Excellence. With heart.



FISCAL YEAR 2016 ANNUAL REPORT

JULY 1, 2015-JUNE 30, 2016





At Catholic Medical Center, we take tremendous pride in our mission to provide health, healing, and hope to patients and their families in a manner that offers innovative high quality services, compassion, and respect for the human dignity of every individual who seeks or needs our care. This mission is built on the five pillars represented in the following pages: People, Service, Quality, Finance and Growth.

Throughout this Annual Report you will read about the accomplishments of our remarkable **People**. Every day, our board members, physicians, healthcare providers, staff and volunteers work to deliver compassionate excellence to our patients, striving to provide them with an experience that makes them feel involved, informed, supported and cared for.

Our mission at CMC is a pledge to quality care and the finest experience to all patients regardless of their ability to pay. Our **Service** pillar speaks to the community health services offered through CMC. These programs provide prenatal care for low income women, primary care for refugees, oral healthcare for low income or uninsured children and adults, healthcare for the homeless of our city, and medication assistance for those who are unable to afford lifesaving medications. CMC consistently sets the bar for community support in New Hampshire, investing more than \$65 million in services last fiscal year.

The **Quality** pillar encompasses the technology, innovation, and caliber of care we provide our patients – and have been providing them for decades. CMC leads the way in many areas, and you'll read more about the ways we've been pioneering heart care for 30 years. CMC was honored in many ways in fiscal year 2016 for the quality of the care delivered to our patients, which are listed on the back cover of this report.

The **Finance** pillar describes an organization that is well managed and has strong donor support – two important factors to enable the work that we do. The strength of our finance pillar allows CMC to invest in lifesaving technologies, skilled providers, and community initiatives that keep quality, compassionate healthcare close to you and your family.

Of course, this report looks ahead as well as back. Our **Growth** pillar focuses on the strategies that support Catholic Medical Center's programs and services for the future. In addition to growth in the last fiscal year, our exciting plans for the future involve invigorating collaborations, the expansion of existing services, and the creation of new programs and facilities to help us better meet the needs of our patients and their families.

On behalf of Catholic Medical Center's board, physicians and staff I want to thank you for your support. I hope that you enjoy reviewing our annual report and take pride in knowing CMC is here for you.

Joseph Pepe, MD President & CEO

1

facts

467
Doctors

1,072

187,008

Hospital Inpatient & Outpatient Visits

603
Open Heart Surgeries

Sub-specialties

Non-invasive Cardiac Procedures

1,006,435

Lab Tests

9,923

Total Surgeries

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Mission

The heart of Catholic Medical Center is to provide health, healing, and hope in a manner that offers innovative high quality services, compassion, and respect for the human dignity of every individual who seeks or needs our care as part of Christ's healing ministry through the Catholic Church.

Values

- Treat others with compassion and promote social justice and equality
- Understand and believe human dignity with respect to the sanctity of human life from conception to natural death
- Continually strive for excellence in what we do in regards to quality, patient safety, continuum of care, palliative care, hospice, and more.
- Respect patients, family and each other
- Promote patient-centered care with special attention to the poor, underserved and vulnerable

Vision

Guided by our Mission and Values, we are committed to becoming the finest customer experience, lowest cost, best outcome provider in the region.

History

Catholic Medical Center was established in 1974 with the merger of Notre Dame Hospital and Sacred Heart Hospital, both Manchester-based Catholic institutions founded in the 1890s. CMC is a not-for-profit, tax-exempt, acute care hospital with 300 full-service licensed beds and an affiliated medical staff of over 500 physicians serving residents throughout greater Manchester and New Hampshire. CMC serves some of the most critically ill patients in the state and has led the region and nation in pioneering innovative procedures and treatments, especially for complex heart cases and newborns with special medical needs.





President & CEO Joseph Pepe, MD was named among Becker's Hospital Review's 100 Physician Leaders to Know 2015, 100 Physician Leaders of Hospitals and Health Systems 2015, and 130 Nonprofit Hospital & Health System CEOs to Know, 2015.



















