

COVENANT
HEALTH
SYSTEMS

United in HOPE

STEWARDSHIP REPORT 2021

Submitted to the
Congregation for Institutes
of Consecrated Life and
Societies of Apostolic Life
Vatican City, Rome



MISSION

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

VISION

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

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

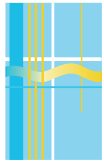
We work in partnership, dialogue and shared purpose to create healthy communities.

Excellence

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

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.



**COVENANT
HEALTH
SYSTEMS**

2021 Public Juridic Resolution

Meeting of the Public Juridic Person

FRIDAY, APRIL 29, 2022

A meeting of the Members of the Public Juridic Person of Covenant Health Systems was held on April 29, 2022, and the following Resolution was ADOPTED:

WHEREAS Covenant Health Systems is a Public Juridic Person of Pontifical Right and is accountable to the Congregation for Institutes of Consecrated Life and Societies of Apostolic Life, CICLSAL; and

WHEREAS CICLSAL requires Covenant Health Systems to submit an annual report detailing how Covenant Health Systems has overseen its sponsored ministry with regard to the obligations of faith and administration; and

WHEREAS Covenant Health Systems has reviewed and discussed the Covenant Health Systems' 2021 Annual Report.

NOW, THEREFORE, BE IT RESOLVED that the Covenant Health Systems' Public Juridic Person ACCEPTS the 2021 Annual Report and that said report be submitted to CICLSAL by the Chair of Covenant Health Systems.

John D. Oliverio
John D. Oliverio, Chair

Covenant Health Systems Public Juridic Person

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Members of the Public Juridic Person

John Oliverio, Chair

John Oliverio is the former president and CEO of Wheaton Franciscan Healthcare where he served for more than 31 years in various capacities. Wheaton Franciscan Healthcare is a Catholic nonprofit organization with 14 hospitals, more than 1,500 beds, 17,000 associates and 500 medical group physicians, and a housing ministry with 2,620 units in Wisconsin, Iowa, Colorado and Illinois. With a deep commitment to Catholic health care, Oliverio led the organization's move to integrate delivery systems across markets, expand physician services and create innovative physician partnerships to effectively support the needs of patients, associates, physicians and communities. He also served various civic organizations over his career, including his tenure as chair of his parish finance committee and local school board.

Gerard Foley, Esq., FACHE, President

Gerard Foley, Esq., FACHE, serves as the president of Covenant Health Systems and senior vice president and president for post-acute care. Foley has deep Catholic roots and a long association with Covenant Health as a skilled health care professional. Before joining the corporate office, Foley served as president and CEO of Mary Immaculate Health/Care Services for five years. His previous experience also includes time as CEO of Kindred Hospital Boston North Shore and executive vice president and COO of Lawrence General Hospital. He holds a J.D. from Suffolk University Law School, a master's degree in public health from Yale University School of Medicine and a bachelor's degree in philosophy from the College of the Holy Cross. In addition to his Covenant work, Foley assumed leadership for the Northeastern USA Lieutenancy of the Equestrian Order of the Holy Sepulchre of Jerusalem in 2018. This Order is a lay institution placed under the protection of the Holy See. Its main aim is to strengthen the practice of Christian life and to sustain and aid the charitable, cultural and social works and institutions of the Catholic Church in the Holy Land. He also serves on boards of parish and professional organizations.

Kenneth Arnold, Vice Chair

Kenneth E. Arnold is retired and previously held the position of senior vice president, general counsel and secretary of Lifespan Corporation. He came to Rhode Island Hospital in 1992 and was part of the group that created Lifespan. Arnold has a master's degree in health systems management and a law degree from Tulane University. At Lifespan, he was responsible for legal affairs and served as a special advisor to the board of directors and senior management. From early 1999 to 2003, he had executive responsibility for development. He has also overseen human resources on an interim basis. Before coming to Rhode Island, he worked in several health care organizations, including the Tulane Medical Center, his alma mater.

Lesley Adkison, PhD, RN

Lesley Adkison is currently on the board of directors for Youville Assisted Living in both Cambridge and Lexington, Massachusetts. Her professional background includes roles in program development and coordination, nursing leadership, professional development, research and biotechnology. Adkison's professional interests include organizational ethics, strategic planning, and provider-patient interactions in health care. She received her undergraduate degree from Maryville College, a master's degree in nursing from the University of Tennessee, Knoxville and a doctorate in nursing from Boston College. She also holds specialty certifications in both gerontological nursing and psychiatric mental health nursing.

