
2016 REPORT TO THE COMMUNITY

SCL Health
They walked boldly into smoky saloons to solicit handouts from miners and cowboys. They carried heavy rocks from the riverbanks to build hospital foundations. SCL Health’s founding Sisters of Charity of Leavenworth did whatever they could, with whatever they had, to fulfill their calling from God to bring his healing ministry to the Western frontier. Prayer showed them the possibilities. Work and determination made those possibilities a reality.

Today, this determined spirit and visionary thinking lives on. At SCL Health, a patient can now see a doctor from a smartphone in the comfort of her living room. We have partnered with patients and physicians to create accountability that’s improving health — not only for individuals but for entire communities.

In a changing healthcare landscape, we are inspired by our founding Sisters, who taught us what’s truly possible when you simply decide to make something so.
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Healthcare is transforming at a faster rate than ever before, from the way we deliver care to the way our patients interact with us. Living rooms are becoming exam rooms. Hospitals, providers, and even insurance companies are exploring ways to work together around common goals, in many cases for the first time. Consumers are shouldering more of the costs of healthcare, and with this change they are keenly interested in being actively engaged in the conversation.

Yet as much as our world transforms – and will continue to transform – the fundamentals remain truer than ever. We are called to deliver exceptional care, in an exceptional way, every time. We are compelled to fulfill the mission of our healing ministry and stay true to who we are and who we serve, no matter what else may change.

We have succeeded so far by committing to our strategic priorities and consistently focusing on flawless execution. We are living out our promise to our patients to deliver person-centered care and the best possible outcomes in everything we do. Through this work, we reveal God’s healing love. People come to us for compassion, kindness and dignity at the times they need it the most. They trust us to honor our Catholic identity as we serve our communities and come to the aid of those who are poor and vulnerable. They ask us to make them better or keep them well.

We continue to earn and preserve that trust through the dedicated, talented associates who show up every day, at bedsides and offices alike, to provide compassionate care to our patients.

In 2015, we welcomed new partners and developed deeper working relationships with others. We remained steadfast stewards of the resources entrusted to us, and stayed relentlessly focused on excellence. As a result, we are delivering new conveniences. We are earning national recognition for our commitment to quality. We are investing in the areas that count, and we are growing our ministry.

Today, because of tireless dedication to our strategic priorities and the faith-based mission that ties them all together, we remain stronger and better than ever.

With gratitude and blessings,

Knute Knudson
Chair, Board of Directors

Michael A. Slubowski
President and CEO

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**We are living out our promise to our patients to deliver person-centered care and the best possible outcomes in everything we do.**
MISSION

We reveal and foster God’s healing love by improving the health of the people and communities we serve, especially those who are poor and vulnerable.

VISION

Inspired by our faith,

• We will be distinguished as the premier person-centered health system and trusted partner.
• We will engage patients in their care decisions and share accountability with clinicians and other stakeholders to coordinate care across all settings and improve access, quality, health outcomes and affordability.
• We will grow as community-based health networks in partnership with others who share our vision and values and align with us to be an essential provider to those we serve.

VALUES

Caring Spirit
We honor the sacred dignity of each person.

Excellence
We set and surpass high standards.

Good Humor
We create joyful and welcoming environments.

Integrity
We do the right thing with openness and pride.

Safety
We deliver care that seeks to eliminate all harm for patients and associates.

Stewardship
We are accountable for the resources entrusted to us.
A strategic vision isn’t realized overnight. It requires persistence, consistency and focus. SCL Health continues to execute on seven strategic priorities that together provide a foundation for making us one of the best health systems in the country.

By holding ourselves accountable to these priorities, we’ve made our patients safer, healthier and more satisfied. We have created the financial strength to reinvest in our ministry for the future and laid the groundwork to prepare us for the many changes on the horizon. Healthcare will continue to transform at a swift pace for the foreseeable future, and through thoughtful and disciplined preparedness, we will be ready.
Inspired by our faith, SCL Health addresses the most serious health-related needs of those who are poor and vulnerable.

