



# Faithful

IN SERVICE

**ANNUAL REPORT 2020**



# Dear Friends

This past year was challenging, testing us both personally and professionally. We are incredibly proud of our people and organizations. They went above and beyond in every way—even as we faced the most serious public health crisis in a century.

Throughout 2020, we worked as a team and answered the call to serve our patients, residents and communities with courage, compassion and excellence. The source of our inspiration and determination was the dedication, resilience, creativity and flexibility of our employees and providers. They worked tirelessly to care for historic numbers of very sick patients and residents, while supporting each other at work and often at home.

By leveraging the best of our expertise and experience we mounted an effective strategy to respond to COVID-19. We were able to successfully transform our operations to include expanded virtual access; we implemented safety protocols to provide in-person care; we adopted enhanced cleaning protocols; and provided work-from-home arrangements for non-frontline employees. This helped to ensure our patients felt safe seeking care and lessened the financial impact on our system at a critical time.

Through the collective strength and focus of our team members, we continued to make great progress on our Journey to Excellence, working to improve patient experience, updating infrastructure and maximizing our investments in new technology. Our Journey to Excellence will continue to be a priority in 2021 and beyond as the work we are doing is already bearing fruit and positively impacting nearly every aspect of our operations.

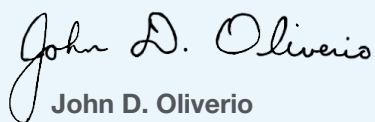
As we look back on the year, we feel deep pride in and gratitude for our team and all we have accomplished. Together, we honored our faith and our foundresses' legacy, we strengthened our organizations' operations, extended compassionate and high-quality care to patients and fostered hope in our communities through courage and commitment. We are confident we will continue to overcome any challenge we face in the year ahead by remaining faithful to our mission and to those we serve.

With gratitude and hope for a bright future,



**Stephen J. Grubbs, MBA**

*President/CEO*



**John D. Oliverio**

*Board Chair*

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## MISSION

We are a Catholic health ministry, providing healing and care for the whole person, in service to all in our communities.

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## VISION

We will be a growing Catholic, integrated, community-centered health partner.

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## VALUES

Our Judeo-Christian tradition compels us to promote Gospel values in all of our endeavors. We commit to honor these core values:

### Compassion

We show respect, caring and sensitivity towards all, honoring the dignity of each person, especially the poor, vulnerable and suffering.

### Integrity

We promote justice and ethical behavior and responsibly steward our human, financial and environmental resources.

### Collaboration

We work in partnership, dialogue and shared purpose to create healthy communities.

### Excellence

We deliver all services with the highest level of quality, while seeking creative innovation.

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## OUR HERITAGE

Covenant Health, influenced by the Spirit of St. Marguerite d'Youville and that of all related sponsors, was founded by the "Grey Nuns," the Sisters of Charity of Montreal, and is committed, as an innovative Catholic health organization, to advancing the healing ministry of Jesus.

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## OUR 2020 ACCOMPLISHMENTS

# Impacting Those We Serve

In 2020, our team members and providers played a vital and extraordinary role in the lives of our patients and residents. Every day, they went far above and beyond, exemplifying the service and sacrifice of our foundresses. We are delighted to share just a few examples of ways we made an impact on the lives of our patients, their families and in our communities.

### A 2020 SNAPSHOT OF OUR IMPACT

**454,908**

Total Patients  
Served

**2,286**

COVID-19 Positive  
Patients Served

**8**

COVID-19 Test  
Sites Established

**21,134**

COVID-19 Tests  
Administered

**12,669**

COVID-19 Vaccines  
Administered

**36,825**

Emergency Patients  
Cared For

**89,847**

Virtual Health  
Visits Conducted

## NOTES OF GRATITUDE FROM OUR COMMUNITIES

“What we are all living at this time is transformational. Through all this sorrow, stress, tension, fear, exhaustion, we are becoming our better selves – softer, mellower, kinder, more appreciative of one another and grateful for every act of kindness.”

- Sr. Marcia Wiley, SGN, Mary Immaculate Health/Care Services

“We look back on this year that our loved one spent at St. Mary Health Care Center with happiness in our hearts. We know they were well taken care of, and the fact that they were having social contact and taking part in various activities made us happy. Thank you, St. Mary team members, for your continued care and support for all residents currently at St. Mary but especially the care you showed our loved one.”

- St. Mary Health Center Resident Family



## In Service to Our Communities

In response to COVID-19, we were called to partner more closely than ever with our organizations, employees, providers and communities. Through their hard work, focus and dedication, we were able to serve over 454,000 patients, with more than 2,000 of them being COVID-19 positive patients. In our post-acute organizations, team members cared for over 1,000 residents and they worked tirelessly to limit the introduction and spread of the virus in our facilities. These numbers reflect only a small portion of the impact COVID-19 has made on our organizations, people, communities – and on our hearts.

