

Catholic Health Locations

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
Williamsville Diagnostic Center

Primary Care Centers

Chestnut Ridge Family Practice
Kenmore Specialty Center
Ken-Ton FamilyCare
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 Living

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 Labouré 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
HealthConnection
Physician Referral & Health Education
Heart Center at Mercy Hospital
Laboratory Services
M. Steven Piver, M.D., Center for
Women's Health & Wellness
Rehabilitation Care
AthletiCare
Medical Rehabilitation
Partners In Rehab
Sleep Disorder Treatment
Substance Abuse Services

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 • www.chsbuffalo.org

HealthConnection: (716) 447-6205
Physician Referral, Education and Health Information



Just what the patient ordered.



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

As the realities of healthcare reform move from legislative chambers in Washington, D.C. to examining rooms and operating suites across Western New York, we at Catholic Health embrace this season of change and welcome the opportunity to improve our mission-driven, community-wide network of care.

As we continue to raise the bar on quality by offering state-of-the-art technology, world-class medical personnel and a growing array of preventive health services, we also see this as a time to recommit to our spiritual mission of patient-centered care.

The mission of the system is clear: to reveal the healing love of Jesus to those in need. The responsibility for ensuring that this guiding principle is reflected throughout our ministries, and integrated into all levels of care, falls to our Corporate Members – the Diocese of Buffalo, Ascension Health and Catholic Health East.

Everything we do – from how our volunteers greet patients and their families at our front doors, to the dignity and respect our doctors, nurses and all associates show our patients through the course of their treatment and recovery – is tied to our mission every day, in every way possible.

While the evolving nature of healthcare requires us to develop new efficiencies in how we deliver care – compassion, dedication and expertise remain our strengths. It's in our DNA, it's who we are as a ministry and it's what sets us apart from other health providers in the area.

Our history is firmly rooted in the values of the Catholic Church, but we also gain our strength from diversity. Our ministry is a blend of compassion, hope and healing delivered by people of all faiths. Together, their efforts translate to an exceptional personal commitment to those we serve.

Catholic Health's co-sponsors – The Daughters of Charity of St. Vincent de Paul, the Diocese of Buffalo and the Sisters of Mercy of the Americas – take great pride in their stewardship duties. They strongly support and foster our goals of technological excellence and unwavering belief in daily miracles.

We are truly blessed to be part of a ministry where we can make a difference in the well-being of the community, and we are grateful to fulfill 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

Looking back to 1998, our co-sponsors joined together with a vision of creating an integrated health services system under the umbrella of the ministry of the Catholic Church. The goal was to continue the delivery of high-quality care while dealing with the mounting external pressures on the nation's healthcare industry. We realized then that the old way of doing business was no longer acceptable and we had to change.

While it's been a continual progression, in 2010 we made significant steps toward becoming a high-performing healthcare system. We accomplished this by raising the bar on quality and safety, while controlling costs through greater efficiencies in the delivery of care – setting new performance standards throughout the region. By shifting our focus from traditional hospital-based medicine to more accessible, lower cost, outpatient and subacute delivery models, we are not only adding value to every patient encounter, but more importantly, we are offering a better patient experience.

Our organizational thinking is now focused on more coordinated, accessible and patient-centered care. We continue to look at ways to maintain high-quality care, while implementing incentives and cost reduction measures that share both the risks and benefits with our physician partners. We redirected resources to the promotion of wellness and disease management. And we are re-engineering the way care is delivered by adopting nationally proven best practices in treating illness and disease, and enhancing our medical and information technology to support these changes.

Catholic Health is proud to say it is thriving in this climate of change, ending the fiscal year soundly and delivering just what the patient ordered. We are bending the cost curve of healthcare inflation with a new model of delivery. We believe Catholic Health is the future of Western New York healthcare, giving our community the right care, in the right place, at the right time, and at the right cost.

We believe high-performing healthcare is both sound and practical and works when people – staff and management alike – are in highly functional, trustworthy and productive relationships. In tandem with our spiritual mission of revealing the healing love of Jesus, our realigned care delivery strategy is the foundation that has led Catholic Health on its path to high performance.

We continue to receive numerous recognitions from prestigious state and national healthcare agencies and

From left: Dennis Dombek,
Reverend Monsignor Robert Zapfel, Joe McDonald

industry ratings firms for our innovative approach to care, confirming the fact that we are becoming a high-performing healthcare system. These tremendous recognitions reflect the trust people have in the care they receive in any one of our hospitals or medical settings, and enable us to continually evaluate our progress against national benchmarks to ensure we deliver on all facets of our ministry's mission.