Through our Community Needs Assessments, we identify the biggest obstacles facing our communities and create and develop programs to address them. We remain faithful to the charitable spirit of our founding Sisters by providing free and discounted healthcare services, and we are leading the way in our communities through health education, preventive healthcare and chronic-condition management that will provide lasting and meaningful change for generations to come.
Helping Mothers and Babies With Addictions

Imagine a newborn baby in the hospital. Like the others around him, he is beautiful. Wonderfully made. Only for him, there’s one disturbing difference. He wails inconsolably as his legs tremble and shake and his muscles clench. In his first moments, he’s experiencing withdrawal from drug addiction.

Every 19 minutes in the United States, a child is born addicted to opioid drugs. It’s a traumatic introduction to motherhood and life for thousands of moms and babies at a time when they are most vulnerable.

Lutheran Medical Center in Wheat Ridge, Colorado, is tackling this issue head on with a creative and innovative program in which a Recovery Nurse Advocate takes a holistic approach to helping these moms and babies. The program was the recipient of SCL Health’s Mother Xavier Ross award, named after our Foundress, and will receive $50,000 for its continued development.

Behavioral health, including substance abuse, was one of the top issues identified in the communities served by Lutheran Medical Center. This program is designed specifically to address that need.

“Vulnerable moms and babies at Lutheran will now be served with ‘whole’ person treatment to better address the changing face of substance abuse among pregnant women.”

– Carol Salzmann, Executive Director of the LMC Foundation and VP of Community Development

Creating Healthy Lifestyles

Some 29.1 million people in the United States have diabetes, and another 86 million adults — more than one in three — have prediabetes. These trends hold true even in small towns like Miles City, Montana, where diabetes is one of the key health issues in the community.

Holy Rosary Healthcare is putting a dent in those statistics, however, with its grant-funded Healthy Lifestyles program. Holy Rosary’s Healthy Lifestyles is one of only two programs in Montana recognized by the Centers for Disease Control and Prevention for using a data-driven approach to provide measurable results in improving public health.

By providing coaches, educators and activities for participants, Holy Rosary drives healthy behaviors that last.
Changing Harmful Habits to Healthy Ones

In Butte, Montana, roughly one in five people use tobacco, making this deadly habit one of the community’s top health concerns. Recognizing the difficulties tobacco users face when confronted with quitting, St. James created a Tobacco Cessation program. Any patient at St. James who uses tobacco products and wants to quit is offered resources and support.

Giving Children and Adults Something to Smile About

For those families who are poor and vulnerable, dental care is often neglected in favor of food, shelter and other basic life necessities. Yet oral health is incredibly important to a person’s overall health. In Montana and Kansas, SCL Health is doing what it can to give children and adults a reason to smile.

In Topeka, Kansas, the Marian Dental Clinic provided restorative and preventive dental services for approximately 3,000 adults and children in 2015.

In Montana, through a partnership with St. Vincent Healthcare and the Ronald McDonald Foundation, Holy Rosary Healthcare offers the Smile Savers Program. Approximately 74 percent of children in Montana don’t have dental insurance. Smile Savers has delivered dental care to nearly 2,000 kids since it began in 2005.
For SCL Health, treating patients is more than fixing what’s broken or managing an illness. It’s about soothing the soul with a warm smile, or a kind word in a moment of fear. It’s about providing convenience so that someone can focus on getting well and not on the stress associated with the complexity of healthcare. It’s about creating value and affordability so that care is delivered in the right way, at the right time and in the right place. Our commitment to being person-centered is more than words. It is our overarching strategic priority and the guiding light by which we evaluate everything we do.

“Ultimately, bridges don’t have anywhere to go. It’s the people who cross them that do. It’s the people returning home or going somewhere to discover something new … I think ultimately we spend a lot of time thinking about the bridge and not as much time thinking about the people who are crossing it — into better health, potentially out of health, and wanting to come back.”

– Dr. Prabhjot Singh, physician and thought leader
The neighborhoods that surround Lutheran Medical Center are graying, according to U.S. Census data. In fact, the core cities that make up central Jefferson County have a larger percentage of older adults than does the state of Colorado overall, posing particular challenges to caregivers.

To respond to this changing demographic, a pilot project, funded by the Lutheran Medical Center Foundation, seeks to keep older adults at home after they are discharged from the hospital.

The old saying “There’s no place like home” is especially true when it comes to one’s health. Returning home after an illness reduces anxiety and helps patients recover faster than an extended stay at the hospital or rehab facility. Yet many seniors need a little extra help when they leave the hospital. Lutheran patients receive services to help them return to independent living, such as an in-home assessment of risk factors, pharmacy visits, and transportation to appointments for follow-up care. This investment in creating a safe, person-centered transition to home improves lives while helping to reduce costs, lower readmissions, and provide more effective care.