## In Service to Our Colleagues

During the height of the first COVID-19 surge, Noemi Quinones, a transportation coordinator at Mary Immaculate Health/Care Services provided early morning and weekend transportation to her fellow team members while public transportation was unavailable. Noemi showed true servant leadership that inspired her colleagues and ensured our residents received the care they needed.

## In Service to Our Residents

A 26-year employee of St. Mary's Villa found opportunity despite change. As the pandemic progressed, she was reassigned from an administrative role to assist on the nursing units where her skills as a CNA were needed. She is also a licensed cosmetologist and would offer haircuts and shaves to patients during free moments. Her servant spirit brought pure joy to our patients and residents, improving their moods and sense of normalcy during this very difficult time. She lived our mission by taking on extra tasks—ensuring our patients not only looked their best but felt their best before video calls with family members and loved ones.

“I would like to thank St. Joseph Manor’s staff, administration, nurses, nurse’s aides and cooks for the loving care that you have given all of the residents. I especially want to comment on the outpouring of care for our loved one on their birthday. In this day with all the virus and sickness, you made our loved one feel special and loved. Thank you for such outgoing and moving gestures with the balloons and singing. You are very special people.”

- St. Joseph Manor Resident Family

“How does one begin to thank each and every one who contributed to the care of our loved one? Thank you for coming to work each day and providing care and compassion to our loved ones. You go to work each day not only because it is your job but because you are skilled in providing care and for that, I cannot thank you enough. I don’t know when the difficult days will get better. I do know that we need to count our blessings and you the staff at St. André are a blessing.”

- St. André Health Care Resident Family

# Keeping Quality, Safety and Experience at the Forefront During the Pandemic

With our patients and residents at the heart of every decision we make at Covenant Health, we feel a deep sense of obligation to continuously improve every aspect of the care and experience we deliver. Our strategic plan, which serves as the roadmap for our Journey to Excellence, has accelerated the pace at which positive change is happening across our organizations.

Although we had no roadmap for navigating the pandemic, we were able to share our expertise across the health system to continue making significant progress. Working together with our team members, we were able to move quickly to update cleaning protocols, implement masking and social distancing guidelines and expand our virtual health services to be sure our patients had access to the care they needed. Here are a few of our many accomplishments from 2020:



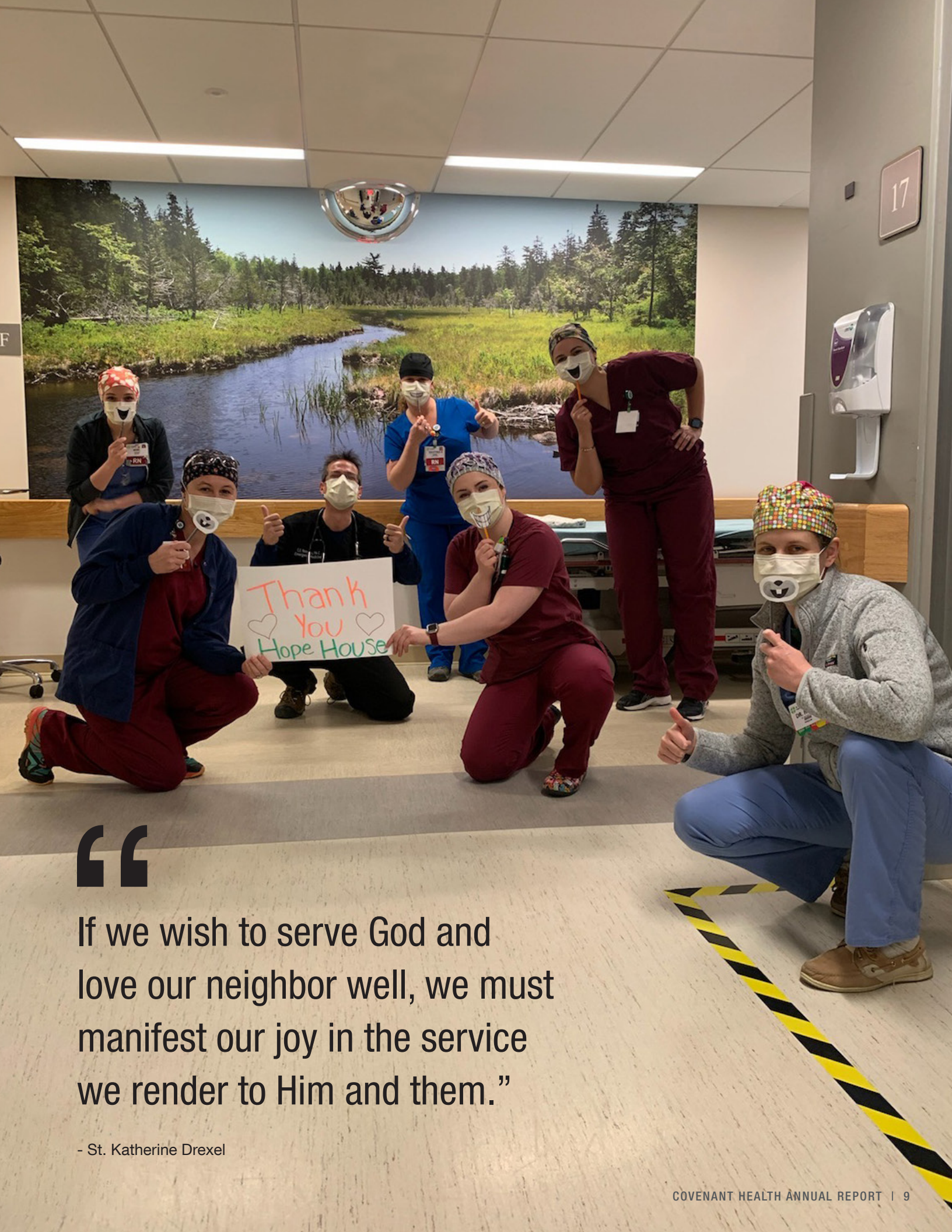
## Covenant Health's Role in Preparing for the Many Unknowns Presented by COVID-19