Mark Anthoine, Sr.

Mark Anthoine, Sr., is the president/managing partner of BGA Financial in Lewiston and Portland, Maine, which provides insurance and investment planning, employer-sponsored retirement plans and employee benefits advisory services to clients throughout New England. Anthoine began his career in the financial services and employee benefits industry in 1984 following his graduation from Bowdoin College. He serves as board chair of St. Mary's Health System, which includes St. Mary's Health Regional Medical Center and St. Mary's d'Youville Pavilion. He also serves on the board of directors for the Auburn-Lewiston YMCA as well as the Portland Diocesan School Board. Anthoine is also a volunteer soccer and basketball coach for the elementary school at St. Dominic Academy.

Aisha Barlatier-Bonny, MSW

Aisha Bonny is senior vice president Behavioral Health and Community Services at Brockton Area Multi-Services, Inc., BAMSI, a private, nonprofit human services organization providing services to individuals and families with developmental disabilities, mental illness, behavioral health and public health needs. In 2011, Bonny was named a “Brockton Woman of the Year” for her work at BAMSI and in Haitian communities in Massachusetts and abroad. Bonny served on the boards of the South Shore Haitians United for Progress (SHUP), the Haitian Organization for the Advancement of Petit-Goave (HOAP), Bridgewater State University’s Social Work Advisory Board, and was Chair of the Board of Directors at St. Joseph Manor, a Covenant Health Systems member facility.

Bruce Bonnell, MD, MBA, MPH

Bruce Bonnell joined the board in 2016. As a member, he lends his medical expertise to the board and serves on the Quality and Safety Committee. He is a geriatrician, internist and medical educator, and currently serves as medical director for geriatric acute and post-acute care at Holy Redeemer Hospital in Meadowbrook, Pennsylvania. He previously served as chief of geriatric medicine at Spaulding Hospital for Continuing Medical Care in Cambridge, Massachusetts where he mentored medical students, residents as well as fellows in the Harvard and Massachusetts General Geriatric Fellowship programs and was an instructor in medicine at Harvard Medical School. Additionally, he has been a primary care geriatrician at Mount Auburn Hospital in Cambridge and a hospitalist at Massachusetts General Hospital. He was also a member of the Massachusetts Board of Registration in podiatry.

Kathryn Connerton, JD, MBA

Kathryn Connerton brings extensive expertise in a variety of disciplines to Covenant Health. She is a talented health care executive with demonstrated success driving innovation and transformation across community-based, multi-state integrated operations specializing in clinical and financial outcomes, service line development and care coordination.

Since 2014, she has served as president and CEO of Ascension Lourdes, an extensive health care system

comprised of 2,250 doctors, nurses and associates based in Binghamton, New York. Connerton also serves as the chairperson of the Care Compass Network, a not-for-profit community network comprising 180 partner organizations whose mission is to improve the health and life of Medicaid members in the southern tier of New York. She previously served as vice president of Bon Secours Health System, Inc.; chief operating officer of Bon Secours Venice Healthcare Corporation; and vice president and general counsel of Lourdes Hospital.

Stephen Grubbs, MBA

Stephen Grubbs serves as president and CEO of Covenant Health. In this position, he is responsible for developing and implementing corporate strategies, system integration and operational performance. He brings extensive administrative experience to this role, including his time as president and CEO of Bay Medical Center Sacred Heart Health System in Panama City, Florida, a full-service acute care hospital designated as the region’s level II trauma center with three campuses. Grubbs also served as CEO for Paris Regional Medical Center in Paris, Texas, a 368-bed full-service hospital as well as CEO of Regional Hospital of Jackson, Tennessee, part of the Community Health Systems, Inc., CHS, network. He worked with CHS for 14 years in CEO and CFO roles at hospitals in Tennessee and Pennsylvania.

Grubbs earned his undergraduate degree in accounting from the University of Kentucky and his MBA from Bethel University. He is a member of the Covenant Health Board of Directors as well as Yankee Alliance Board of Andover, Massachusetts.