In 2010, that list of accomplishments included:

#1 cardiac program in the region
#1 cardiologist in New York State
(NYS Department of Health)

#1 integrated system in NYS, #3 in Northeast, Top 30 in U.S.
(SDI)

Five-Star rating for multiple service lines
(HealthGrades®)

Highest rating for coronary bypass surgery
(Consumer Reports)

Blue Distinction Center for Cardiac Care
(BlueCross BlueShield)

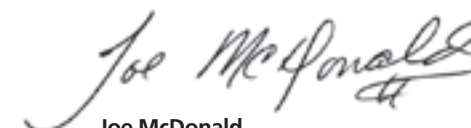
Ranked among best in U.S. for cardiac care
(Society of Thoracic Surgeons)

Today we are an organization of more than 8,000 dedicated individuals caring for people throughout Western New York with reverence, compassion, justice and excellence. Last year alone we provided over \$48 million in community benefit and charitable services to the local community. Dedication to the poor and disadvantaged is central to Catholic Health's mission and our calling to serve those in need, create healthier neighborhoods, and add to the quality of life in the communities we serve.

Despite our demonstrated successes, we will not rest on our achievements. We will remain nimble, dedicated and forward-thinking to become the healthcare system of choice for the informed consumer. We are committed to advance our mission and provide exceptional care to everyone who places their trust in us.



Dennis J. Dombek
Chair, Catholic Health Board of Directors



Joe McDonald
President and Chief Executive Officer, Catholic Health

Interventional cardiologist Salvatore Calandra, M.D., and Sister Rita Curry, R.S.M., support the clinical and spiritual sides of patient care in Catholic Health.



Seeing patients differently.



Our continuum of care doesn't just save lives – it makes them easier.

When people go to the supermarket, or the drugstore, or the bank, they know what kind of experience to expect. But when they go to the hospital, they can feel like they've entered a maze.

At Catholic Health, we see something wrong with this picture. And instead of waiting around for healthcare reform to make things better, we've taken proactive steps to ensure that our patients receive the best, most streamlined and cost-effective care in the region.

It's all part of our commitment as a high-performing healthcare organization, a network that breaks down long-standing barriers between care providers, seeking to eliminate waste and maximize quality by improving care and communication – all in the name of the patient.

At the core of this initiative is our continuum of care, a seamless integration of programs and services across carefully designed Service Lines, which include Cardiac, Neurovascular and Women's Services. By providing the same high-quality care, no matter where patients enter our network, Catholic Health delivers superior care and service, along with peace of mind that isn't easy to come by.

For example, we provide the highest quality **Cardiac Care** in the region, with The Heart Center at Mercy Hospital of Buffalo setting the standard. Mercy Hospital continues to be recognized for excellence by leading authorities in healthcare, including *Consumer Reports* and the New York State Department of Health.

When it comes to stroke care, every second counts. Our **Stroke and Vascular Services** are second to none, with three designated stroke centers – more than any other area provider. This means the most advanced stroke care is close by, 24/7, giving patients the best possible recovery.

An unparalleled dedication to **Women's Services** is evidenced by our broad spectrum of services created with women's unique needs in mind, including everything from prenatal and maternity services to mammography, bone densitometry and endocrinology treatment.

The Certified Community Cancer Center at Sisters of Charity Hospital was recognized for quality **Cancer Care** and oncology services by the American College of Surgeons Commission on Cancer.

Our **Continuing Care** services include seven long-term care facilities and adult homes, three subacute care facilities, Medical Rehabilitation Units at Mercy and Kenmore Mercy Hospitals, and a wide variety of rehabilitation services offered through Partners In Rehab and AthletiCare.

All of this, plus the top-notch customer service provided by our HealthConnection program, which reaches more than 10,000 people annually through our patient education efforts and another 500,000 through our website, is giving patients an alternative to the maze – a clear path to wellness at Catholic Health.

Pediatrician Nicole Deluca, M.D., provides the same level of enthusiasm and compassion patients should expect, no matter where they enter the Catholic Health continuum of care.

The path to wellness, both visible and invisible.

Taking the pulse of the Catholic Health continuum of care, with Richard Ruh, M.D.