Our hospitals and long-term care organizations took extraordinary steps to ensure the safety of our patients, employees and providers by responding in accordance with CDC guidance and state and local mandates—and by leveraging the full expertise of our leadership and clinicians. Almost overnight, we were required to cancel elective surgeries implement visitor restrictions, transition support staff to remote work locations and reconfigure our physical spaces to prepare for and respond to potential surges.

Our Incident Command Center team led the charge, working very long hours for days and weeks at a time. By maintaining strong leadership and direction at the system level, our organizations' leadership teams were more prepared and confident in their response. We are extremely proud of all that was accomplished during this time, and we believe the benefits of being a fully integrated system of our scale were evident more so than at any other point in our history.







“

If we wish to serve God and love our neighbor well, we must manifest our joy in the service we render to Him and them.”

- St. Katherine Drexel

# Quality, Safety & Experience Across Our Acute Care Organizations

## Helping Patients Avoid Unnecessary Readmissions

When a patient is discharged from the hospital, there are many factors that can impact their success once they return home—many of which can be addressed prior to or immediately following the patient's discharge. Knowing this, St. Joseph Hospital took steps throughout 2020 to strengthen care transitions to be sure patients did not need to return to the hospital unnecessarily due to controllable complications or other factors.

To prevent unnecessary hospital readmissions, St. Joseph Hospital reorganized its care management team. They moved social workers into specific practices serving higher numbers of patients with complex medical needs that often require surgery or hospitalization.

Working closely with patients and providers, these social workers seek to understand each patient's

unique circumstances and any factors that could impact their discharge care plan. The social work team offers solutions to issues. They help coordinate transportation, assist with food preparation tips, create ambulation plans, help with medication costs and more. Their goal is to set each patient up for success when they return home.

In addition to the focused effort to help patients successfully transition home and avoid being readmitted to the hospital, our Care Management team implemented several protocols to streamline financial processes. Initiatives included the development of a new physician advisor role, a new Epic work queue to support compliant billing for Medicare short-stay admissions, a new process for tracking concurrent insurance company denials and a new pre-review process for planned inpatient surgical cases to decrease denials. The review process for planned surgeries resulted in a 71% reduction in insurance company denials in 2020, and expedited the process for patients needing surgical care in the hospital.

## Enhancing Communication with Patients Through AIDET®

St. Mary's Health System introduced the AIDET® communication framework as a part of its work to improve patient experience, quality and safety. AIDET® helps healthcare professionals communicate with patients and each other to **decrease anxiety, increase patient compliance and improve clinical outcomes.**

Effective communication is at the heart of high-quality healthcare and high-functioning teams. By helping our employees and providers communicate more clearly and effectively in every interaction, we can improve care and the care experience for everyone. Effective communication also helps to support teamwork and demonstrates genuine compassion by easing our patients' fear of the unknown and ensuring expectations are clearly defined and met.

We plan to build on the strong foundation we laid in 2020 by hardwiring the use of AIDET across the system.