Catherine Lovecchio, PhD, RN

Catherine Lovecchio earned her Bachelor of Science degree in nursing from Villanova University. She attended College Misericordia for her Master’s of Science in nursing education and returned to Villanova and completed her Doctorate in Nursing. She gained valuable experience as a registered nurse, with a clinical focus in cardiac and critical care, at the Massachusetts General Hospital in Boston, as well as the Thomas Jefferson University Hospital in Pennsylvania.

For the past 31 years, Lovecchio has been teaching in various nursing education programs. For 15 years she was an associate professor of nursing at the University of Scranton, and also served as chairperson and director of the undergraduate program. Currently, she serves as the associate dean for undergraduate nursing at Villanova University. In this administrative role, she is responsible for the oversight of a robust undergraduate program including traditional four-year students, Bachelor of Science in nursing second degree students and transfer students.

Lovecchio has conducted research concerning academic-clinical partnerships and their effect on student satisfaction with the clinical learning environment. She was instrumental in the initiation of a large-scale academic-clinical partnership called the Clinical Liaison Nurse program at three local hospitals in Scranton, Pennsylvania. In addition, her passion for transforming students through service-learning travel experiences resulted in the development of three new courses: Health Issues in Africa, Gangs and Urban Health in Los Angeles and Urban Health, Cultural Immersion and Service in Miami. These courses provided students the opportunity to travel and immerse themselves into diverse cultures while learning about social justice and poverty.

William Lucy

William, “Bill”, Lucy serves as executive vice president of commercial services for Katahdin Trust Company in Bangor, Maine. Lucy began his banking career in 1981 following his graduation from the University of Maine. He is the former chairman of the board of St. Joseph Healthcare, a member of Covenant Health. Some of his prior community involvement includes board president of Katahdin Area Council Boy Scouts of America; board member at Penobscot Community Health Center; board president for YMCA; campaign chair at United Way; and director for the Bangor Symphony Orchestra.

Thomas Mortimer

Thomas Mortimer’s 40-year banking career began as an undergraduate at Northeastern University, where he earned his degree in finance. He would later receive a degree in finance at the University of Massachusetts

in Lowell. In 1998, he was appointed executive vice president and chief credit officer of Pentucket Bank in Haverhill, Massachusetts. Since 2010, Mortimer has served as president and CEO of Haverhill Bank. In addition to his professional responsibilities, Mortimer has also lent his time and talent to several community organizations. He is co-chairman of the finance committee of All Saints Parish in Haverhill; past chairman of the Greater Haverhill Chamber of Commerce; president of the Greater Haverhill Foundation and Haverhill Day Care; finance committee chairman for the Northern Essex Community College Foundation; and a member of the board of directors of the Massachusetts Bankers Association. Mortimer is also the chairman of the board of Penacook Place, a 160-bed nonprofit skilled nursing and rehabilitation center located in Haverhill.

Cherie Noe, MD, MPH

Cherie Noe joins the Covenant Health Board of Directors with deep expertise in geriatric health. She currently serves as chief of geriatrics at the Quimby Center for Geriatric Care at Mount Auburn Hospital in Cambridge, Massachusetts. In this role, she oversees the clinical, educational and administrative responsibilities of a vibrant practice including eight geriatricians and nine nurse practitioners.

Noe is an assistant professor of medicine at Harvard Medical School and is a staff physician at Mount Auburn Hospital. She has shared her expertise with numerous organizations including serving as medical director to the Park Avenue Nursing & Rehabilitation Center in Arlington, Massachusetts; the Brookhaven Retirement Community, Pine Knoll Nursing Home, Dana Home and Artis Senior Living, all in Lexington, Massachusetts; as well as Carleton Willard Village Retirement Community in Bedford, Massachusetts. She has served on the board of directors of Communities Without Borders in Newton, Massachusetts, two years as president; the Dana Home Foundation in Lexington and Brookhaven Retirement Community. She has been named a Top Doctor by *Boston Magazine* since 2018. Noe is a frequent speaker on a variety of topics related to geriatric medicine.