## Turning Living Rooms Into Exam Rooms

Nearly everyone uses smartphones, tablets and computers for everything from shopping for a pair of shoes to making a haircut appointment. Why should healthcare be any different? To be person-centered, we have a responsibility to deliver care with the same convenience and service people get in other areas of their lives. In fall 2015, SCL Health launched a partnership with Doctor On Demand to offer inexpensive video physician visits anytime, from any camera-equipped device, through a downloaded app.

Within weeks of launching Doctor On Demand, hundreds of consumers downloaded the app, and it didn’t take those folks long to tell us how much they love this new offering from SCL Health.

Ensuring that access to primary care is just a click away, we are making it easy for individuals and families to get access to a medical professional for non-urgent needs. There is no need to drive to a physical office or care facility, because with the tap of a button, the physician comes to them.

## Giving Voice to the Patient to Improve Care

In 2015, SCL Health welcomed Platte Valley Medical Center, in Brighton, Colorado, to its family. Among the many positive attributes this successful hospital brings to our system is its commitment to patient satisfaction. Platte Valley asks its toughest critics to share ways in which it can improve. Platte Valley’s efforts earned them a prestigious recognition from Planetree, an international organization devoted to improving the patient experience. Only a select number of hospitals worldwide do what it takes to qualify for such a distinction. SCL Health stands to learn many best practices from Platte Valley that will later be implemented systemwide.
 Associate-Empowered

At SCL Health, we are people healing people. The compassion and heart our associates bring to work each day is a fundamental part of who we are as a health ministry. Empowering our associates is a foundational strategic priority on which all of our other strategic priorities rest. Our associates and caregivers have the resources, tools and support they need from leadership to make decisions that are in the best interest of those we serve. We give them the freedom to make decisions and the voice to improve our work so we deliver the highest-quality care possible.

Creating Cultural Excellence From Day One

In 2015, SCL Health welcomed 2,750 new associates to the organization. In order to ensure that all new associates have a broad, rich understanding of SCL Health’s culture, strategic priorities, history, mission, vision and values, the Enterprise Learning & Personal Development Team developed and debuted a new-associate welcome experience. As a result, going forward each new associate — no matter where they reside or what role they have in the system — will have a deeper understanding of the larger mission and legacy we are all privileged to carry forward.
Giving a Voice to the Individual

An engaged and committed workforce is critical to providing outstanding patient care. In May 2015, 82 percent of our associates took an engagement survey that explored their satisfaction with their job, leaders and organization. Their input, in turn, gave our organization the insights it needed to make meaningful changes. Leaders at all levels of the organization created action plans to turn that feedback into improvements. The result: a more engaged workplace where people are empowered and fulfilled.

The American Nurses Credentialing Center (ANCC) awards the Pathway to Excellence® designation to organizations that create a positive nursing-practice environment. Lutheran Medical Center is now among those hospitals — one of just three to earn the designation in all of Colorado.

“Our nursing staff is central to the high-quality patient care we provide,” said Geri Towndrow, Chief Nursing Officer at SCL Health. “This designation is a tribute to all our exemplary nurses at Lutheran Medical Center.”

The ANCC honor helps hospitals retain excellent staff, improve nursing and patient satisfaction, boost patient quality and safety, support business growth, and promote inter-professional teamwork.

And the survey says...

• Saint Joseph Hospital associates shared concerns about the process for transporting patients from one place to another. Teams created new hybrid roles for patient transporters, and the roles were successfully piloted and implemented, improving the process, the use of time, and patient and associate satisfaction.

• At Good Samaritan Medical Center, survey results revealed that scheduling and call requirements needed improvement. Associates and their leaders worked together to make changes that improved the scheduling process and improved associate satisfaction.

Pathways to Excellence®: Lutheran Nurses Earn Recognition
Ministry Excellence

Every day, thousands of people entrust SCL Health with the most important parts of their lives and, in many cases, life itself. They depend on us for restoration of their mind, body and spirit, and a chance to resume doing the things they love.

