

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

Clarence Diagnostic Center
Kenmore Medical Office Building
Mercy Ambulatory Care Center
Mercy Diagnostic & Treatment Center
Mercy Diagnostic Center
Sheridan Health Care Center
Williamsville Diagnostic Center

Primary Care Centers

Chestnut Ridge Family Practice
Clarence Sheridan Medical Center
Kenmore Specialty Center
Ken-Ton FamilyCare
Lovejoy-St. Vincent Health Center
Mercy Health Center
Mercy OB/GYN Center
Mercy Pediatric Center
OLV Family Care Center
Powers Road Medical Practice
Sisters Family Health Center
Springville 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
(LIFE – Living Independently for Elders –
PACE program)
St. Catherine Labourè Health Care Center
St. Francis of Williamsville

Home Care Services

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
Pathways - Substance Abuse Services
Rehabilitation Care
AthletiCare
Medical Rehabilitation
Partners In Rehab
Sleep Disorder Centers

Catholic Health Senior Leadership

Joseph D. McDonald
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Executive Vice President and
Chief Financial Officer

Mark A. Sullivan
Executive Vice President and
Chief Operating Officer

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President and CEO, Sisters of Charity Hospital

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Senior Vice President, Regional Development

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Chief Information Officer

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Practice Association (CIPA)

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Senior Vice President, Mission Integration

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Senior Vice President, Service Lines

Nancy Sheehan, Esq.
Vice President, Legal Services and
General Counsel

John Stavros
Senior Vice President, Marketing

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

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



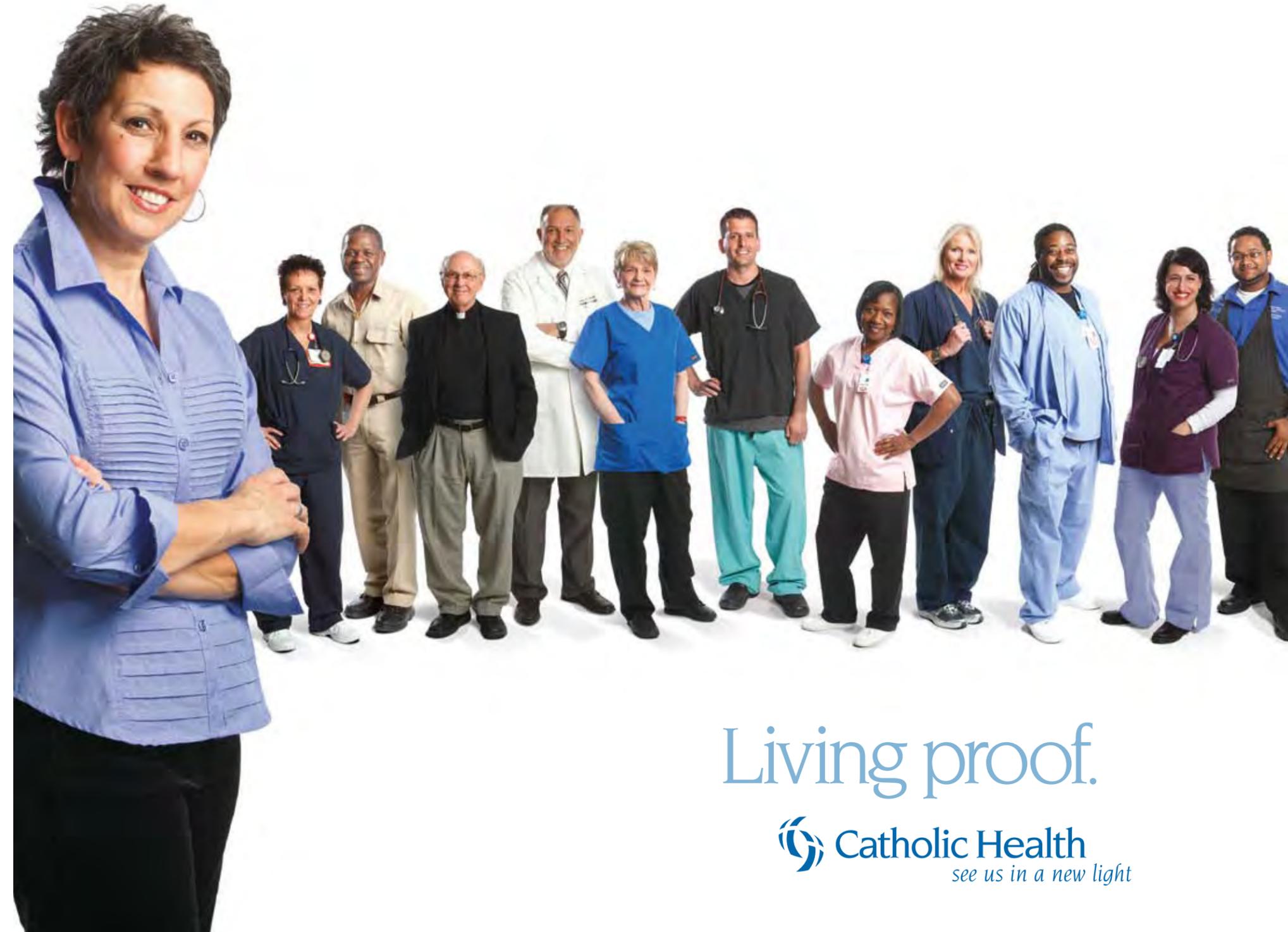
2121 Main Street • Suite 300 • Buffalo, New York 14214 • www.chsbuffalo.org