Sr. Catherine O'Connor, CSB, PhD

Sr. Catherine O'Connor is a member of the Congregation of St. Brigid, an international community founded in Ireland. She currently serves as the congregational leader. Prior to being called to congregational leadership, Sr. O'Connor was the vice president for mission and sponsorship at Covenant Health in Tewksbury, Massachusetts. She also served as senior vice president of mission integration and organizational development at Caritas Christi Health Care in Boston. Sr. O'Connor was a member of the faculty of the Oblate School of Theology in San Antonio, Texas; an adjunct faculty member at Boston College; Saint Pope John XXIII Seminary in Weston, Massachusetts; and the Master of Arts in Ministry program at St. John's Seminary in Boston. She was a psychologist at the Danielsen Institute at Boston University and has been extensively involved in education, leadership development and pastoral ministry.

Sr. O'Connor has a Doctorate in psychology from Boston University, a Master of Arts in mental health counseling from St. Mary's University in San Antonio, and an Master of Theological Studies in historic-systematic theology from the Oblate School of Theology in San Antonio. She is a licensed psychologist, a certified clinical pastoral educator supervisor and a diplomate in the American Psychotherapy Association. She has a certification in organizational development from Linkage/DePaul University and is a certified coach. Sr. O'Connor studied in Louvain, Belgium and did a cross-cultural study of the Spanish language and culture in Ecuador; Mexico City, Cuernavaca and Chiapas in Mexico.

Gino J. Pazzaglini, MSW, LFACHE

Gino Pazzaglini's professional career spans 42 years in Catholic and faith-based health ministry beginning in clinical social work and transitioning to health care executive management. For over 15 years he served as president and CEO at two nonprofit, Catholic health systems, one based in New York, and one in Pennsylvania.

In addition to a master's degree in social work and a master's certificate in health administration, Pazzaglini's considerable accomplishments earned

him Life Fellow status as awarded by The American College of Healthcare Executives. Pazzaglini has also completed the Catholic Health Association's Sponsor Formation program. For nine years, he served as lay sponsor member on Ascension Public Juridic Person, including four years as chair. Pazzaglini also has ongoing governance experience on numerous state/local health, mental health and public service boards. He is an active parishioner and retiree.

Louise Trottier, Past Chair

Louise Trottier is past chair of both the Covenant Health and Covenant Health Systems boards of directors. She serves as past chair of the St. Joseph Hospital Board in Nashua, New Hampshire and is a member of the finance committee. She serves on Covenant Health's finance committee, governance and sponsorship committee and chairs the investment committee. She has served on many local non-profit community boards and currently chairs the Silverstone Senior Living Board in Nashua, and serves on their quality, finance and strategic planning committees. Trottier is retired and previously held the position of Senior Vice President of Retail and Small Business Banking for TD Bank with responsibility for sales management, business development, customer experience, retail operations, retail lending and people development.



Covenant Health Systems Ministry

Covenant Health Systems sponsors three hospitals and 12 post-acute care (PAC) organizations in Maine, Massachusetts, New Hampshire, Pennsylvania and Rhode Island. It also serves as the sponsor of a foundation in Vermont.

Covenant Health Systems has sponsorship, governance and management responsibility for these entities:

- 10** Skilled Nursing Facilities
 - 4** Assisted Living Facilities
 - 3** Acute Care Hospitals
 - 2** Independent Living Facilities
 - 3** 501(c)(3) Hospital Foundations
 - 1** System 501(c)(3) Foundation
-

In addition to our member assisted living and long-term care facility member organizations Covenant Health holds:

Affiliation agreements with three post-acute care facilities in Massachusetts and one in New Hampshire

Provide management services to a religious community in Massachusetts

Catholic Health Association Sponsor Formation Program

Sponsorship of a health care ministry is a structured relationship through which the Sponsor, in the name of the Church, directs and influences a ministry that meets an apostolic need and furthers the mission of Jesus.

Sponsorship of Catholic health care involves promoting and assuring Jesus' healing mission. Those who sponsor are responsible for the continued viability of the health care ministry, promoting its ongoing mission and animating its life. Sponsors act publicly on behalf of the Roman Catholic Church and have been entrusted to serve the Church by guiding and overseeing a specific institutional ministry in a formal and public way.