They ask us to add years to their life, maintain independence and relieve suffering. We honor that trust with a humble spirit as we strive to provide one of the safest, highest-quality healthcare experiences in the country. While mistakes may be a way of life for the rest of the world, we do not accept this. We are dedicated to creating and refining processes in a relentless pursuit of performance improvement that drives perfect patient care. We seek to reduce variation in care, eliminate infections and errors, and function as a high-reliability organization that gets it right every time, no matter how complex the job may be.
Taking the Time to Round

Taking the time to check in with patients and each other, a practice known as rounding, is proven to drive better outcomes in patient satisfaction and quality.

To emphasize the importance of rounding at our hospitals and clinics, SCL Health’s Quality Department launched the “Y Round?” campaign to prompt discussion and awareness of this practice and how it could improve our quality, safety and patient-satisfaction goals. The campaign focuses on three key messages for patients:

- *Keep you safe*
- *Anticipate your needs before you have to press the call button and wait*
- *Engage you and your family as partners in your care*

In many cases, this brief check-in can identify a potential care or comfort issue and address it earlier. When leaders round, it demonstrates that extra level of person-centered care to both our associates and patients.

Establishing a National Reputation for Excellence

Leading healthcare organizations recognized three of SCL Health’s hospitals among the top 100 in the nation in 2015. That’s an elite group — only two percent of all hospitals nationwide. St. Vincent Healthcare, in Billings, Montana, was named one of the Truven Health Analytics 100 Top Hospitals®. This prestigious national award honors hospitals that excel in patient care, operational efficiency, financial stability and the patient perception of care.

Lutheran Medical Center in Wheat Ridge, Colorado, and Saint Joseph Hospital in Denver received the Healthgrades® 2015 America’s 100 Best Hospitals Award™ for their consistent and superior clinical performance. They were the only two hospitals in Denver to receive this designation. In 2016, they received the award yet again, and Good Samaritan Medical Center in Lafayette became the third Denver area hospital to join the list.

Making Every Patient Safe

Healthcare-related infections are a challenge faced by all hospitals, and one of the most common is the Catheter-Associated Urinary Tract Infection (CAUTI). SCL Health achieved a 34 percent reduction in the number of such infections compared to 2014.

The best way to reduce the risk of these infections is to not use a catheter at all, and our care sites through their diligence reduced our total use of Foley catheters by 11 percent in 2015. This made a direct difference in patients’ lives while also improving our efficiency and efficacy in delivering care.
Accountable health is a popular topic in healthcare, yet it is perhaps one of the least understood. For SCL Health it means working to influence and manage the outcomes of a defined population or populations. To do so effectively, we must partner with patients, providers and payers to find better ways to deliver care.

**Redesigning Healthcare to Improve Health**

In Grand Junction, SCL Health united with physicians and an insurance provider to form one of the nation’s first truly Clinically Integrated Networks. Monument Health, as it is named, includes St. Mary’s Medical Center, Primary Care Partners and Rocky Mountain Health Plans. Each organization brings a unique role and perspective, and they share a set of goals to reduce the cost of care, improve health outcomes, and bring more value to patients. The group offers a specialized insurance product on Colorado’s health insurance exchange. St. Mary’s is that group’s designated hospital.

Monument Health represents a fundamental shift in the way we think of and deliver healthcare by changing the conversation from what we do to what we achieve.

**Putting Population Health Into Practice**

By participating in federally designated Accountable Care Organizations (ACOs), health systems such as SCL Health are rewarded for their efforts to manage risks, improve quality and create more value.

What is an ACO? It is a Medicare Shared Savings Program for the benefit of Medicare patients in a certain market. It’s a group of doctors, hospitals and healthcare providers working together with Medicare to provide patients with high-quality, coordinated service and care. Members assigned to the ACO can still use any doctor or hospital that accepts Medicare; their Medicare benefits remain the same, and they can opt out if they choose. The Centers for Medicare & Medicaid Services (CMS) regulates ACOs.

**Montana**

SCL Health launched the Rocky Mountain Accountable Health Network as a partnership between St. Vincent Healthcare and our physicians. In 2015, SCL Health focused on successfully managing about 10,000 Medicare beneficiaries in Montana on the 22 required quality measures. We were rewarded in select areas by exceeding the expected targets in this new model. Moving forward, however, CMS will begin issuing not only rewards for success but penalties for falling short of targets. Our organization is further ahead than many others in preparing for these changes.