<b>A</b>	<b>Acknowledge</b>	Greet the patient by name. Make eye contact, smile and acknowledge family or friends in the room.
<b>I</b>	<b>Introduce</b>	Introduce yourself with your name, skill set, professional certification and experience.
<b>D</b>	<b>Duration</b>	Give an accurate time expectation for tests, physician arrival and identify next steps. When this is not possible, give a time in which you will update the patient on progress.
<b>E</b>	<b>Explanation</b>	Explain step-by-step what to expect next, answer questions and let the patient know how to contact you, such as a nurse call button.
<b>T</b>	<b>Thank You</b>	Thank the patient and/or family. You might express gratitude to them for choosing your hospital or for their communication and cooperation. Thank family members for being there to support the patient.



# Quality, Safety & Experience Across Our Post-Acute Organizations

Throughout the nation, many post-acute care (PAC) organizations were unprepared for the pandemic. Covenant Health includes 12 post-acute care organizations and during 2020, keeping our residents safe from COVID-19 was our top priority. We were able to deploy personal protective equipment (PPE) from our hospitals to provide staff with critical supplies. We implemented hospital-standard infection prevention best practices to keep our residents and staff safe. At the height of the surge, hospital nurses traveled to our skilled nursing facilities to cover shifts as the number of post-acute care staff in quarantine grew. Our COVID-19 Incident Command Center also provided expertise to our PACs by keeping them update-to-date on rapidly changing CDC guidelines, and we were able to stand up testing and vaccination programs. Many of our residents and staff were impacted by the virus, but we believe we prevented many, many people from becoming sick and exposed.

## The Critical Role of Information Technology in Our Crisis Response

Our Information Technology Services (ITS) prepared and equipped our organization by supporting the fundamental changes we implemented in care delivery as part of our COVID-19 response. In a matter of weeks, they worked tirelessly to be sure our patients could receive care through virtual health visits. ITS was also instrumental in keeping our team members connected to the information and systems they needed while working remotely.

In response to a nationwide increase in outside cyber-attacks on healthcare organizations across the country, ITS implemented additional security measures, regular safety communications and additional security training for internal team members. ITS also managed all COVID-19-related documentation, such as tip sheets, training videos and procedures allowing internal team members to keep informed of the latest guidance on COVID-19.

Due to the increased need to communicate differently with our patients and colleagues, ITS helped support mass communications through Constant Contact and MyChart®, to be sure patients received important information and updates. We are grateful for the level of collaboration and expertise this team demonstrated and continues to demonstrate.

## The Critical Role of Non-Clinical Employees in Supporting Quality, Safety and Experience

Although much attention has been given to frontline caregivers during the pandemic, and rightfully so, at Covenant Health, we have thousands of employees who work in non-clinical areas who play an extremely important role in making safe, high-quality care delivery possible. During the pandemic, these non-frontline/non-clinical team members have demonstrated a level of partnership, resilience and commitment to patients and residents, colleagues, organizations and communities that is truly inspiring. Without these non-clinical professionals our frontline caregivers could not do their jobs effectively. We are deeply grateful for these behind-the-scenes and often unsung heroes—we truly could not fulfill our mission without them.

# Enhancing Our Infrastructure to Improve Experience

Throughout 2020, we continued to invest in upgrading and expanding our organizations' physical plans to meet our patient's and resident's evolving physical, emotional and spiritual needs. As we care for more patients and residents with increasingly complex needs, we will continue to invest in our infrastructure to make the experience the best it can be for them as well as our employees and providers who deliver care.

## KEY INFRASTRUCTURE PROJECTS INCLUDE:

### Enhanced Memory Care Unit at Mary Immaculate Health/Care Services

Mary Immaculate Health/Care Services finalized planning for and began renovations on a state-of-the-art memory care unit, which provides specialized care for those challenged by Alzheimer's disease and related dementias. Memory care unit renovations will be completed in 2021. The renovation includes:



Creating individualized "houses" with identifying features to make it easier for residents to find their room.



Enhancing wayfinding, including building a "bus stop" to allow residents who are prone to wander to sit and wait for other residents or a staff member to help them get to where they are going.



Installing a panoramic country "back porch," a virtual fish tank and a calming room with minimal stimulation.

### New Chapel for Penacook Place

Penacook Place, renovated its ground floor to provide residents and their loved ones, staff and the community a dedicated space for reflection and religious services. The new chapel will accommodate individuals aided by walkers and wheelchairs. It will also have a folding glass partition to allow for both small and large celebrations. While Penacook Place is a newer addition to the Covenant Health family of organizations, they have wholeheartedly embraced our Catholic mission and identity and have made the spiritual care of residents, regardless of their background, a priority and focus throughout the pandemic. Renovations will be finalized, and the chapel will be blessed by the local Bishop in 2021.