CHA's Sponsor Services Department provides numerous programs, services and resources to help Sponsors of Catholic health care live out and better understand their roles. The Sponsor program is a development program for Sponsors and executives. The in-depth Formation Program incorporates group interaction, personal reflection and presentations about key dimensions of Sponsorship including theology, ethics, canon law, Catholic social tradition, discernment and spiritual growth. The Sponsor Formation Program takes place over 18 months in four sessions.

In 2021, the Covenant Health Cohort Completed Two Sessions

SESSION THREE: LIVING OUR TRADITION

These three two-hour virtual meetings covered the Catholic Social Tradition, spirituality of discernment and the Ethical and Religious Directives for Catholic Health Care Services as they relate to Sponsorship.

SESSION FOUR: SPONSORSHIP TODAY

This was a three-part program. In the first two-hour virtual meeting, participants discussed the responsibilities and competencies of the Sponsor and explored the practice of theological reflection.

In the second meeting, Sr. Mary Haddad, RSM, president and CEO of CHA, and Bishop John Stowe, OFM, Conv. from the Diocese of Lexington discussed current issues in health care and the relationship between the ministry and the Church.

The final two-hour meeting provided time to reflect on the entire program and discuss ways to integrate the learning into our work and lives.

These sessions completed the two-year program. Attendees included:

- » Stephen Grubbs, Covenant president and CEO
- » Steven Jorgensen, senior vice president and president, St. Mary's Health System
- » John Jurczyk, senior vice president and president, St. Joseph Hospital
- » Susan Belanger, senior vice president, Mission Integration

Ministerial Juridic Person Collaborative Meetings with the Catholic Health Association



Meetings are held periodically with Sponsors across the Catholic health ministries and include topics and conversations of interest, including Sponsor relations with local bishops, assessment of the ministry, and current issues particular to Sponsors.

The meetings were held on:

- » January 21, 2021
- » June 3, 2021
- » October 7, 2021

Attendees Included:

- » Gerard Foley, Covenant Health Systems (PJP) president & senior vice president Post-Acute Care
- » Stephen Grubbs, president and CEO
- » Susan Belanger, senior vice president Mission Integration & Ethics

Catholic Health Association Sponsorship Institute

This program is open to Sponsors and senior executives of Catholic health systems. Topics for this year's institute included the following:

TOPIC ONE: HEALTH CARE REFORM IN A POST-COVID-19 WORLD

Tuesday, January 19, 2021
11 a.m. – 1 p.m. ET

The 2021 Sponsorship Institute began with a special presentation by president emeritus and senior fellow for the Institute for Health Care Improvement, Donald Berwick, MD, MPP about lessons learned from COVID-19 and the path forward for health delivery, access and equity in a post COVID-19 world. There were ample opportunities to engage in dialogue with Dr. Berwick and fellow participants during Q & A and breakout sessions.

TOPIC TWO: DISCUSSION OF THE BISHOP'S PASTORAL ROLE IN CATHOLIC HEALTH CARE

Tuesday, January 19, 2021
2 p.m. – 4 p.m. ET

Bishop Kevin W. Vann, JCD, DD, Bishop of Orange, California, discussed an upcoming revised version of a document from the USCCB Doctrine Committee titled, The Pastoral Role of the Diocesan Bishop in Catholic Health Care Ministry. Bishop Vann was chair of the drafting committee for the updated version. He discussed how the document can help foster productive relationships between Catholic health care and bishops to advance the Church's health ministry and service to the common good.

TOPIC THREE: CATHOLIC HEALTH CARE AND THE GLOBAL CHURCH

Thursday, January 21, 2021
11 a.m. – 1 p.m. ET

Representatives of the Congregation for Institutes of Consecrated Life and Societies of Apostolic Life discussed the Sponsor relationship with the Holy See. This was a truly distinctive opportunity for participants to meet members of the Congregation and hear first-hand what they look for in annual reports to the Holy See and petitions for PJPs.

Catholic Health Association Sponsor Training Series (January 2021)

Sponsors, trustees and executive level leaders throughout Covenant Health Systems were invited to attend these sessions.