HealthConnection: (716) 447-6205

Physician Referral, Education and Health Information

ON THE COVER

Adrienne Thompson, patient, Rosemary Durenbeck, R.N., Vincent Fairlough, Environmental Services aide, Rev. Jack Printzenhoff, Carlos Santos, M.D., Carolyn Trzaska, lead Environmental Services worker, Anthony Buscaglia, M.D., Loretta Lucas, N.A., Kathy Novo, R.T., Jeffrey Brown, C.N.A., Brenda Gibbons, R.N., and Jose Ginzaley, Nutritional Services ambassador



Living proof.



A Message from the Chair of the Board of Directors



For the past four years, it has been my pleasure, as chair of the Board of Directors, to use this portion of the Report to the Community to express my pride in Catholic Health's accomplishments during the previous year, and to look confidently ahead as we develop new and better ways to serve our community.

But this year is different. Not because my pride or confidence in Catholic Health has waned; if anything, this was one of our most successful years and our future has never looked brighter. What's different is that after 25 years of service to our member organizations, I will be stepping down as chair.

While this brings a whole host of emotions, the two that stand out continue to be pride and confidence. This has been a time of tremendous growth and accomplishment for Catholic Health. Not only have we faced the challenges of the changing world of healthcare, we have anticipated and overcome them.

We have far outpaced federal expectations in terms of quality and efficiency of care. Before state lawmakers set the wheels in motion for hospital downsizing, we were rightsizing our organization and developing innovative ways to improve care and service. Today, with a new emphasis on better outcomes and greater accountability taking center stage, we are well positioned to embrace this model of health delivery and excel in all levels of patient care.

The proof is right before us – in the exceptional partnerships we have forged – with our physicians, embodied in the Catholic Independent Practice Association (CIPA) network; in the new technology and advanced facilities we use every day to save lives and enhance care; and in our strategic vision, which is allowing us to deliver efficient, patient-centered care across our continuum.

And of course, the proof is in our outcomes. Not only in the host of awards, recognitions and top rankings from respected regional and national organizations, but in the lives that have been touched by our special blend of medical excellence and compassionate care. They are our living proof and our greatest legacy.

Again, I look back – and ahead – with pride and confidence. Catholic Health is a strong organization with an exceptional leadership team. Thanks to them, and our entire healthcare team represented on the pages of this report, we have the ability to adapt to a changing healthcare landscape without ever compromising our commitment to provide safe, high-quality care.

As I turn the page on a special chapter in my life, I want to thank my fellow board members for their support and active participation in advancing the mission of Catholic Health. It has been my privilege to serve this special ministry and contribute to the quality of healthcare in our community.

Carl J. Montante

Chair, Catholic Health Board of Directors



**HELPING YOU ALONG
THE PATH OF CARE**

Guild member Marie Switalski
and Bridget Foster, R.N.

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



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 challenges around us.

Throughout the years, we have 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.

Healthcare is again being called to reinvent itself in our nation. The challenge is being laid at the feet of our physicians, clinicians and administrators. But as in the past, the religious sponsors of our ministries are united in their

**Our efficiency
and financial
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gifts we have
been given.**

commitment to our mission and their trust in the associates who care for our patients and residents. We will embrace these changes and emerge stronger in our ability to deliver the highest quality care to the communities we have pledged to serve.