"When we make a seamless transition between locations of care, we've achieved a lot in terms of patient satisfaction," explains Dr. Richard Ruh, senior vice president of service lines at Catholic Health. In this position, the respected Western New York physician is intimately involved in utilizing the latest technology to maximize the alignment of medical services and communication between providers.

"Technology's critical, because you can't have those levels of communication in a paper world," he continues. "It's not only how you transcribe the data, but it's also what data gets transcribed and the correctness of that data. Having integrated information systems is as critical as having integrated clinical systems."

And the day-to-day efforts of the continuum align perfectly with something else – Catholic Health's goal to become a high-performing healthcare organization.

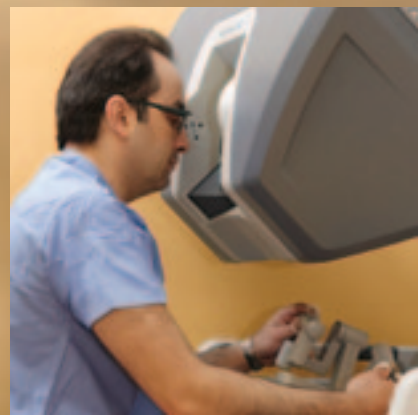
"A high-performing health system delivers the care closer to the patient, at a value to both the patient and the health system itself," Ruh shares. "And as the patient goes from location to location, along their path of care, the process underlying it is invisible to them. All they have to think about is getting better."





Operating on a higher level.

Ali Ghomi, M.D., an expert in minimally invasive GYN surgery, uses state-of-the-art robotic technology to bring this advanced care to the women who need it.



Our commitment to quality makes patients happy. And they're not the only ones who've noticed.

Healthcare organizations can say all the right things, because it's easy to say that you're working in the best interests of patients. Actually following through, however, is much harder.

Therefore, the desire to make real operational changes is what separates Catholic Health from other health systems. We've made great strides toward reaching our goal of becoming a nimble, patient-focused, 21st century healthcare system. And the recognitions we've earned for these efforts are compelling proof that we're on the right track.

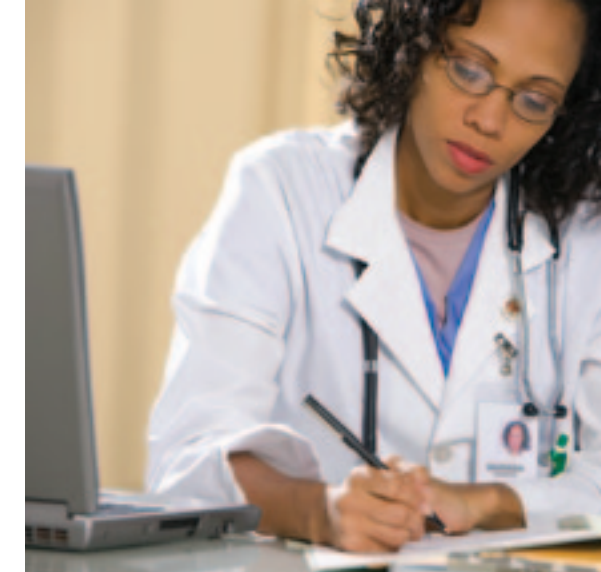
For the fourth consecutive year, Catholic Health was named to the SDI IHN Top 100 – a list of the most integrated healthcare networks in the country. And we didn't just make the cut – we're #1 in New York State, #3 in the Northeast and #30 in the nation. SDI ranks eight different aspects of hospital operations when compiling their list, including physician participation, financial stability and integrated technology, recognizing providers who offer safe, high-quality care at a good value.

Univera Healthcare's "Hospital Performance Incentive Program" recognized Catholic Health for achieving statistically significant improvement in the greatest number of clinical and patient safety measures among Western New York hospitals. And for the second consecutive year, all three Catholic Health hospitals were named "Five-Star Hospitals" in Cleverley + Associates' 2010 Community Value Index, which recognizes a hospital's ability to use its financial resources efficiently. This means that Catholic Health excels at reducing the cost of care without compromising quality.

These recognitions are a direct result of Catholic Health's commitment to improve care through the use of advanced information and medical technology. By committing fully to electronic medical records and medication reconciliation, superior integration is inevitable. We're also leading the way in Western New York with minimally invasive surgeries, whose revolutionary benefits for patients include shorter hospital stays, quicker recoveries, less pain and minimal scarring.