In 2020, CHA announced *Sponsorship: Sustaining the Ministry*, a new webinar series for Sponsor members, CEOs, senior executives, mission leaders and board members. Designed for new and current Sponsor members, the program provided an in-depth understanding of the theoretical and practical dimensions of the contemporary juridic person Sponsorship model in carrying out the Church's vital ministries of health care, education and social services. In addition to examining the distinctive roles and responsibilities of Sponsors, participants gained practical insights about cultivating effective working relationships with bishops, church leaders, executives and boards.

To address the specific needs and interests of new and seasoned Sponsors and board members, the program was offered as a two-part series. Each series consisted of six, 90-minute webinar sessions featuring presentations by noted experts along with breakout sessions for dialogue, networking and integration.

FIRST SERIES

“Fundamentals of Sponsorship”

August 2020 - February 2021

SECOND SERIES

“Advanced Issues in Sponsorship”

February 2021 – August 2021

The final two sessions on “Fundamentals of Sponsorship” were held in 2021:

SESSION FIVE: THE SPONSOR AND THE CEO

Wednesday, January 13, 2021

2 – 3:30 p.m. ET

Laura Kaiser, president and CEO, SSM Health, and Rodney Hochman, MD, president and CEO, Providence, discussed their experiences of Sponsorship. The presentation addressed how Sponsors are viewed by CEOs, what CEOs expect from Sponsors, how CEOs should relate to Sponsors and more.

SESSION SIX: SPONSORS AND THE CHURCH, LOCAL AND UNIVERSAL

Wednesday, February 10, 2021

2 – 3:30 p.m. ET

Daniel O'Brien and Bishop William A. Wack, diocese of Pensacola-Tallahassee, discussed the relationship between the Sponsor and the Church with diocesan bishops, the Holy See and the Congregation for the Institutes of Consecrated Life and Societies of Apostolic Life. They addressed questions such as:

- » How do Sponsors acquire an “ecclesial prudence” that enables them to maintain healthy relationships with the Church?
- » What are the bishop's rights and responsibilities?
- » What does the Church expect of ministries in their diocese?

Six Sessions of “Advanced Issues in Sponsorship” Were Held in 2021:

SESSION ONE: SPONSORS AND THE BOARD RELATIONSHIP

Wednesday, March 10, 2021, 2-3:30 p.m. ET

In this session, there was a presentation on the history of boards as they moved from consultative to deliberative and how they now relate to non-traditional Sponsors. Sr. Pat Eck, CBS, of Bon Secours Mercy Ministries, and Kathy Vestal, PhD, chairperson of Bon Secours Mercy Health, discussed the distinct roles and responsibilities of board and Sponsors and best practices for communication. There was time to share best practices and other learnings.

SESSION TWO: PROPHETIC ACTION AND ADVOCACY

Wednesday, April 14, 2021, 2-3:30 p.m. ET

Kathy Curran, senior director, public policy at the Catholic Health Association, discussed the role of Sponsors in advocacy highlighting CHA's Confronting Racism by Achieving Health Equity initiative. The focus was on the prophetic role of the Sponsor to envision the ministry's role in bringing about the Kingdom of God. Innovative programs and changes that work to bring about health equity were shared by the group members.

SESSION THREE: SPONSOR AND MISSION LEADERSHIP RELATIONSHIP

Wednesday, May 12, 2021, 2-3:30 p.m. ET

David Pringle, senior vice president, mission integration of SCL Health, and Rita Turley, incoming chairperson of Leaven Ministries, explored the connection between the Sponsor's duty to uphold the mission of the ministry and the system mission leader's role in promoting it within the ministry. The methods of communication as well as structure of the reporting relationship were explored.

SESSION FOUR: RECRUITMENT AND SELECTION OF SPONSORS

Wednesday, June 9, 2021, 2-3:30 p.m. ET

Sponsor members discussed the methods and best practices for recruitment of Sponsor members as well as a process for selection. The focus was on qualities necessary for all Sponsors in addition to specific areas of competency that should be represented in each Sponsor group. The new Sponsor competencies, Sponsorship in Catholic Health Care: A Guide to Purpose, Qualifications and Competencies, were presented and discussed.

SESSION FIVE: INITIAL AND ONGOING FORMATION OF SPONSORS

Wednesday, July 14, 2021, 2-3:30 p.m. ET

Diarmuid Rooney, senior director, ministry formation at the Catholic Health Association, and Mary Anne Sladich-Lantz, group vice president, ministry leadership formation at Providence St. Joseph Health, explored models and programs for initial and ongoing Sponsor formation offered by CHA as well as by individual systems. The following questions were discussed: 1) How do we determine what kind of formation Sponsors need? 2) What are common onboarding and ongoing formation practices?