Catholic Health's sponsors – the Daughters of Charity of St. Vincent de Paul; the Diocese of Buffalo; and the Sisters of Mercy of the Americas, New York, Pennsylvania, Pacific West Community – 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.

Like so many things in our world, healthcare is going through unprecedented changes. A new healthcare model will mean a new way of doing business, but those who work in our Catholic Health ministries are ready. Why? Because 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.

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 and stewardship for the gifts we have been given. Our compassion comes from our respect for the dignity of each child of God.

In all our facilities, 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 Religious Sponsors



**HELPING YOU ALONG
THE PATH OF CARE**

Nutritional Services ambassador
Angelica Leon and Marcus
Romanowski, M.D.

A Message from the Chief Executive Officer



Here at home, and on a national level, the debate continues regarding the future of healthcare. People wonder what a reformed healthcare system will look like, how and where they will get their care, and how we will pay for this expanded coverage.

At Catholic Health, we are well positioned for the future no matter what shape health reform takes.

We will deliver the kind of safe, high-quality care individuals want for themselves and their families.

The promise is that Catholic Health will take the lead in a future where health providers will be judged by their ability to deliver services more efficiently, with improved outcomes and greater accountability.

All the pieces are already in place at Catholic Health. We know that to provide outstanding care and service, we must first be accountable to our patients. Their needs and well-being are at the center of everything we do. We call it patient-centered care. It's our commitment, but more importantly, it's our mission as a ministry of the Catholic Church.

Our organization understands the need to move forward and align our services so care is available when and where patients need it most. That's been our focus since Catholic Health was formed 12 years ago. And it's working. We have been recognized for the third year in a row as one of the nation's top integrated health systems, 51st overall for quality and value by SDI, a leading healthcare ratings organization. For healthcare consumers, this means our services flow together seamlessly and efficiently, resulting in better patient experiences and better outcomes. For payors, it means we offer the best value within our full continuum of care.

A great deal goes into creating a better health system. It's building a community of care and bringing together a special blend of people, technology, expertise and excellence, all working together to provide superior patient care at every point along the continuum for anyone who comes through our doors.

As part of our strategic plan, Vision 2020, we have moved forward and reconfigured critical services like cardiac, neuroscience and vascular care, and women's services into integrated service lines, which enhance service and quality.

To offer unmatched care and an outstanding patient experience, we also rely on our partnership with the finest private practice doctors in the region, the 852 physicians of the Catholic Independent Practice Association (CIPA). CIPA physicians are on the leading edge of medical care, using electronic medical records, industry leading best practices, and the most advanced technology available, to bring nationally recognized care to the people of Western New York.

Working as part of a coordinated team with specially trained physician assistants, nurse practitioners and other support staff, CIPA physicians are able to provide their patients with a level of care that ensures they are well informed, empowered, engaged and followed every step of the way, so they are never left wondering what comes next.

Looking to the future, we are also recruiting and training the next generation of young doctors, who will practice in a new healthcare environment where clinical integration and physician alignment will set new standards in evidence-based care.

We are also seeing a change in the traditional view of hospitals as patient magnets. Today, more care is being provided at home and in community-based outpatient settings, like the services available through our home care agencies, primary care centers and the OLV Senior Neighborhood. By providing needed care in the most appropriate settings, we are ensuring patients receive the right care, in the right place, at the right time.

We have invested in wound care, women's services, advanced rehabilitation and patient education to give our patients the services they need to improve and maintain their health. Like so many of our programs and services, we offer multiple sites and multiple practice options to give patients more choice,

greater comfort and added convenience. Our 2009 service indicators confirm we are moving in the right direction, with continued growth in our outpatient, home care, primary care and rehabilitation programs.

Despite this success, the challenge of financial stewardship remains a constant struggle – knowing that with our efforts to redesign care and improve quality, access and outcomes, we face further federal and state cuts in payments for care. But we are not content to sit idly by. Through our active participation in the American Hospital Association, the Catholic Health Association and the Healthcare Association of New York State, we are engaging our elected officials and affecting public policy issues on the national, state and local level.

