ground up, emphasizing quality, clinical integration, and care coordination within a patient-centered healthcare delivery system.

By bringing together gifted people, advanced facilities, new technology, and innovative ideas, we are delivering the kind of care people expect and our community deserves.

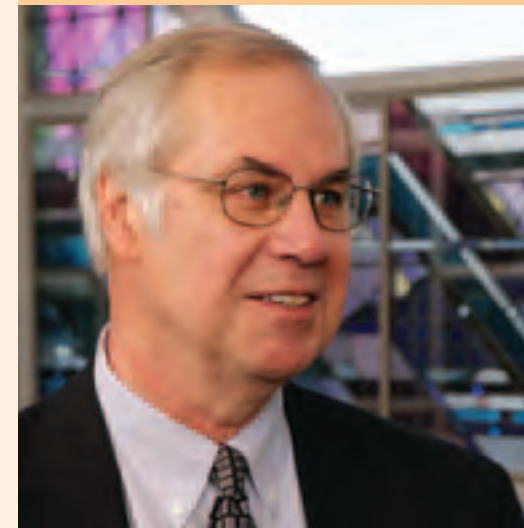
These efforts help us support a national initiative called the Institute for Healthcare Improvement's Triple Aim. The IHI Triple Aim was developed to simultaneously accomplish three critical objectives:

- improve the patient experience
- improve the health of populations
- reduce or control the cost of care

Using this guideline, we are strengthening our medical mission, while reaffirming our spiritual mission.

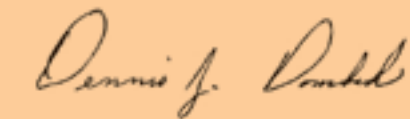
Here are just a few metrics by which we are gauging our progress and success:

- Our exceptional value – we are approximately 15% less expensive across all payers, and in some instances 20-30% less expensive for Medicare and Medicaid patients.
- Our bond rating has been upgraded to Triple B+, an unprecedented accomplishment for our system.



- Population Health Management programs are underway for both Medicare and Medicaid patients.
- ER visits increased by 1,000 new visits per month.
- Our quality rankings continue to be among the highest in the region.
- Interest from local physicians wishing to join our system continues.
- We are bringing our care closer to neighboring communities, expanding and opening access to our specialized care in all eight Western New York counties.
- Our Home Care network is growing, having been granted a contract to provide clinical services in Niagara County.
- In partnership with Niagara University, 22 Catholic Health registered nurses graduated from a special program to obtain their bachelor's degree.
- Patient experience metrics continue to trend in positive directions across all of our facilities.
- 90% of all Catholic Medical Partners physicians are using electronic medical records, one of only 69 provider networks in the country to meet this level of distinction.

No matter how you look at it, these are very exciting times for Catholic Health. We invite you to journey through our *2011/2012 Report to the Community* and learn more about the transformation taking place right now at Catholic Health.



**Dennis J. Dombek**  
Chair, Catholic Health Board of Directors



**Joe McDonald**  
President and Chief Executive Officer, Catholic Health





Jenn and Isobel Bucki at home.

**Jenn Bucki**  
*Mother of Isobel Bucki*

When Jenn was pregnant with her daughter Izzy, Catholic Health was there, doing everything possible to ensure a healthy, successful birth at Mercy Hospital. Now, whenever Jenn has a question about her or Izzy's health, all she has to do is ask, at [WomenCareWNY.org](http://WomenCareWNY.org).

**2**  
**hospitals in WNY provide intensive care for both mother and baby – Mercy and Sisters.**

**Nobody cares like WomenCare.**

Women give so much in life – for the good of their families, their jobs, and their communities. At Catholic Health, we believe it is time to give women something in return. Our WomenCare program is the only one of its kind in Western New York, giving women a single, comprehensive source for the high quality care they need, at every stage of life. Our goal is to see that every appointment and service is specially tailored to meet women's unique healthcare needs. Our team of women's health specialists provides everything from preventive care, like mammography and bone density screenings, to state-of-the-art, minimally invasive procedures, like da Vinci<sup>®</sup> robotic GYN surgery.