Caregivers At a Glance

467 doctors

118 Allied Health Professionals

762 RNs

259 LPNs and LNAs

273 volunteers gave 35,499 hours of service valued at \$694,977

The Daisy Award

is given to a nurse who demonstrates kind and compassionate care to patients. With our thanks, we congratulate:

Andrea Gagnon, RN – Murphy Unit

Emily Warner, RN, BSN – RMU

Golden Heart Award

is given quarterly to an individual or team who:

Creates a community of caring and consistent customer service excellence

Has a positive attitude, takes initiative, and is proactive

Fosters collaboration and teamwork

Congratulations and thank you to our Golden Heart winners:

Priscilla Hamilton, RN Parish Nurse Program — Q1 (9/15)

Barbara Barton, RN Director C100 – Q2 (12/15)

Jennifer Russell — Occupational Therapist — Q3 (3/16)

CMC Anatomic & Clinical Pathology Laboratories — Q4 (6/16)

Employee Service Awards

were presented to employees who exhibit distinguished service and dedication to CMC's mission, vision and values.

Clinical Excellence Award – Patient Transfer Team

Mission Award – Geraldine Paquette

Quality Award – Perinatal Quality Team

President's Award – Deb Lemire

Patient Experience Award – Marian Lavoie



service

\$65,944,179 in Value to the Community

\$52.1.M Medicaid/Medicare Shortfall

Charity Care

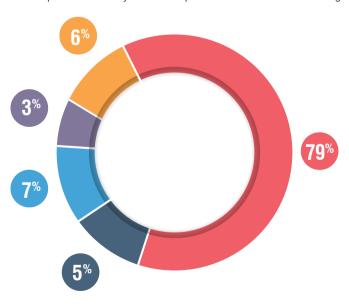
\$4.4M

\$3.6M

Subsidized Health Services

CMC's compassionate care extends beyond the advanced clinical services we offer patients in our facilities. We are in the community, supporting vital programs and services to meet health needs of the most vulnerable and medically underserved populations.

Between July 1, 2015 and June 30, 2016 (FY 2016), CMC provided more than \$65.9 million worth of care to our community. CMC's level of community benefits historically exceeds the average for U.S. hospitals (as a percentage of revenue) and is among the highest in the state. Please read our complete Community Benefits Report at catholic medical center.org.



\$2.1M

\$3.7M

Community Health Improvements

Other Community Benefits*

Subsidized Health Services

CMC underwrites these services through its own funding, as well as donor and grant support, to increase access to care for those in need:

- Behavioral Health Services
- Poisson Dental Facility
- Primary Care Services (underserved & underinsured)
- Pregnancy Care Center
- Special Care Nursery

Community Health Improvements

Based on needs identified in the Greater Manchester Community Health Needs Assessment, CMC provides community-based health education, prevention and supportive programs, including:

- Community health education, fitness classes and support groups
- Health screenings at little or no cost to community members, including breast, cervical and skin cancer screenings
- Medication Assistance Program
- Outreach and enrollment assistance for Medicaid and other government sponsored programs
- Fertility Health Education Services
- Patient transportation services
 - Healthcare for the Homeless
 - Wellness Programs
 - Parish Nurse Programs

*Other community benefits include: leveraged revenue, health professions education, financial contributions, community-building activities and clinical research.



quality

In 1986, Londonderry resident Pauline Bresko had to have bypass surgery. One of her priorities was to get that advanced care close to home so she could be near her children during recovery. She chose to have her procedure at CMC and became one of the first patients to have a bypass procedure at the newly created cardiac surgery program.

"Thirty years ago, there was no alternative program to service the needs of cardiovascular patients in this community," recalls Dr. Louis Fink, Medical Director of the New England Heart & Vascular Institute. "Heart disease was, and still is, the leading cause of death globally. CMC had a cardiac catheritization lab that helped to detect heart disease, but we did not have

a cardiothoracic surgery program. It was a natural progression to evolve our service offering for patients in our community."