NOW OPEN

## New Infusion Center for St. Mary's Health System

St. Mary's completed construction and opened its new Infusion Center in May of 2020. The Infusion Center is a state-of-the-art space where patients can receive chemotherapy, blood transfusions, intravenous fluid therapies, iron infusions, injections and other types of supportive care on an outpatient basis.

These types of treatments often take significant time and are difficult on patients both physically and emotionally. While receiving care in the new Infusion Center, St. Mary's gives patients an option to enjoy virtual reality during their procedure. Patients may choose from a wide range of virtual getaways ranging from a museum tour, nature walk, or waterfall to a more active experience, such as a safari adventure, parasailing or race car driving. This new technology is designed to be an immersive experience that both distracts and entertains patients.



# Honoring Our Past by Focusing on Our Future

## The Year of the Nurse

The World Health Assembly designated 2020 as the “International Year of the Nurse and the Midwife” to honor the 200th anniversary of Florence Nightingale’s birth and celebrate nursing’s vital role in delivering—and transforming—healthcare around the world. For many years, nurses have been recognized by the public as one of, if not the most, trusted professions. That level of trust has been strengthened even more as people across the world have witnessed the bravery, compassion and dedication of these talented and essential healthcare heroes.

While much has changed in nursing over the past 200 years, a lot has not changed, including our nurses’ commitment to compassion, empathy and advancing the science of nursing and healthcare. We are deeply grateful to the many nurses who serve across all levels of Covenant Health organizations.



## A Bright Future for Nursing at Covenant Health

Despite the challenging season we've navigated, Covenant Health nurses delivered exceptional care to patients and residents, while drawing courage and strength from one another and from the long legacy of nurses who came before them. Our nurses also focused time in 2020 on ways they strengthen and elevate nurses and nursing practice across our organizations. This work was and is deeply important as a strong nursing Professional Practice Model shapes the way nurses deliver care, advance their calling and influence decision-making on behalf of their patients.

At Covenant Health, we honor the long and impactful legacy of our nurses, and we are committed to providing a professional environment where nurses can thrive and grow—and lead the way through service, compassion and clinical excellence.

Covenant Health's nursing Professional Practice Model was developed over more than a year. This thoughtful approach and timing were based on a genuine desire to engage as many nurses as possible in the process. It is important for nurses to feel ownership and pride in Covenant Health's Nursing Professional Practice Model as these models have been shown to impact care delivery and outcomes for patients, as well as nurses' overall job satisfaction.

In addition to the Professional Practice Model, Covenant Health began work on:

- » Defining and strengthening a nursing career ladder
- » Strengthening our governance to ensure nurses have a voice and seat at the table in decision-making both at the unit and leadership level
- » Ensuring nurses can practice at the top of their license
- » Elevating the visibility and credibility of nurses at our hospitals through color-coded uniforms
- » Practicing effective and consistent bedside shift report and whiteboard utilization
- » Launching regular nurse leader rounding with patients

**Covenant Health nurses set the standard for compassion, clinical expertise and service. For this, we are both grateful and proud.**

“

I am of certain convinced that the greatest heroes are those who do their duty in the daily grind of domestic affairs whilst the world whirls as a maddening dreidel.”

Florence Nightingale

# Expanding Access to Primary & Specialty Care

## Integrated Medical Group Highlights

Throughout 2020, the Integrated Medical Group (IMG) ensured patients continued to have safe access to necessary medical care by thinking ahead, remaining agile and staying in tune with patients' evolving needs and concerns. A key contributor to IMG's success was the rapid expansion of virtual health visits, which allowed patients to access services from the comfort and safety of their homes. This expansion also benefited patients who live in surrounding communities where there are few local care options.



**We are deeply grateful to our providers and to every IMG employee for their focus and unwavering dedication to patients and each other during a challenging time.**

## Ensuring Safe and Accessible In-Person Care

Early on in the pandemic, many patients expressed hesitancy in accessing in-person care. The IMG team leveraged the latest protocols and practices to safely encourage necessary in-person care during the height of the pandemic and to reopen practices as soon as safely possible. To do this, Integrated Medical Group:



Developed a safe reopening plan to guide the safe reopening of practices using new precautions, including visitor restrictions, reconfiguring waiting areas, social distancing, universal masking and more.



Promoted a healthy workforce by outlining steps and considerations for bringing staff back to the workplace safely and over time.



Deployed a communication campaign with robust messaging directed towards consumers to inform them about virtual care options and to reassure them that accessing in-person care was safe.