You can learn more about everything WomenCare offers by visiting our new website, [WomenCareWNY.org](http://WomenCareWNY.org) – a comprehensive, interactive source of information and expert opinions designed to make women's lives easier. Log on today, and feel free to "ask us anything."

WomenCare provides comprehensive women's healthcare from OB/GYN, cardiology, and cancer services to massage therapy, rehabilitation and behavioral health

Catholic Health delivers half of the babies born in Erie County

Sisters Hospital is one of only 12 hospitals in the U.S. to be named an Academic Center of Excellence in Women's Health Surgery by the American Institute of Minimally Invasive Surgery

5-star designation from HealthGrades<sup>®</sup> for maternity and GYN surgery at Mercy Hospital

WomenCare holds educational seminars and screenings regularly. Learn more at [WomenCareWNY.org](http://WomenCareWNY.org)



Mrinalini Meesala, M.D., a Catholic Medical Partners cardiologist, and patient.

**Women have unique healthcare needs and should be treated differently than men. This drives everything we do, from the care we provide to the information on our website.**

**Aimée Gomlak**  
*Vice President, WomenCare*



John Fenski at the Walden Galleria.

**John Fenski**  
*Stroke Survivor*

While shopping at a local mall, John suffered a stroke. Luckily, the paramedics took him to the closest emergency room, at Sisters Hospital, St. Joseph Campus. He was immediately stabilized and then transferred to the New York State Designated Stroke Center at Mercy Hospital, where he made a full recovery.

## High quality care. Higher quality of life.

Catholic Health is delivering care in innovative and efficient ways, and leading industry organizations are starting to notice. IMS Health, a highly respected ratings agency, ranked us as the top integrated health network in Western New York for 2012. That means our network is the best in the region for providing patients with the right care, in the right place, at the right time. From the most advanced cardiac, stroke, and vascular services, to informative health education and wellness programs, no one does more to keep our community healthy.

And you don't have to take our word for it. HealthGrades® honored Catholic Health with the most 5-star and Quality Excellence Awards of any local health system in 2012, placing Mercy Hospital of Buffalo in the top 10% in the country for cardiac care, Kenmore Mercy Hospital in the top 5% for joint replacement, and Sisters Hospital in the top 5% for bariatric surgery, just to name a few.

Our network of New York State Designated Stroke Centers is the largest in the area, giving patients immediate access to the most advanced stroke care – when time is of the essence. And the Catholic Health Heart Center at Mercy Hospital of Buffalo is setting new standards in cardiac care, bringing the country's most advanced procedures to the people of Western New York. Put it all together – access, quality and value – and you can see what it really means to be a high performing health system.

**Catholic Health has directed enormous energy and resources toward the significant improvement of quality and safety, with measurable, award-winning results.**

**Dr. Brian D'Arcy**  
*Senior Vice President, Medical Affairs*



Mary Schumer, nurse practitioner at MCCC, which sees more than 30,000 visits annually.

With a new Emergency Department at Kenmore Mercy in 2013, every Catholic Health hospital in Catholic Health will have a new, state-of-the-art emergency center

WNY's largest network of NYS Designated Stroke Centers providing the highest level of care

Highest rating for cardiac care from the Society of Thoracic Surgeons

Only cardiac team in WNY using the da Vinci® robot for minimally invasive surgery, and the only area surgeons performing robotic valve replacement and coronary bypass surgery

Kenmore Mercy is the only hospital in the region to receive Total Knee & Total Hip Replacement Certification from the Joint Commission on Accreditation of Healthcare Organizations

**21**  
**5-star designations from HealthGrades®, the most of any local health system in 2012.**



**Dhan Pradhan**

*Mother of Kristina Pradhan*

When Dhan came to America with her extended family, the Nepalese refugee needed high quality, accessible pre-natal care. She turned to the Mercy Comprehensive Care Center in Buffalo's Old First Ward. There she and her entire family found exceptional care from a dedicated team of doctors, nurses, social workers and support staff.