As a result, success in the future will be measured by becoming more efficient and productive through a focus on quality and patient safety. Our investments in technology, and the use of best practices, education and training, are lowering hospital-acquired infections, medical errors, readmission rates and the overall cost of care. The end result is better value for the healthcare dollar. In this new era of greater accountability, Catholic Health is well positioned for success.

Our financial picture continues to improve, as does our ability to maintain a good financial portfolio. This has allowed us to reinvest in our people, our facilities and the latest medical technology, putting us in the company of the top-performing health systems in the country.

In 2009, Catholic Health finished the year with our seventh consecutive positive bottom line, posting revenues of \$764.4 million. We were successful in securing \$24 million in Heal NY funds and incentives from payors to help us in our redesign and quality improvement efforts. At the same time, we contributed \$37.8 million in charity care and community benefit.

Our physicians and our talented team of clinicians and support staff are the heart and soul of Catholic Health. Their skill, when fused with state-of-the-art facilities, superior technology and nationally proven treatment methods,

creates an exceptional model of what the future of healthcare should be — and what is available right now at Catholic Health.

The proof is in the people we serve and the lives we touch.

Joseph D. McDonald

President and Chief Executive Officer, Catholic Health



HELPING YOU ALONG THE PATH OF CARE

Alexander Gelfer, M.D., Kiranjit Kaur, R.N., and Jeffrey Brown, C.N.A.

Proof that big advances come in small sizes.

“My doctors initially told me that with my heart condition, I had to give up jogging. And that was supposed to be the best case scenario. But the team at Mercy Hospital was incredible, and gave me confidence. I was one of the first patients to undergo a new minimally invasive valve replacement, and was back on my feet in five days. And now? I’m up and running – literally.”



Superintendent Robert Guiffreda is back to running his school district.

The only cardiac surgery program in Western New York rated in the top 12% of 900 cardiac surgery programs nationwide by the Society of Thoracic Surgeons. (1/08-6/09)

Maximum attention. Minimal incision.

It starts small. A patient with a history of heart issues has an annual checkup. And it ends small: a tiny incision that leads to a drastically shorter hospital stay and quicker recovery. But in between, Robert Guiffreda’s story showed the big advantages of Catholic Health’s continuum of care.

His Catholic Health primary physician and cardiologist referred Robert to Mercy Hospital’s Heart Center. There, he was seen in our state-of-the-art Cardiac Catheterization Lab by one of the area’s leading cardiothoracic surgeons for a revolutionary procedure to replace a damaged heart valve – a new minimally invasive technique available nowhere else in Western New York. As a result, he didn’t have to travel outside the region to get the most advanced care and was able to continue his rehabilitation comfortably at home with the help of a home care nurse.

Cardiac Care at Catholic Health

We’ve earned a reputation for excellence in cardiac care at all our facilities, and nowhere is that more evident than the Heart Center at Mercy Hospital of Buffalo. There, you will find the only cardiac surgery program in Western New York rated in the top 12% of 900 cardiac surgery programs nationwide by the Society of Thoracic Surgeons (1/08-6/09). You’ll also find the region’s top team of specialists performing procedures that we pioneered in Western New York, some of which no other hospital in the region can offer.

We bring that same commitment to cardiac excellence to all our facilities. We offer high-quality emergency, diagnostic, treatment and rehabilitation services at our hospitals and health centers. We bring together state-of-the-art facilities and skilled and caring health professionals, led by a team of nationally recognized heart surgeons and cardiologists. No wonder more and more Western New Yorkers trust Catholic Health for their cardiac care.



HELPING YOU ALONG THE PATH OF CARE

Sister Jean Klimczak, chaplain, and Steve Shin, R.N., community health nurse

ROBERT’S PATH OF CARE

PRIMARY CARE

His Catholic Health primary care physician detected heart trouble during an annual physical, referred to specialist

SPECIALIST

Catholic Health cardiologist scheduled angiogram at Cardiac Catheterization Lab

DIAGNOSTICS

Cardiac Catheterization Lab cardiologist performed angiogram, confirmed issue as a calcified valve

ACUTE CARE

Cardiothoracic surgeon performed minimally invasive aortic valve replacement surgery

REHAB

Home care nurses monitored rehab visits at home in Fredonia



Frank Tornabene, back at work in his collision shop.

Proof that some of the best things in health are free.

“When I felt a little numbness in my hand, my friend told me about a free stroke screening at Mercy Hospital. I don’t know what would have happened if I didn’t make the effort that day. The people at Mercy really took care of me, and because of them, I’m back leading a normal life.”