**Kansas**

In Topeka, we introduced our Care Coordination Program, in which two nurses focus on improving the outcomes for high-risk patients, defined as those who were recently hospitalized or who visited the Emergency Department multiple times. Success will be measured by a reduction in readmissions and emergency room visits and an increase in Primary Care Provider visits following a hospitalization.

We successfully reduced readmissions from skilled nursing facilities by implementing a transitions-of-care council with post-acute care providers aimed at establishing greater communication, data sharing and transparency. During a four-month pilot, readmission rates from facilities that participated for the full year dropped from an average of 14 percent to zero. The next phase will focus on expanding the program, reducing the length of stay for patients going to skilled nursing facilities and, where medically appropriate, increasing the number of patients discharged to home.

Accountable Health
Creating Wellness From the Inside Out

Of all the populations SCL Health helps manage, one of the most significant is our own workforce. SCL Health provides health benefits to more than 22,000 associates and their family members. Keeping them healthy is essential to fulfilling our mission to serve the health needs of everyone else.

In 2015, SCL Health felt so strongly that a healthier workforce was mission critical that we invested nearly $700,000 in cash incentives for approximately 7,500 associates who took steps toward healthier living. SCL Health’s Total Rewards benefits team awarded participating associates for taking biometric screenings, setting exercise goals and taking online workshops on wellness topics.

In addition to creating a healthier workforce, the program provides valuable data that will help SCL Health create additional health and wellness programs in the future.

BY THE NUMBERS:

56
Percentage of all SCL Health associates who participated in the Wise & Well program in 2015.

7,487
Number of associates who earned a wellness incentive in 2015, ranging from $50 to $200.

$683,450
Amount SCL Health paid in wellness incentives to associates in 2015.
Growth

Growth comes in many forms: expansion of services, capital construction and investment, partnerships, and acquisitions. SCL Health is leveraging all of these in a diversified growth strategy designed to reach more patients in more ways than ever before. For us, size and scope are equally important, and we are committed to creating a comprehensive system that includes a full spectrum of care and services.

Meet the Newest Member of Our Family

SCL Health welcomed Platte Valley Medical Center to its family in 2015. Located in Brighton, Colorado, Platte Valley is a 98-bed hospital that is internationally recognized for its patient satisfaction.

Preparing for the Future

In July 2015, SCL Health relocated its primary headquarters from Denver to Broomfield, Colorado, as part of its long-term vision for future growth. Now, approximately 1,200 associates work at the modern, tech-friendly campus.
SCL Health Community Hospitals

In 2015, we opened the first of four community hospitals in the Denver area to deliver care closer to where people live, work and play. SCL Health Community Hospital — Westminster, built through a joint venture partnership with Emerus Holdings Inc., is a two-story, 37,080-square-foot hospital that offers a wide range of comprehensive healthcare services in a small, neighborhood setting. These include emergency medical care, inpatient care and a diverse range of surgical procedures available in two state-of-the-art operating rooms. Among other comprehensive services, the facility offers an on-site laboratory and radiology services.

Our second community hospital, in southwest Denver, opened in May 2016. The other two, in Aurora and Northglenn, are scheduled to open in fall 2016.

Expanding our Services in Outpatient Care

Hospitals and clinics are just a part of a much larger healthcare continuum that includes a host of pre- and post-acute care services for patients. SCL Health is working to meet patient needs at all points along this spectrum, which is why in 2015 we launched an important partnership with Touchstone Imaging, a nationally known diagnostic imaging company that services the greater Denver area.

As part of this agreement, Lutheran Medical Center’s imaging center took on the Touchstone name and became part of an outpatient imaging network, enabling the hospital’s imaging center to offer more affordable prices for patients. SCL Health patients, meanwhile, gained in-network access to multiple other outpatient imaging locations in the greater Denver area.

Partnerships in Clinical Care

In Denver, Saint Joseph Hospital and National Jewish Health continued to expand and refine inpatient care at Saint Joseph Hospital through a Joint Operating Agreement to collaborate on clinical operations at Saint Joseph Hospital and National Jewish clinics.