Dhan and Kristina Pradhan at Mercy Comprehensive Care Center, with social worker Eileen Needham.

Our LIFE program of all-inclusive care for the elderly continues to support the needs of area seniors, hosting healthcare screening programs to help them maintain productive and meaningful lives.



28 new physicians are now part of the Catholic Health family, including 16 primary care and 12 specialty physicians

More than 700,000 people will visit our website this year seeking valuable healthcare information

Catholic Health boasts the largest outpatient rehabilitation network in the area, including Partners In Rehab

AthletiCare is the largest provider of sports medicine and athletic training rehabilitation services to WNY colleges and high schools

Catholic Health Home Care serves more than 15,000 people, including a newly extended presence in Niagara County

Catholic Health is the leader in resident-centered care, and its five skilled nursing facilities provide comprehensive care for seniors in a safe, caring environment

**Closer care. Closer to recovery.**

Good health contributes to a fulfilling life. And the closer quality healthcare is to you, the easier it is to stay healthy. Catholic Health prides itself on its integrated network of emergency rooms, primary care centers, senior services, rehabilitation facilities and hospitals, which brings a lifetime of high quality care into the neighborhoods where its patients live and work.

When you enter one of these locations, you're not limiting yourself to the services within its walls – you're accessing a comprehensive network of healthcare expertise that brings care closer to you. Whether it's hospital care, home care, rehabilitation services or long-term care, Catholic Health is never far away.

And Catholic Health's reach extends beyond Buffalo's city limits, thanks to strategic partnerships with Mount St. Mary's Hospital in Niagara County, Bertrand Chaffee Hospital in Springville, and Cuba Memorial Hospital in Cuba. We continue to pursue new partnerships in Western New York, to improve access to care throughout the region.

**982**

**Catholic Medical Partners physicians serve patients in a variety of primary and specialty health settings.**



**Frederick Reed**  
*Diabetes Patient*

Frederick Reed was diagnosed with diabetes in 1998, and he's been managing his care with the help of his Catholic Medical Partners physician ever since. As a primary care patient at the Lovejoy – St. Vincent Health Center, he receives personalized care for his chronic condition, minimizing hospital visits and maximizing quality of life.

**When it comes to cost savings, we're ahead of the curve.**

Healthcare reform aims to provide patients with the best care, while stemming the tide of rising costs. Long before the government proposed sweeping changes in how healthcare is paid for and delivered, Catholic Health was taking proactive steps toward becoming a high performing health system. By investing in electronic medical records technology; creating Patient Centered Medical Homes; launching our First Choice self-funded health plan; and building a seamless network of care, Catholic Health and Catholic Medical Partners are blazing new trails to improve healthcare in our country.

In April 2012, the federal government chose us to be one of only 27 health systems in the nation to serve as an Accountable Care Organization (ACO) – a group of doctors, hospitals and other care providers who give coordinated, high quality care to Medicare patients. We are uniquely qualified in our region to provide this kind of care, which replaces the existing “pay for services” model with a “pay for outcomes” model, rewarding health providers for keeping patients healthy and reducing the overall cost of care.

By becoming a high performing health system, we are transforming the way healthcare is delivered in our community. While other systems try to catch up, Catholic Health is officially leading the way.

**An ACO recognizes the value of every healthcare dollar, using resources more wisely, and coordinating care to keep people healthy. This is about being better stewards of the system.**

**Dr. Michael Edbauer**  
*Chief Medical Officer, Catholic Medical Partners*

**90%**  
**of Catholic Medical Partners physicians use electronic medical records. Only 69 provider networks in the U.S. have achieved this.**



Joe McDonald with Nirav Shah, M.D., New York State Commissioner of Health.

As Chairman of the Healthcare Association of New York State, Joe McDonald is bringing physicians and hospitals into real partnerships that put the patient first.