## A SNAPSHOT OF IMG'S PROGRESS IN 2020

**23,999**

New Patients Received Care

**49,500**

Completed Medicare Annual Wellness Visits

**51,000+**

Virtual Visits Were Conducted in 2020

**79**

New Physicians and Advanced Practice Providers Joined IMG





## Advocating for our Communities

The communities we serve depend on Covenant Health organizations for their care. Therefore, we feel a deep sense of responsibility to advocate on behalf of our community members, patients and team members for the resources and regulatory environment our organizations need to continue delivering excellent care while remaining viable. As the toll of COVID-19 became clearer, Covenant Health leadership worked closely with local, state and federal officials to ensure our communities' and organizations' needs and concerns remained at the forefront.

By focusing on strengthening and growing our working relationship with government and elected officials, Covenant Health ensured our hospitals and communities received a fair share of the resources that were made available and decisionmakers understood the implications of important policy decisions.

Some highlights include:

- » **Advocating for permanent funding of telehealth services that remove barriers to care for rural and at-risk communities and populations.**
- » **Working closely with officials from New Hampshire to ensure their review and survey process would allow our Geri-Psych unit, which provides much needed services to adult behavioral health patients, would open by the end of 2020.**
- » **Sharing testimony against Physician Assisted Suicide legislation in Maine in keeping with Catholic social teaching. We also participated in a similar process in New Hampshire.**
- » **Facilitating numerous briefings with our legislative delegation that resulted in nearly \$52 million in CARES Act reimbursement for our hospitals.**

We are deeply grateful for the relationships we've formed with government officials over the past several months and years, and we look forward to continuing to partner with them to strengthen care in our communities.

# Faithfully Stewarding Our Resources in Service to Our Mission

## A NOTE ABOUT THE IMPACT OF COVID-19 ON FINANCIAL PERFORMANCE

Following a year of strong financial performance and progress in 2019, in March of 2020, Covenant Health responded decisively and in accordance with CDC guidance and state mandates to reduce the spread of COVID-19 in our communities. The changes we were required to make in order to limit the spread of the virus and prepare for a possible surge included temporarily suspending elective procedures and closing many outpatient locations. This, coupled with major increases in the cost of supplies due to sudden global demand, caused expenses to increase significantly and operating revenue to decrease sharply during the first half of the year.

Over the second half of 2020, Covenant Health, like nearly all healthcare organizations, experienced a slow return of patient volumes, which required diligence and thoughtful planning to protect and preserve limited resources.

**As we begin 2021, we are financially strong, and we are confident in the future of Covenant Health and our organizations.**

We could not have achieved this without the dedication, discipline and focus of all of our Covenant Health employees and providers. Everyone on our team stepped up to the vital role we were tasked with - successfully charting unknown waters as we cared for the sick and vulnerable during the global pandemic.

Our team and each of our organizations remain heavily focused on ensuring we are both operationally and financially prepared to weather any number of scenarios that could result from COVID-19. After witnessing our team respond to the challenges and opportunities 2020 presented, we are more confident than ever we will make significant progress on our Journey to Excellence in 2021.



# Our 2020 Financials

Utilization	2020	2019
Nursing Home Days	334,250	409,749
Hospital Adjusted Discharges	43,759	51,154
Hospital Patient Days	44,612	69,914

## Financial Activities (in thousands)

Total Operating Revenue	\$718,735	\$745,139
<b>Expenses</b>		
Salaries & Benefits	\$399,739	\$417,610
Supplies & Other	\$262,988	\$261,154
Provider Taxes	\$ 21,906	\$ 22,814
Depreciation & Interest	\$ 40,199	\$ 41,780
Total Operating Expenses	\$724,832	\$743,358
Operating Margin	-\$ 6,097	\$ 1,781
Non-operating Gains (Losses)	\$ 13,962	\$ 45,775
Excess of Revenues Over Expenses	\$ 7,376	\$ 47,556

## Financial Ratios

Operating Margins	-0.80%	0.20%
Excess Margin	1.09%	6.40%
Debt Service Coverage	1.90	2.80
Debt to Capitalization	36.07%	35.30%
Total Charity Care	16.00%	15.00%

# Board of Directors



**Lesley Adkison,  
PhD, MSN, RN-BC**  
Nursing Practice  
Innovation Leader,  
Newton-Wellesley  
Hospital



**Mark Anthoine**  
President/Managing  
Partner  
BGA Financial



**Kenneth E. Arnold,  
Vice Chair**  
Retired Senior Vice  
President, General  
Counsel & Secretary,  
Lifespan Corporation



**Aisha Barlatier-  
Bonny, MSW**  
Senior Vice President of  
Behavioral Health and  
Community Services  
Brockton Area Multi-  
Services, Inc. (BAMSI)