In Billings, St. Vincent Healthcare announced a plan to partner with Intermountain Primary Children’s Hospital and the University of Utah, both in Salt Lake City, to improve the pediatric advanced-care offerings in Montana’s largest city. The organizations finalized the agreement in 2016.
Physicians, advanced-practice providers, nurses and other caregivers are at the heart of healthcare. The doctor’s wisdom and expertise enables us, as a team, to heal and promote good health. To truly achieve the highest level of care, SCL Health is committed to building and preserving strong provider partnerships, creating integrated networks of care, and making sure our doctors and other caregivers have a leadership voice within our organization.

**Getting Back to the Business of Being a Doctor**

Doctors want to practice medicine and work with patients, but they are quick to note that burdensome business operations prevent them from doing the essential work they are trained to do. Recognizing this challenge in a transformational healthcare environment, SCL Health formed Provider Services to implement best practices across our markets and to better partner with our clinics and doctors. This enables physicians to spend more time with patients and on leading transitions in clinical care, while creating efficiencies in their practices, improving communication, and identifying process improvements.
Leveraging Skill, Scale and Learning

SCL Health possesses a remarkable breadth and depth of healthcare and business expertise across our system. This vast pool of shared knowledge creates opportunities to improve care, identify cost savings and deploy more efficient practices.

Providing the Right Care at the Right Time

Some individuals who visit the hospital through our Emergency Department do not require inpatient care but need some additional help and monitoring before going home. Known as Observation Care, this designation can be confusing to patients and even clinical providers. In 2015, SCL Health significantly advanced the way we handle Observation Care at our hospitals. Driven by a desire to improve the patient experience and respond to changes in Medicare, we changed our processes and thinking. Our implementation of Observation Care redesign continued into early 2016.

As a result, patients are receiving faster, more effective treatment, with improved communications and service. All care sites have been involved in the overall redesign. Changes include:

- Dedicated physician, nurse and observation navigator roles.
- Dedicated observation units at some care sites.
- Simplified and streamlined documentation.
- Common education and training.
- A designated color, orange, for observation patients and the program.

“We are very excited about this care redesign and the care standardization it reflects, so that all of our patients are receiving the same consistent, high-quality care.”

– Michael Taylor, Executive Vice President, Chief Operations Officer – Hospital Operations for SCL Health

Preparing for the Largest Coding Change in Healthcare History

After years of discussion and planning, 2015 marked the official launch of ICD-10, a sweeping overhaul of diagnostic codes in healthcare by which health systems are paid. Such diagnosis information is used to calculate payments, compile statistics and assess the quality of care provided; the simple numerical change from ICD-9 to ICD-10 brought with it tens of thousands of new codes. Thanks to extensive planning and preparation, SCL Health was ready. So ready, in fact, that special preparations to support people through the transition were ultimately not needed. This successful go-live is a direct result of the commitment of our associates who attended trainings and diligently prepared for the change.
Leadership

From our sponsor to our board of directors to our senior executives, SCL Health leaders are dedicated to fulfilling our mission and vision, and to living our shared values.

SCL Health Board of Directors

Standing, left to right:
Gordon Howie
Retired Managing Director, Bank of America Securities

Kent Russell
Retired Executive Vice President/Chief Financial Officer, Catholic Health East

Michael Slubowski
President and Chief Executive Officer, SCL Health

Kathryn Paul, Vice Chair
President & CEO, Delta Dental Plan of Colorado

Michael Salem, MD
President and CEO, National Jewish Health

Paul Solverson
Senior Manager, Life Science & Health Care Practice, Deloitte Consulting LLP

Knute Knudson, Chair
Retired President, Dixson Inc.

Jerry Bell
Partner, Norton Rose Fulbright LLP

Seated left to right:
Steven Huebner
Retired Audit Partner, KPMG

Vinod Sahney, PhD
Retired Senior Vice President/Chief Strategy Officer, Blue Cross Blue Shield of Massachusetts, Founding Member of Institute for Healthcare Improvement

Maureen Hall, SCL
Community Director, Sisters of Charity of Leavenworth

Lynn Casey, SCL
Retired Chancellor, Diocese of Great Falls – Billings

Eileen Hurley, SCL
Community Councilor, Sisters of Charity of Leavenworth

Not pictured:
Donna King
VP Clinical Operations/Chief Nurse Executive, Advocate Illinois Masonic Medical Center