**Daniel Sisto**  
*President, Healthcare Association of New York State*

The only hospital system in WNY to successfully meet CMS's Stage One Meaningful Use criteria, resulting in more than \$8 million in incentives for the system

On the IMS top 100 list of integrated health networks for 2012, we ranked #1 in Western New York, #2 in New York State and #3 in the Northeast

Catholic Health has made a \$100 million investment in advanced imaging and information technology

Electronic medical records improve safety, reduce readmissions and prevent unnecessary tests

All three Catholic Health hospitals received a “Five-Star” rating in Cleverley + Associates' 2011 Community Value Index®

Our foundations fund projects and programs that positively impact the delivery of health services, improving the quality of life for all touched by Catholic Health, particularly the poor and vulnerable.

**John Stavros**  
Senior Vice President,  
Marketing and Development



Jack and Mary Beth Quinn, Event Chairs, Mercy Hospital's 2011 *Autumnal* at the Roycroft Inn.

**70**  
new cribs for babies in need were supplied by the Continuing & Home Care Foundation.

## Our Foundations: Our Partners in Ministry.

The four Catholic Health foundations represent an authentic and vital partnership in the mission of Catholic Health and its hospitals, home care agencies and continuing care services.

Every day patients depend on the dedication, expertise and selflessness of Catholic Health caregivers. Likewise, the staff and volunteers of our foundations – *our partners in ministry* – provide instrumental investment and support for our Continuing Care and Home Care ministries, Kenmore Mercy Hospital, Mercy Hospital, and Sisters of Charity Hospital and its St. Joseph Campus.

Foundation trustees, donors and staff give generously of their time, talent and treasure because of their belief in the mission and ministry of Catholic healthcare, and their desire to have impact and make a difference in the lives of others.

If you believe, as we do, that your healthcare system should be inspired by faith and committed to excellence, join us in our mission. Every gift generously given to support Catholic Health's foundations strengthens excellence in patient care in our community. With God's grace, guidance and glory, hearts are changed and lives transformed at Catholic Health.

### Give a gift.

Every donation makes a difference. To make a donation, learn more about us, or support our special events, please contact the following foundations. From all of us at Catholic Health, thank you in advance for your friendship, partnership and support.



In 2011, this foundation raised \$342,000 to support our Continuing Care and Home Care ministries. An *Understanding Advance Directives* video was produced, to educate the community on the importance of advanced care planning. Sleep chairs were purchased through a grant from the Daughters of Charity of St. Vincent de Paul for use in our long-term care facilities. Work continued on Partners In Rehab's Falls Prevention initiative. A study on frailty was completed and

recently presented at the American Geriatric Society in Seattle, WA. A successful community outreach project – *Cribs for Kids* – supplied 70 new cribs for babies in need.



In 2011, the Kenmore Mercy Foundation raised a total of \$613,450 to support Kenmore Mercy Hospital. The annual *Golf & Wine* event had a net profit of \$156,000, and the *A Tribute to Angels* event raised a net profit of \$133,000. These funds, in addition to the Annual Fund and contributions from the Auxiliary, allowed the foundation to provide Kenmore Mercy Hospital with 72 staff education grants, new monitors for the ICU, and 17 department-specific equipment grants totaling \$117,000.



In 2011, the Mercy Hospital Foundation generated \$764,000 in revenue to support the mission and ministry at Mercy Hospital of Buffalo. The foundation's third annual *Autumnal* celebration brought together more than 175 friends and supporters, raising \$104,000 to benefit the tiniest patients in Mercy's Neonatal Intensive Care Unit (NICU).



In 2011, the Sisters Hospital Foundation raised funds and awareness for the surgical programs at its three sites: Sisters of Charity Hospital, the St. Joseph Campus and the Sisters Ambulatory Surgical Center. The annual Spring Gala, *A Royal Evening in Black & White*, raised \$116,410, while the annual Golf Tournament at the Country Club of Buffalo had a net profit of \$61,534. A successful Annual Giving Campaign raised an additional \$448,520.