Our dedication to surgical excellence has resulted in prominent designations for our hospitals as well. The Heart Center at Mercy Hospital received several, from *Consumer Reports* (highest rating for Coronary Bypass Surgery), the New York State Department of Health ("best in the region" rankings for Interventional Cardiology and Coronary Bypass Surgery) and HealthGrades® ("best cardiac services" overall in the region, and the top 10% in the nation for Coronary Interventional Procedures). Kenmore Mercy Hospital was recognized as being among the top 5% of hospitals in the nation for joint replacement by HealthGrades. And HealthGrades gave Sisters Hospital its coveted Five-Star rating for Bariatric Surgery, Treatment of Heart Attack and Appendectomy.

Along with our affiliated physicians at Catholic Medical Partners, we are dedicated to putting the best healthcare systems in place. By engaging in industry-leading best practices and uniting them with the latest technology, we have elevated our national status. More importantly, these independent quality rankings show that our patients are receiving the safest, highest quality care available.



Catholic Health's commitment to efficiency, propelled by major investments in electronic medical records, has resulted in national recognitions.

Minimal pain. Maximum innovation.

Richard Bloomberg, M.D., talks minimally invasive surgery, and the benefits that come with it.

"My favorite part of the job is offering surgeries that provide new benefits to patients," explains Dr. Richard Bloomberg, a Catholic Health surgeon who specializes in minimally invasive procedures. "By accomplishing the same procedure with very small incisions, patients have less pain, a quicker recovery and a shorter hospital stay. These are the most patient-driven techniques in surgery."

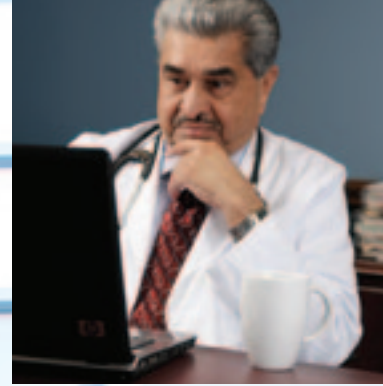
Like anything else that's patient-centered, Catholic Health is leading the way in minimally invasive procedures, outfitting surgeons like Dr. Bloomberg with the latest technology, including robotics.

"Catholic Health has been instrumental in advancing our minimally invasive offerings," he shares. "For example, we're utilizing a new technique called single-incision surgery, which is even more minimally invasive than traditional laparoscopic surgery. We are the first surgeons in the region to offer it."

By staying on top of the latest procedures, Catholic Health doesn't just fulfill its mission of healing those in need, it also leads the region in providing the most advanced care available – the mark of a high-performing healthcare system.

"To offer patients something that will allow them to have a quicker recovery, that is certainly making the system more efficient," Bloomberg observes. "And that's better for the hospital and the patient."

Anandaram P. Herle, M.D., a Catholic Medical Partners physician, staying informed on the status of his patients.



Partnerships: The picture of health.



Healthcare is changing, and Catholic Health and its many partners are in it together.

In a time of reform, in which virtual communication becomes more prevalent each day, healthcare systems can't look at themselves as mere brick and mortar structures. At Catholic Health, we accept that the era of healthcare providers operating in silos is over, and are committed to developing partnerships that advance our mission, improve access to care, and contribute to the quality of life in our community.

Our continuum of care is integrated at every stage and location of the patient experience, from primary care to hospital care, home care, rehabilitation services and long-term care. We have forged successful partnerships with private practice physicians in our community, utilizing technology to maximize communication, for an efficient, mutually beneficial approach to patient care.

One of our most valuable partnerships is with Catholic Medical Partners. This network of nearly 900 Western New York physicians shares our vision of an enhanced patient experience, one that saves time and money while adhering to best practices. It's a partnership focused on improving patient care, and in many respects, it represents a unique national model.

Our partners are just as committed as we are to changing the way healthcare is delivered, through better care coordination, investments in technology and new methods of sharing information. A key component of our vision is the creation of Patient Centered Medical Homes, programs led by physician-driven, multidisciplinary teams, who promote patient-centered management processes in clinical offices.

By focusing our attention on people with chronic medical conditions, who represent 75% of the nation's healthcare spending, Medical Homes help patients take a more active role in their own care. This helps improve their quality of life, reduces unnecessary hospital readmissions, and lowers the cost of care for all.