Today, CMC's cardiac program has evolved into the renowned New England Heart & Vascular Institute, offering some of the most technically advanced surgical options in the region. The complex bypass surgery Pauline had in 1986 is far less invasive today with state-of-the art instruments and techniques and a quicker, less painful recovery. "We have lots of brain power around complicated patients," says Peggy Lambert, RN, MS, MBA, RN CCRN-K who was a nurse in the ICU in 1986. Today Lambert is the Executive Director of CMC's Critical Care Services. "Our physicians are not satisfied with the status quo, which is why you see our doctors leading new treatments."



Cardiothoracic surgeons Benjamin Westbrook, MD, FACS, Yvon Baribeau, MD, FACS and David Caparrelli, MD, FACS have helped make CMC one of the top centers in the U.S. for beating heart surgery, which allows surgeons to perform cardiac bypass without relying on a heart-lung machine. Beating heart surgery reduces the risk of certain complications like stroke and other neurological impairment that can be related to traditional bypass surgery.

Other revolutionary, less invasive procedures include:

Trans Aortic Valve Replacement (TAVR) for elderly, high-risk patients with severe aortic stenosis

The CardioMEMS™ HF System, an FDA-approved monitoring device for patients with congestive heart failure (CHF).

The WATCHMAN™ Left Atrial Appendage Closure (LAAC) Device for the management of atrial fibrillation (A-fib).

Whether it's open heart surgery in 1986 or a cutting edge, minimally invasive procedure today, CMC's goal is to lead at improving patient outcomes and quality of life. The New England Heart and Vascular Institute is now one of the top cardiac programs in the country; Pauline's story is a testament to that commitment to excellence. "I feel completely blessed that I ended up with the doctors at CMC," says Pauline. "They were all wonderful. I'm grateful I was able to raise my children and even raise some of my grandchildren. It's given me great joy to be here to see each of them succeed and that's really what it's all about."



a member of GraniteOne Health



CMC's Board and Senior Leaders have a responsibility to keep our finances stable, despite an ever-changing healthcare market that's pressured by unpredictable insurance demands and increasing technological demands. We're pleased to report that our bond ratings remain stable with S&P issuing CMC an A- and Moody's giving a Baa1. Both agencies give CMC a stable outlook.

Statement of Revenues and Expenses Fiscal years ending June 30, 2016 and 2015 (in thousands)

Permanently restricted net assets	7,844	8,316
Temporarily restricted net assets	396	330
Unrestricted net assets	74.941	106,340
Long-term liabilities	221,552	173,157
Current liabilities	55,420	55,158
Total Assets	\$360,153	\$343,301
Other assets	34,968	35,087
Property, plant and equipment	97,021	94,475
Board designated long-term investments	97,318	99,419
Cash and other current assets	130,846	114,320
	2016	2015
Excess of revenues over expenses	\$20,390	\$10,700
Nonoperating (losses) gains	-245	3,675
Income from Operations	20,635	7,025
Total Operating Expenses	\$379,383	\$342,355
Interest Total Operating Expenses	2,779	3,211
NH Medicaid enhancement tax	15,778	14,963
Depreciation and amortization	13,225	11,771
Supplies and other	131,385	117,990
Salaries, wages, and benefits	216,216	194,420
Oalasiaa waxaa aad kaastii	046 046	404 400
Total Revenues	\$400,018	\$349,380
Other revenue	29,860	18,618
Net patient revenues	370,158	330,762
	2016	2015





growth

Catholic Medical Center's commitment to our mission and values is evident in our numerous awards for quality and patient experience (see back cover). In today's ever changing healthcare environment, CMC is transforming itself into a flexible, responsive health system that can adapt to the unpredictable pressures on the industry while meeting the needs of our community. We do this through investing in technologies, finding efficiencies and strengthening partnerships with our patients, staff, and other healthcare organizations in the region. Together, we are stronger, and we are moving closer to our goal of providing health, healing, and hope to all.