Catholic Health is proud to have the most New York State Designated Stroke Centers of any health system in the region.

Community involvement. And involved care.

Sometimes, all it takes to make a life-changing health decision is some good advice from a friend. When Frank Tornabene’s friend suggested he attend a free Catholic Health Stroke Awareness Fair, he had no idea how serious the pain in his hand really was. That suggestion started Mr. Tornabene’s life-saving path through Catholic Health’s continuum of care.

The free screening revealed a potentially life-threatening arterial blockage that could have led to a stroke. That led to a trip to Mercy Hospital’s Cardiac Catheterization Lab for a more thorough screening and an MRI. Tests showed the artery was 75% blocked, and surgery was required. After surgery with one of the area’s most renowned neurosurgeons, Mr. Tornabene was out of the hospital in a few days and back to work within a month.

Stroke and Vascular Care at Catholic Health

A timely word of advice saved Mr. Tornabene from a stroke. But for those who suffer a stroke, lost time means lost brain function. That’s why Catholic Health is proud to have the most New York State Designated Stroke Centers of any health system in the region. Designated Stroke Centers provide the most advanced stroke care available, and getting to the closest facility saves time, giving patients the best chance for a complete recovery.

Stroke care and stroke prevention are an important part of Catholic Health’s commitment to provide the very best vascular care services to patients throughout Western New York. We are pioneers in state-of-the-art endovascular procedures – minimally invasive options that can shorten hospital stays, speed recoveries and help patients live fuller, healthier lives. Investing millions of dollars in facilities and equipment gives our physicians the latest tools to save lives and restore hope.



HELPING YOU ALONG THE PATH OF CARE

Rich Geisler, Pharm. D., and Carolyn Trzaska, lead Environmental Services worker

FRANK’S PATH OF CARE

STROKE FAIR

The educational outreach services detected a potential life-threatening blockage

PRIMARY CARE

Referred to a Catholic Health primary care physician

SPECIALIST

Stroke Center neurologist diagnosed a blocked carotid artery

ACUTE CARE

Nationally rated neurological surgeon and team removed the blockage in his carotid artery

RECOVERY

Back to work a little more than a month after screening



Proof that the shortest distance to recovery isn't always a straight line.

“It all happened so fast. One moment I'm coming home from work, the next I'm waking up in the emergency room. The doctors and nurses found the right answers at every turn, and the team that cared for me was dedicated and kind, never giving up. I'm keeping that positive attitude, and every day I'm that much closer to going back to the life I love.”

Phyllis Roach, back in the driver's seat, on the road to recovery.

Our Medical Rehabilitation Units provide more intensive rehab services for patients who may need to be closer to hospital services to fully recover.

Many solutions. One system.

When Phyllis Roach collapsed at home, it could have been the end of her story. But instead, it was the beginning of her journey through Catholic Health's continuum of care, and each step brought new health challenges.

Her life was saved thanks to the emergency responders and the ER team at Kenmore Mercy Hospital. Before she could undergo quadruple bypass surgery at the Heart Center at Mercy Hospital, doctors first had to treat a bladder condition. After heart surgery, she developed a kidney problem. And when her leg wouldn't heal after the bypass graft, Phyllis got specialized care at the Advanced Wound Healing Center at Sisters Hospital, St. Joseph Campus. At each step along the way, information was shared and medical teams worked together to address every issue. Phyllis' last stop was the HeartStrong subacute care program at McAuley Residence. There, a team of experts provided the education and rehabilitation she needed to get back on her feet and back home to continue her recovery.

Continuing Care at Catholic Health

Just as a single patient may need care for multiple conditions, there are multiple levels of care patients may need between their hospital stay and their return home. Catholic Health is able to provide that care in the most appropriate settings possible. In addition to three subacute care facilities to help patients make the transition from hospital to home, we have Medical Rehabilitation Units (MRUs) at Mercy and Kenmore Mercy hospitals to help patients recover more quickly and to their highest level of independence. Our three Home Care agencies provide clinical, support and home monitoring services for long- or short-term care.

Whether it's subacute care, medical rehabilitation, outpatient care or home care, our team of clinical specialists combines the latest treatment options and medical technology with compassionate care to give our patients the best chance at a complete recovery.