**Bruce Bonnell, MD,  
MBA, MPH**  
Medical Director for  
Geriatric Acute and  
Post-Acute Care, Holy  
Redeemer Hospital



**Stephen J. Grubbs,  
MBA**  
President/CEO,  
Covenant Health, Inc.



**John A. Isaacson**  
Chief Executive Officer,  
Lee Management  
Company



**Thomas Kelly**  
Retired CEO,  
HealthSmart



**James F. Loftus, IV**  
Chief Operating Officer  
Seven Mountains Media



**William P. Lucy**  
Senior Vice President  
Commercial Services  
Katahdin Trust Company



**Thomas Mortimer**  
President & Chief  
Executive Officer  
Haverhill Bank



**Sister Cathy  
O'Connor**  
Congregational Leader,  
Sisters of St. Brigid



**John D. Oliverio,  
Board Chair**  
Retired President & Chief  
Executive Officer  
Wheaton Franciscan  
Healthcare



**Louise Trottier,  
Past Chair**  
Retired Senior Vice  
President of Retail  
Banking, TD Bank

# Board Committees

## Audit Committee

John Oliverio, Chair  
William Lucy  
Kenneth Arnold  
Thomas Kelly

## Compensation Committee

John Oliverio, Chair  
Louise Trottier  
Kenneth Arnold  
John Isaacson  
Stephen Grubbs  
Mark Anthoine

## Executive Committee

John Oliverio, Chair  
John Isaacson  
Louise Trottier  
Kenneth Arnold  
Stephen Grubbs  
Mark Anthoine

## Finance Committee

Mark Anthoine, Chair  
John Isaacson  
Louise Trottier  
James Loftus  
John Oliverio  
Thomas Mortimer  
Thomas Kelly  
Stephen Grubbs

## Investment Committee

Louise Trottier, Chair  
John Oliverio  
John Isaacson  
Kenneth Arnold  
Stephen Grubbs  
Mark Anthoine  
Stephen Forney (Staff)

## Quality and Safety Committee

Lesley Adkison, Chair  
Bruce Bonnell  
Aisha Barlatier-Bonny  
Cara Cohen  
Meg McCabe  
Sr. Catherine O'Connor  
Stephen Grubbs

## Sponsorship & Governance Committee

Louise Trottier, Chair  
James Loftus  
Sr. Catherine O'Connor  
Thomas Kelly  
Stephen Grubbs  
John Oliverio  
Gerard Foley

# Our Leadership Team

## **Stephen J. Grubbs, MBA**

President/CEO

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## **Stephen W. Forney, MBA, CPA, FACHE**

Senior Vice President & Chief Financial Officer

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## **Katherine L. Bechtold, RN, MHA**

Senior Vice President & Chief Nursing Officer

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## **Steven C. Jorgensen**

Senior Vice President and President,  
St. Mary's Health System

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## **Susan I. Belanger, Ph.D., MA, RN, NEA-BC**

Senior Vice President of Mission Integration  
and Ethics

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## **Timothy J. Juergensen**

Vice President and Chief Employee Experience  
Officer

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## **Karen A. Bowling, MBA**

Senior Vice President & Chief Information Officer

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## **John A. Jurczyk, FACHE**

Senior Vice President and President,  
St. Joseph Hospital

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## **J. Bradford Coffey, Esq.**

Senior Vice President & President,  
Covenant Health Foundation

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## **John D. Newman, Esq.**

Senior Vice President & General Counsel

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## **John M. Emerson**

Senior Vice President, Integrated Medical Group

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## **Mary B. Prybylo, RN, MSN, FACHE**

Senior Vice President & President of St. Joseph  
Healthcare/St. Joseph Hospital

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## **Gerard J. Foley, Esq., FACHE**

President of Covenant Health Systems and Senior  
Vice President and President of Post-Acute Care

## **Douglas C. Waite, MD**

Senior Vice President and Chief Medical Officer



JOINING OUR JOURNEY:  
NEW LEADERSHIP TEAM MEMBER

**Tim Juergensen,**  
**Vice President and Chief Employee**  
**Experience Officer**

Tim Juergensen most recently served as vice president of talent management and organizational development for WellPath, a rapidly growing public healthcare organization providing medical and behavioral healthcare services to nearly 300,000 vulnerable patients in 37 states and Australia. Juergensen also brings to us experience gained as the interim chief human resources office at Columbus Regional Health, a nationally recognized health system serving a 10-county region in southeastern Indiana. Prior to this, Juergensen served as the global leader for talent management for Cummins Inc., and as program manager for change management at Eli Lilly & Company.