FY16 Improvements

Expanded access to care through:

- Teleneurology/ Telestroke Program with TeleSpecialists went live
- Pursued affiliation with Huggins Hospital and Monadnock Community Hospital
- Signed clinical affiliation agreement with Massachusetts General Hospital
- 157 new employees added in FY16 budget year
- All employed physicians accepted as providers in VA Veterans Choice program
- Opened E-400 wing with prototypical private hospital rooms
- Collaborated with Manchester Community Health Center to transfer operations of West Side Neighborhood Health Center to serve four times more people
- Launched on-line booking for select primary care providers through InQuicker
- Piloted Virtual Visits at Lakeview Internal Medicine

- Added 13 additional cardiac monitors to CVSU for a fully monitored 45 bed unit
- First in New England to conduct SAVI SCOUT® procedure for breast surgery
- First hospital in the Northeast to implement the new GORE®EXCLUDER® to treat patients suffering from an Illiac Aneurysm
- Expanded Sim Lab to two patient rooms with additional control & debriefing rooms
- Granite Health & Tufts Health Plan team up to offer Tufts Health Freedom Plan, making this new coverage available to employees of CMC, Concord Hospital, LRGHealthcare, Southern New Hampshire Medical Center and Wentworth-Douglass Hospital
- Opened Discharge Hospitality Lounge on level D

Plans to Improve Patient Care

Over the next five to seven years, CMC will strive to make significant changes to enhance our patients' experience. Plans include:

- Expanding specialty services in convenient locations
- Enhancing partnerships with respected and trusted healthcare organizations
- Ensuring most of the patient rooms are private
- Constructing a new, easy access ambulatory center

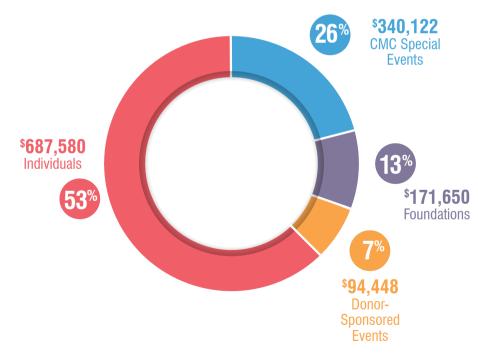


donors

With the generous support of our donors – including our employees and providers – Catholic Medical Center is able to deliver on its mission. CMC gratefully acknowledges gifts totaling \$1.3 million from individuals, foundations and government entities, local businesses, corporations, and educational institutions. Between July 1, 2015 and June 30, 2016, CMC received 1,081 gifts from 710 donors, including gifts from 312 new donors.

100% of the Money Supports:

- CMC Breast Care Center patient education programs and non-invasive surgical technologies
- Emergency Department life saving equipment and activity packs for children
- Mom's Place and Special Care Nursery parenting education programs for families and Books for Babies
- NEHVI cardiac technology, vein treatment equipment, training facility upgrades, and a sound system to comfort patients undergoing cardiac procedures
- Parish Nurse Program community health services including screenings for medically underserved populations
- Pastoral Care patient and family spiritual guidance and support
- Poisson Dental Facility oral health care for lowincome children and adults
- Pregnancy Care Center prenatal care for women and addiction recovery support for mothers and infants
- Telemedicine software and equipment to help patients in rural communities receive the care they need without having to travel



CMC is now recognizing donors based on the calendar year, and not the fiscal year. This annual report recognizes gifts made between July 1, 2015 and December 31, 2016.



Catholic Medical Center gratefully acknowledges those individuals and corporations who have made gifts in support of CMC's mission. Below you will find listed the individuals and corporations that made gifts from July 1, 2015 to December 31, 2015.

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TRIBUTES

Special individuals have inspired others to make a gift to CMC. Those honored or remembered with a gift made in their name are listed here (gifts from July 1, 2015 to December 31, 2015).