With more than 100 care coordinators working directly with patients to maximize treatment and outcomes, which in turn reduces costs, this unprecedented level of communication is crucial. In addition, standardized treatment protocols ensure consistent, high-quality care throughout the Medical Home network.

Our Home Care division is also aligned with Catholic Medical Partners, ensuring safe transitions from hospital to home with the Care Transitions Program, and utilizing remote telemedicine and infusion pharmacy services to prevent unnecessary hospital visits. And a growing patient education program, sponsored by Catholic Health, results in greater awareness of preventive actions, resulting in happier, healthier individuals.

By working together and changing the way we operate, to not just survive but thrive in an era of healthcare reform, both Catholic Health and our private practice partners are empowered with the ability to give patients the kind of care they trust, and the kind of experience they value.

Electronic medical record technology helps radiologic technologist Maria Neuner (left), expedite patient test results to area physicians.

Knowing more, feeling better.

Care coordinator Anita Braun discusses her proactive approach to patient care.

"We're trying to ensure a continuum of care once the patient is home," says Anita Braun, a registered nurse and care coordinator at a physician practice in Orchard Park. Care coordination is a healthcare service that goes beyond the typical doctor's office experience, educating, monitoring and encouraging patients to take charge of their own health.

"We ask patients what they're willing to do to make their disease process better, and help them set their own goals," she continues. "Patients work on them before their next appointment. In the meantime, we'll follow up, ask them how their blood sugars are doing, if they're taking their medicine."

Catholic Health, along with the Catholic Medical Partners physician network, assists care coordinators with advanced electronic medical record technology, as well as detailed patient education practices, to create a healthcare partnership that directly affects a patient's quality of life.

"We had a patient whose hemoglobin number was elevated," Braun shares. "We worked with her to get it under control, making her feel like she was number one. She was able to get it within a normal range. When she came in, everybody in the office was so proud of her, we all went in and congratulated her. It made her feel special."



A lean bill of health.

When a hospital focuses on delivering the highest quality at the lowest cost, it's a win-win for the patient.



From technology to preventive treatment, Catholic Health is actively bending the cost curve.

Usually, when a company cuts costs, they're forced to offer less to their customers. But after decades of operating in an industry full of redundancies and unnecessary expenses, Catholic Health's efforts to control rising healthcare costs is impacting patients in a thoroughly positive way.

During the past decade, we've faced the challenge of integrating four independently operated hospitals, as well as dozens of additional care centers – an intense, proactive measure that is revolutionizing the way healthcare is delivered.

As a result, we are prepared for the impending industry shift from a “pay for services” to “pay for outcomes” model. By leaving the fee-based model behind, and incentivizing efficiency, safety and quality instead, this model is built to benefit the patient and control rising costs.

While others will be struggling to catch up to this inevitable change, Catholic Health is already prepared for it, thanks to an initiative that we call “bending the cost curve.” By minimizing continual increases, growth in cost of care will level off, causing a “bend” in the upward-sloping cost trend.

By investing in electronic medical record technology, computerized physician order entry and standardized treatment practices, Catholic Health is able to deliver high-quality, cost-efficient care. We're breaking down walls instead of building them.

What does this mean for patients?

- Their physicians and hospitals engage in cooperative communication, minimizing potential discrepancies for treatment or diagnosis
- Doctors and nurses have instant access to medical histories, helping them provide the right care, right away
- The more healthcare providers communicate, the sooner they can heal patients, and help them get back to their lives

Catholic Health's efforts to reduce the cost of care while raising the bar on quality are clearly working. We have partnered with physicians to help prevent patients' medical conditions from getting worse and requiring costly hospitalizations, utilizing home care and rehabilitation services that help people remain active and independent. Initiatives like this not only keep people healthy and contribute to their quality of life, but lessen the financial burden for patients and providers alike.



Jason Judd, a chief technologist, taking advantage of the efficiencies of digital imaging.

Healthcare delivered right.

When Jim Cornell needed heart surgery, the best cardiac care was closer than he thought.

“I'm back! Lol.”

These were the first words that Jim Cornell posted to his blog on February 25, 2011, a day after having aortic valve replacement surgery at Mercy Hospital of Buffalo. Jim started his “Heart Valve Journal” blog when he was diagnosed in late 2010, using it to discuss every aspect of his situation, including the hospital selection process.

“I looked at all the organizations that are typically thought of for cardiac surgery,” he reflects. “And in the end, it was Mercy Hospital of Buffalo that I had the most confidence in.”