HELPING YOU ALONG THE PATH OF CARE

Jody Morgan, R.T., and Carlos Santos, M.D.

PHYLLIS' PATH OF CARE

EMERGENCY CARE

EMTs rush her to the Emergency Room

SPECIALIST

Catholic Health urologist treats bladder and kidney problems, ongoing dialysis

ACUTE CARE

Quadruple bypass surgery performed

REHAB

Stay at a Catholic Health subacute transitional care center

OUTPATIENT CARE

Advanced Wound Healing Center visits are scheduled to treat and promote healing of leg wound

Adrienne Thompson and her mother, back to forming healthy family bonds.



Proof that it takes a family of services to serve a family.

“It was the most emotional and trying time of my life, but the teams at Kenmore Mercy and Sisters kept me going throughout it, healing my body and spirit. Just like they had for my children – and my mother – for decades we’ve known Catholic Health was the first choice for any of our family’s health needs.”

We’ve always understood that women respond to conditions and their treatment differently than men, and need specialized care.

Commitment that spans generations.

Catholic Health was already a part of Adrienne Thompson’s life. In fact, she was born at Sisters Hospital. With two active sons, she visited Kenmore Mercy Hospital’s emergency room a number of times for minor boyhood injuries; she herself had surgery there. When her mother needed care for age-related health issues, the family turned to Sisters Hospital and Kenmore Mercy. But when a breast self-examination triggered a series of events that led to a serious diagnosis, Catholic Health became an even greater part of Adrienne’s life.

Testing revealed three cancerous sites in her breast. And just as she had in the past, Adrienne relied on Catholic Health for breast surgery, chemotherapy, radiation and breast reconstruction. Today, thanks to the interaction of teams from Sisters Hospital and Kenmore Mercy, Adrienne is cancer-free, and her family is healthy and whole.

Women’s Care at Catholic Health

Catholic Health’s commitment to women’s health goes back many decades, as we developed special programs and services to meet the unique health needs of area women. As leaders and innovators in caring for women, we’ve always understood that women look for different things in a health provider and respond to care differently than men.

Today, that difference is seen in many ways, from the M. Steven Piver, M.D. Center for Women’s Health & Wellness bringing a full range of women’s services together at Sisters Hospital, to a Comprehensive Cancer Center that’s one of only three in the region to be designated by the American College of Surgeons Commission on Cancer. Our maternity services welcome nearly one in two of this region’s babies into the world. With a family of health services to care for every member of the family, our Women’s Services remain a vital part of our continuum of care.



HELPING YOU ALONG THE PATH OF CARE

Deb Berdych, L.P.N., and Rosemary Durenbeck, R.N.

ADRIENNE’S PATH OF CARE

WOMEN’S SERVICES

OB/GYN recommends Catholic Health cancer care

ACUTE CARE

Mastectomy by a Catholic Health breast cancer specialist and the surgical team

SPECIALIST

A Catholic Health oncologist treats and oversees cancer care

OUTPATIENT SERVICE

Radiation therapy administered at a Catholic Health hospital

FUTURE TREATMENT

Reconstructive surgery with Catholic Health plastic surgeon and team

2009 Selected Statistics and Financial Information

Net Margin (000s)

Hospitals	\$31,972
Long-Term Care	\$(1559)
Home Care	\$2,792
Continuing Care	\$13
OLV Renaissance	\$(834)

CH Net Margin

\$32,329

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

Charity Care and Community Benefit

\$37.8 Million

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

Economic Impact

\$1.3 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)	816
Total Discharges	47,712
Births	5,343
Surgeries	
Inpatient	13,946
Outpatient	45,225
Total Patient Days	240,737

Outpatient Activities

Total ER Visits	131,257
Primary Care Visits	152,483
Referred Ambulatory Visits	589,768

Total 873,508

Home Care Visits

268,810

Residents in our Nursing and Adult Homes

829



HELPING YOU ALONG THE PATH OF CARE

Tim Farrell, P.T., and Todd Garrity, Environmental Services supervisor

Religious Sponsors

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

Diocese of Buffalo

Daughters of Charity of St. Vincent de Paul

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Diocese of Buffalo

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* Corporate Member, effective May 1, 2010
** Board Member, effective May 27, 2010
*** Chair, effective May 27, 2010
**** Vice Chair, effective May 27, 2010
***** Treasurer, effective May 27, 2010

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 touch points for 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 a service provider.

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