Juergensen has numerous certifications including a Six Sigma Black Belt, leadership and customer service certifications from the Disney Leadership Institute and certifications in the DDI 360 Leadership Mirror and the Predictive Index Assessment Tool. He is also a member of the inaugural graduating class of DDI's Change Management University.



FAITHFUL IN SERVICE

# To Our Organizations

## Sponsored/Member Organizations

**Fanny Allen Corporation**  
BURLINGTON, VERMONT

**Maristhill Nursing and  
Rehabilitation Center**  
WALTHAM, MASSACHUSETTS

**Mary Immaculate Health/  
Care Services**  
LAWRENCE, MASSACHUSETTS

**Mount St. Rita Health  
Centre**  
CUMBERLAND, RHODE ISLAND

**Penacook Place**  
HAVERHILL, MASSACHUSETTS

**St. André Health Care**  
BIDDEFORD, MAINE

**St. Joseph Healthcare**  
BANGOR, MAINE

**St. Joseph Hospital**  
NASHUA, NEW HAMPSHIRE

**St. Joseph Manor Health  
Care**  
BROCKTON, MASSACHUSETTS

**St. Mary Health Care  
Center**  
WORCESTER, MASSACHUSETTS

**St. Mary's Health System**  
LEWISTON, MAINE

**St. Mary's Villa**  
ELMHURST TOWNSHIP,  
PENNSYLVANIA

**Youville House Assisted  
Living**  
CAMBRIDGE, MASSACHUSETTS

**Youville Place Assisted  
Living**  
LEXINGTON, MASSACHUSETTS

## Affiliated Organizations

**Fall River Jewish Home**  
FALL RIVER, MASSACHUSETTS

**Regina Cleri Residence**  
BOSTON, MASSACHUSETTS

**Salemhaven, Inc.**  
SALEM, NEW HAMPSHIRE

## Organizations Covenant Health Provides Management Services

**Bangor Nursing & Rehabilitation Center**  
BANGOR, MAINE

# To Our Congregations & Dioceses

## Congregations Who Have Trusted Their Mission to Covenant Health

**Missionary Sisters of the Society of Mary**

**WALTHAM, MASSACHUSETTS**

**Poor Sisters of Jesus Crucified and the Sorrowful Mother**

**BROCKTON, MASSACHUSETTS**

**Religious Hospitallers of St. Joseph**

**COLCHESTER, VERMONT**

**Servants of the Immaculate Heart of Mary - Good Shepherd Sisters of Quebec**

**BIDDEFORD, MAINE**

**Sisters of Charity of Montreal "Grey Nuns"**

**LEXINGTON, MASSACHUSETTS**

**Sisters of Charity of St. Hyacinthe**

**QUEBEC, CANADA**

**Sisters of Mercy-Northeast Community**

**CUMBERLAND, RHODE ISLAND**

**Sisters of St. Felix of Cantalice, Felician Sisters of North America**

**BEAVER FALLS, PENNSYLVANIA**

## Dioceses in Which Covenant Health Sponsored Organizations Provide Services

**Roman Catholic Archdiocese of Boston**

**BOSTON, MASSACHUSETTS**

**Roman Catholic Diocese of Burlington**

**BURLINGTON, VERMONT**

**Roman Catholic Diocese of Manchester**

**MANCHESTER, NEW HAMPSHIRE**

**Roman Catholic Diocese of Portland**

**PORTLAND, MAINE**

**Roman Catholic Diocese of Providence**

**PROVIDENCE, RHODE ISLAND**

**Roman Catholic Diocese of Scranton**

**SCRANTON, PENNSYLVANIA**

**Roman Catholic Diocese of Worcester**

**WORCESTER, MASSACHUSETTS**









## A NOTE OF GRATITUDE TO OUR COMMUNITIES

We are grateful to the many people in our communities who came together to support our caregivers as they worked tirelessly to care for patients and residents.

While COVID-19 has impacted nearly every aspect of life, our connection with our communities is stronger than ever before.

Even on the darkest of days, you took time to support our healthcare heroes, to reach out to neighbors in need, to exchange smiles under your masks and to work together to find solutions to challenges.

We appreciated the many car parades, food deliveries, handmade items and other acts of kindness our team members received. You played a vital role in helping us stay hopeful and energized.

Your support ensured our caregivers felt genuinely supported and cared for, which inspired them to face each day with courage and a sense of purpose.

This pandemic has shown we are truly stronger together. We look forward to continued partnership with you to make healthcare more accessible, equitable and responsive to the needs of our communities.







**COVENANT  
HEALTH**

**CovenantHealth.net**

978.312.4300

100 Ames Pond Drive | Suite 102 | Tewksbury, MA 01876-1240

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