Why choose Mercy, instead of an out-of-town clinic with a higher profile? “The decision is very personal, and my conversations with the surgeons made me feel extremely confident,” Cornell, a West Seneca business advisor, continues. “I was treated with great care and sensitivity, and felt like an important person, not just another number to be pushed through a medical system.”

On February 24, the surgery was performed by John Bell-Thomson, M.D., and it was a great success. But the experience didn't end there.

“Post-surgery was just phenomenal,” Cornell reminisces. “The staff was ever-present, vigilant and very supportive. This entire experience has been a breath of fresh air.”

Check out Jim's blog at heart-valve-surgery.com/journals/user/jimcornell

Catholic Health Senior Leadership

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President and CEO, Sisters of Charity Hospital

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Chief Medical Officer, Catholic Medical Partners

Maria Foti
Senior Vice President, Planning

Michael F. Galang, D.O.
Chief Information Officer

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President and CEO, Catholic Medical Partners

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President and CEO, Continuing Care

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President and CEO, Home Care

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Charles J. Urlaub
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Our heartbeat.

We can strategize and plan all we want, but without smart, dedicated people who are passionate about our mission and our goals, nothing will come to fruition. Thankfully, Catholic Health is blessed with a group of uncommonly devoted co-sponsors and board members, people who believe in what we stand for and where we're going.

Without them, the progress we've made toward becoming a high-performing healthcare system wouldn't have been possible. And thanks to their unwavering support, our ambitious plans for the future are that much closer to becoming reality. Catholic Health wants to be seen as the model for success in 21st century healthcare, an organization that's defined by good people, working together for a common mission. Taking a look at the names on this page, it's clear we've got a great head start.

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New York, Pennsylvania,
Pacific West Community

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Daughters of Charity
of St. Vincent de Paul

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Maryann Cotroneo, a lead mammography technician, embodies the patient-centered spirit that is crucial to any high-performing healthcare system.

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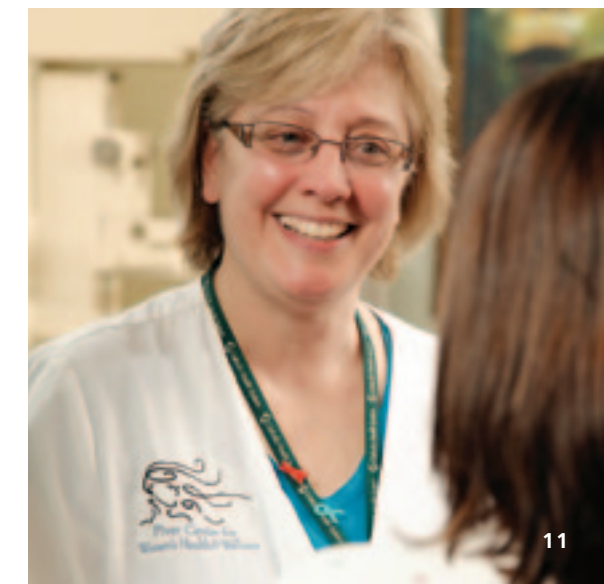
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2010 Selected Statistics and Financial Information

Net Margin (000s)

Hospitals	\$18,157
Long-Term Care	\$(163)
Home Care	\$2,982
Continuing Care	\$(9)
OLV Renaissance	\$(546)
LIFE	\$(804)

CH Net Margin (000s) \$19,617

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

Net Operating Revenues (000s) \$796,000

Charity Care and Community Service \$47,943

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

Economic Impact \$1.67 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.

Hospital Statistics

Operating Beds (excl. newborn, rehab, snf)	825
Total Discharges	47,941
Births	5,249
Surgeries	
Inpatient	14,231
Outpatient	44,713
Total Surgeries	58,944
Total Patient Days	231,985

Outpatient Activities

Total ER Visits	127,260
Primary Care Visits	144,662
Referred Ambulatory Visits	578,465
Total	850,387

Home Care Visits 285,224

Residents in our Nursing and Adult Homes 737

Living the path of care.

Catholic Health's continuum of care isn't just a service description. It's a promise to be there for our patients throughout their lives.

Here is an example of how 34 access points of care could impact a patient over the course of his or her life. Your needs may be different, which is why HealthConnection is available at (716) 447-6205 to help you find the programs, services and physicians you need.

Catholic Health's path of care works. And the proof is in the lives of our patients and in the communities we serve.