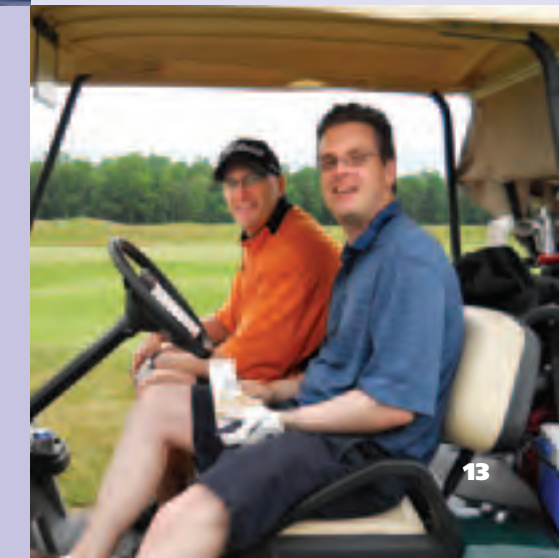
*Continuing & Home Care Foundation:* (716) 828-2038 • [chsbuffalo.org/AboutUs/Giving/CHF](http://chsbuffalo.org/AboutUs/Giving/CHF)  
*Kenmore Mercy Foundation:* (716) 447-6204 • [kenmoremercyfoundation.org](http://kenmoremercyfoundation.org)  
*Mercy Hospital Foundation:* (716) 828-2038 • [mercyhospfound.org](http://mercyhospfound.org)  
*Sisters Hospital Foundation:* (716) 862-1990 • [sistershospitalfoundation.org](http://sistershospitalfoundation.org)

**1,250,000**  
dollars pledged by the Kenmore Mercy Foundation for a new Emergency Department at Kenmore Mercy.



CHS Board of Trustees member Carlton N. Brock, Jr., attending the Sisters Hospital Foundation's annual Spring Gala, *A Royal Evening in Black & White*, with his wife, Shonda.

Kenmore Mercy Foundation Trustee Raymond P. Crane and Anton Wopperer at the foundation's *Golf & Wine* event.





## 2011 Selected Statistics and Financial Information

### Net Margin (000s)

Hospitals	\$25,365
Continuing Care	\$2,016
Other (OLVR, Trinity)	\$(1,114)

### CH Net Margin (000s) \$26,267

Funds used to reinvest in technology, new programs, our facilities and our people.

### Net Operating Revenues (000s) \$843,095

### Charity Care and Community Service \$46,953

Services to patients and the community for which Catholic Health receives no payment or payments below the cost of care.

### Economic Impact \$1.78 Billion

Our contribution to the local economy, including the people we employ, the impact of our spending, including the purchase of goods and services, and the effect of our associates' spending and the taxes they pay.



Ali Ghomi, M.D., an expert in minimally invasive GYN surgery.

**46,953,000**  
dollars worth of  
charity care and  
community service  
was contributed  
by Catholic Health  
in 2011.

### Hospital Statistics

Operating Beds (excl. newborn, rehab, snf)	825
Total Discharges	48,706
Births	5,330
Surgeries	
Inpatient	16,195
Outpatient	44,606
Total Surgeries	60,801
Total Patient Days	233,431

### Outpatient Activities

Total ER Visits	133,279
Observation Cases	4,695
Primary Care Visits	139,082
Referred Ambulatory Visits	574,082

**Total 851,264**

Home Care Visits 290,371

Residents in our  
Nursing and Adult Homes 724

Catholic Medical Partners  
pediatrician Nicole Deluca, M.D.,  
and patient Gianna Nati.



## Catholic Health Senior Leadership

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President and Chief Executive Officer

**James Dunlop, Jr.**  
Executive Vice President and  
Chief Financial Officer

**Mark A. Sullivan**  
Executive Vice President and  
Chief Operating Officer

**Peter U. Bergmann**  
President and CEO, Sisters of Charity Hospital

**Brian D'Arcy, M.D.**  
Senior Vice President, Medical Affairs

**Michael Edbauer, D.O.**  
Chief Medical Officer, Catholic Medical Partners and  
Vice President of Medical Affairs, Catholic Health  
Home Care and Primary Care

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President and CEO, Continuing Care

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Vice President, Legal Services and  
General Counsel

**John Stavros**  
Senior Vice President, Marketing and Development

**Charles J. Urlaub**  
President and CEO, Mercy Hospital of Buffalo



Associate Mary Szymanek in  
the CT/MRI Imaging Suite,  
Mercy Hospital of Buffalo.