Maureen Mahoney
Chief of Staff to Mayor of Unified Government of Wyandotte County and Kansas City, Kansas

Leaven Ministries

Standing, left to right:
Maureen Hall, SCL
James Roscoe

Sitting, left to right:
Constance Phelps, SCL
Maureen Mahoney
Charlotte White, SCL
System Services Executive Team

Standing, left to right:

Tajquah Hudson  
SVP and Chief Strategy Officer

Dave Pecoraro  
SVP and Chief Information Officer

William Anderson  
SVP and Chief Human Resource Officer

Kerry Kohnen  
SVP of Payer and Population Health Strategies

Shawn Dufford, MD  
SVP and Chief Medical Officer

Mike Slubowski  
President and CEO

Geri T owedrow, RN  
SVP and Chief Nursing Officer

David Pringle  
SVP of Mission Integration

Steve Chyung  
SVP of Supply Chain and Real Estate

Seated, left to right:

Michael Taylor  
EVP and Chief Operating Officer, Hospital Operations

Lydia Jumonville  
EVP and Chief Financial Officer

Christine Woolsey  
SVP and Chief Communications & Marketing Officer

Jan Radke, MD  
Interim President, Provider Services

Rosland Fisher McLeod  
SVP and Chief Legal Officer

Care Site Presidents

SCL Health care site presidents work together toward shared goals for our ministry as part of the Ministry Leadership Team.

Dave Hamm  
Good Samaritan Medical Center

Steve Loveless  
St. Vincent Healthcare

Paul Lewis  
Holy Rosary Healthcare

Grant Wicklund  
Lutheran Medical Center

John Hicks  
Platte Valley Medical Center

Chuck Wright  
St. James Healthcare

Dr. Brian Davidson  
St. Mary’s Medical Center

Jamie Smith  
Saint Joseph Hospital

David Setchel  
St. Francis Health
Financial Summary

Support for the Communities We Serve

In 2015, SCL Health provided financial benefits valued at more than $222.4 million to the communities we serve.

$34.5 MILLION
Financial Aid and Charity Care
Help and support is provided to those who lack insurance coverage or the financial means to pay for needed care. Our charity care does not include bad debt or Medicare shortfalls.

$120.9 MILLION
Shortfalls From Serving Those With Medicaid or State Children’s Health Plan
When caring for this vulnerable population, we incur a financial loss because government reimbursement falls short of covering costs. It is our mission to serve these programs, as their enrolled clients have limited resources to pay for care.

$67 MILLION
Programs, Services and Direct Care to Those Living in Our Communities
Communities receive health screenings, immunizations, professional education, chronic-disease management or specialty services — such as neonatal intensive care — for those who are economically vulnerable. All of this is provided for free at a financial loss to SCL Health.

2015 Systemwide Utilization
SCL Health sponsors ministries in Colorado, Kansas and Montana.

Hospital Utilization
Acute Admissions 80,012
Acute Average Length of Stay 4.3 Days
Births 14,872
Emergency Visits 312,169
Inpatient Surgeries 26,319
Outpatient Surgeries 32,154

Clinic and Outpatient Facilities
Clinic Locations 209
Outpatient Visits (Including Observation) 1,152,453

Affiliates and Other Ministries
Children’s Mental Health Treatment Center 1
2015 Financial Summary

NET OPERATING REVENUE

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TOTAL OPERATING EXPENSES

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EARNINGS REINVESTED IN OUR COMMUNITIES

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2015 TOTAL CAPITAL EXPENDITURES $203 MILLION
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<tr>
<td>Hospitals</td>
<td>10*</td>
</tr>
<tr>
<td>Safety-net clinics</td>
<td>3</td>
</tr>
<tr>
<td>Mental health treatment center for children</td>
<td>1</td>
</tr>
<tr>
<td>Ambulatory practices</td>
<td>210+</td>
</tr>
<tr>
<td>Employed providers</td>
<td>600+</td>
</tr>
<tr>
<td>Accountable Care Organizations/ Clinically</td>
<td>5</td>
</tr>
<tr>
<td>Integrated Networks</td>
<td></td>
</tr>
</tbody>
</table>

**2015 net operating revenue**

- **$2.54 billion**

**Bond rating**

- **Aa3/ AA-**

*Includes SCL Health Community Hospital — Westminster as of November 2015; three additional Community Hospitals under development.*