In Memory of

Georgianna Aubin Donald F. Aubin Keith Axelson Susan M. Brace

Nellie and Stephen Barber
Raymond and Patricia Waterman

Janet Beliveau Maurice Beliveau Betty G. Bourque

Robert and Carmelle LaRochelle

Joseph Cappalli Keri and Paul Degen

Indicates donor is deceased





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Robert and Nancy Vlasic

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William and Ann Marvin

In Honor of

Robert L. Boyd

Brenda and Andrew Cannon

Elaine Chalafour Collette R. Poirier

CMC Staff for all of their care

Stella T Quellette

Ronald and Joanne Tremblay

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Michael A. Lauer

Gretchen Mersey

Donald M. Nute

Donald M. Nute

Patients and Doctors at CMC

Hallock and Natalie

Those at CMC that took care of me

Kathleen M. Tuttle

Donald R. Poulin

Mr. and Mrs. John E. Powers

Gary J. Powers Richard

Observation

Charlotte H. Ashburner Mrs. Mary A. Sullivan

Joan Rees

Juan nees

George J. Thomas Gloria M. Thomas

Edward V. Thornton

L. Colleen Thornton

In order to better recognize the generosity of our donors, in 2016 Catholic Medical Center established a Donor Society which recognizes donations at various giving levels based on total cumulative giving throughout the calendar year.

Catholic Medical Center gratefully acknowledges those individuals who have made gifts in support of CMC's mission. Below you will find listed the individuals, corporations and foundations who are members of the 2016 Catholic Medical Center Donor Society (gifts made from January 1, 2016 to December 31, 2016).

President's Society

Our President's Society reflects cash gifts from individuals who contributed \$1,000 or more.

Platinum (\$10,000 - \$49,999)

Kenneth amd Grace Solinsky

Emerald (\$7,500 - \$9,999)
Dr. Joseph and Anne-Marie Pepe

Gold (\$5,000 - \$7,499) Robert and Gretchen Christman

Indicates donor is deceased



Joseph Pepe, MD, CMC President & CEO, Farrah Deselle, Perinatal Education Coordinator for CMC. Most Reverend Bishop Peter Libasci. DD and 2015 CMC Whittemore Award Recipient Richard Bunker.

Dr. Powen and Maureen Hsu Robert J. Larkin, MD

Silver (\$2,500 - \$4,999)

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CMC's New England Heart & Vascular Institute physicians care for patients at the following facilities:

Androscoggin Valley Hospital Berlin, NH

Huggins Hospital Wolfeboro, NH

Monadnock Community Hospital Peterborough, NH

Overlook Medical Park Derry, NH

Parkland Medical Center Derry, NH

St. Joseph Hospital Nashua, NH

Speare Memorial Hospital Plymouth, NH

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CMC provides bariatric services at Androscoggin Valley Hospital, Berlin, NH

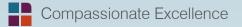
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Awards and Accreditations



Re-accreditation in adult echocardiography by The Intersocietal Accreditation Commission (June 2016)



American College of Radiology issues accreditation for CT (December 2015) MRI (April 2016)



Yankee Alliance recognizes CMC with 2015 Savings Award for driving down the cost of items through bulk purchasing (May 2016)



CMC is the only hospital in NH to be fully accredited by the Association for the Accreditation of Human Resource **Protection Programs**

(December 2015)



CMC receives "Get With The Guidelines - Stroke **Gold Plus Quality Achievement Award** (May 2016)



Becker's Hospital Review:

130 Nonprofit Hospital and Health Systems CEOs to Know (Nov 2015)

53 Hospitals with the lowest heart attack mortality rates (Nov 2015)

100 Physician Leaders to Know 2015 (Oct 2015)

100 Physician Leaders of Hospitals and Health Systems 2015 (Oct 2015)

100 Hospitals with Great Heart Programs (Oct 2015)



Cribs for Kids recognizes CMC as NH's only Silver Safe Sleep Leader (April 2016)



Recognized with SEVEN 2015 Union Leader Readers' Choice Awards (July 2015):

Best Hospital-Overall

Best Hospital-Cardiac Care

Best Childbirth Center-The Mom's Place

Best Weight Loss Center-Obesity Treatment Center

Best Hospital-Emergency Care (Honorable Mention)

Best Physical Therapy—Outpatient Rehabilitation Services (Honorable Mention)



Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program issues CMC national accreditation as a Comprehensive Center (January 2016)



CMC's cardiac care receives a 4-star rating from the American College of Cardiology (December 2015)



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