## Nothing is more vital than people.

You could have the perfect plan, outlined for all to see. But without the right people to bring it to life, this plan is just a piece of paper. Which is why Catholic Health holds its uncommonly devoted co-sponsors and board members in the highest esteem, people who believe in our mission, work toward realizing our vision, and embody our values in everything they do.

Catholic Health is proud to be a high performing health system, a distinction that requires the highest levels of synergy and cooperation. Without the people listed here, we wouldn't be able to reach such ambitious heights.

### Sponsors

Sisters of Mercy of the Americas –  
New York, Pennsylvania,  
Pacific West Community

Diocese of Buffalo

Daughters of Charity of St. Vincent  
de Paul – Province of Sainte Louise

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Sister Kathleen Natwin, D.C.  
Sister Margaret Tuley, D.C.

#### Catholic Health East

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Sister Nancy Hoff, R.S.M.  
Sister Sheila Marie Walsh, R.S.M.

#### Diocese of Buffalo

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Reverend John Gaglione  
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Jason Judd, chief technologist at the  
Williamsville Primary Care Center.



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### Catholic Health Locations and Services

#### Hospitals

Kenmore Mercy Hospital  
Mercy Hospital of Buffalo  
Sisters of Charity Hospital  
*Includes Sisters of Charity Hospital,  
St. Joseph Campus*

#### Ambulatory Surgery

Sisters Ambulatory Surgery Center

#### Diagnostic & Testing Centers

Kenmore Medical Office Building  
Mercy Ambulatory Care Center –  
Orchard Park  
Mercy Diagnostic & Treatment Center –  
West Seneca  
Mercy Diagnostic Center – East Aurora  
Sheridan Health Care Center –  
Tonawanda  
Sisters Central Park Diagnostic Center  
Williamsville Diagnostic Center

#### Primary Care Centers

Chestnut Ridge Family Practice  
Kenmore Specialty Center  
Ken-Ton FamilyCare Center  
Lovejoy – St. Vincent Health Center  
Mercy Comprehensive Care Center  
Mercy OB/GYN Center  
OLV Family Care Center  
Sisters OB/GYN Center  
Springville Primary Care Center  
Williamsville Primary Care Center

#### Senior Services

St. Elizabeth's of Lancaster  
St. Vincent's of Dunkirk  
Father Baker Manor  
McAuley Residence  
Mercy Nursing Facility at OLV  
OLV Senior Neighborhood  
St. Catherine Labourè Health Care Center  
St. Francis of Williamsville

#### Home Care Services

Catholic Health Infusion Pharmacy  
LIFE – Living Independently for Elders –  
PACE program  
McAuley Seton Home Care  
Mercy Home Care of WNY  
Sisters Long-Term Home Health Care

#### Specialty Services

Advanced Wound Healing Centers  
Cardiac Care  
Heart Center at Mercy Hospital  
HeartStrong Rehabilitation Program  
(Partners In Rehab)  
HealthConnection  
Physician Referral & Health Education  
Imaging Services  
Laboratory Services  
New York State Designated Stroke Centers  
Rehabilitation Care  
AthletiCare  
Medical Rehabilitation  
Partners In Rehab  
Sleep Disorder Treatment  
Substance Abuse Services  
Vascular Services  
WomenCare –  
Comprehensive Women's Healthcare  
M. Steven Piver, M.D., Center for  
Women's Health & Wellness

## Our Mission

We are called to reveal the healing love of Jesus to those in need.

## Our 2020 Vision

Inspired by faith and committed to excellence, we will lead the transformation of healthcare in our communities.

## Our Values

Reverence – Compassion – Justice – Excellence



2121 Main Street • Suite 300 • Buffalo, New York 14214 • [chsbuffalo.org](http://chsbuffalo.org)

HealthConnection: (716) 447-6205

Physician Referral, Education and Health Information