SESSION SIX: MINISTRY IDENTITY AND SPONSOR ASSESSMENT

Wednesday, Aug. 11, 2021, 2-3:30 p.m. ET

CHA staff discussed CHA's Ministerial Identity Assessment Tool and explored the emerging need for Sponsor assessment and what it might look like. Questions discussed: 1) In light of a Sponsor's purpose statement, how do they evaluate their progress? 2) How does evaluation support potential recruitment and selection?

Covenant Public Juridic Person Board

Board formation is an integral part of the meetings for Covenant Health Systems' PJP Sponsor board. Topics provided updates related to the ministry and addressed current issues. The following were presented in 2021:

- » Reviewed CHA's Guide for Sponsors and USCCB's Pastoral Role of the Diocesan Bishop in February 2021
- » CHA's Strategic Plan for 2021-2023: Presented in April of 2021 by Sr. Mary Haddad, president of the Catholic Hospital Association
- » Ministerial Identity Assessment: Presented in June 2021, by Brian Smith, vice president of sponsorship and mission, CHA, and details of Covenant Health's Ministerial Identity Assessment reviewed in August 2021

Facility Board Formation Programs

Hospital mission leaders provide updates and formation topics for their respective boards of directors. Some of these include:

ST. JOSEPH HOSPITAL NASHUA, NEW HAMPSHIRE

Pope Francis' Encyclical, *Fratelli Tutti* (January)

This formation included a short reflection on Pope Francis' background and his influences growing up in Argentina. The five key themes of Pope Francis' encyclical, *Fratelli Tutti*, and the encyclical's connection to St. Francis were shared.

Racism (March)

At this meeting there was discussion of Wilton Cardinal Gregory's address on the need for a "national reconciliation—a healing of America's soul from the torment of oppression and hatred." The topic included information about the foundational Church documents denouncing racism.

Fatima & Pope Saint John Paul II's Assassination Attempt (May)

Together, we explored the story of Pope St. John Paul II's assassination attempt and the way in which it led to forgiveness, redemption and conversion of his would-be assassin.

Catholic Social Teaching (November)

The topic for November was Catholic social teaching, CST, and included some of the important encyclicals that support the seven themes.

ST. JOSEPH HEALTHCARE, BANGOR, MAINE

Diversity, Equity & Inclusion (September)

This formation was an educational presentation by Sarah Dyer of Husson College. The topic included issues of poverty and concerns of marginalized populations.

ST. MARY'S HEALTH SYSTEM LEWISTON, MAINE

Vaccine Distribution & the Common Good (January)

An article was distributed about the principle of the common good from CST, and a discussion was led about how access to the vaccine and vaccine distribution disparities related to this principle.

Community Benefit (March)

The 2020 community benefit report was reviewed with a discussion of how the report connects to our mission and core values.

Covenant's Ethical Discernment Tool (July)

Covenant's ethical discernment tool was utilized to frame a discussion about the importance of ethical decision-making.

Ministry Identity Assessment (September)

We presented the findings of the 2021 ministry identity assessment core commitments for Promoting and Defending Human Dignity, Care for the Poor and Vulnerable Person and Stewarding Resources. We also reviewed the action plan items that were developed in response to the assessment.

SENIOR LEADERSHIP GROUP FORMATION

The SLG includes those leaders who are at a director level and above: vice president, senior vice president, president. The focus for the meetings included:

Compassion: The Art & the Science (July)

Studies on compassion indicate there is a significant positive impact to individuals receiving compassionate care as well as those providing that care.

Selah: An Invitation to Pause (November)

Just as Jesus rested after his long days of ministry, so should we in our ministry.

ST. MARY'S HEALTH SYSTEM LEWISTON, MAINE

St. Mary's offered quarterly sessions of ministry formation for all leaders in 2021. The sessions were based on the recommended core components proposed by the Catholic Health Association in its new publication, Framework for Ministry Formation. Session topics included:

- » The Call to Serve
- » Healing as a Ministry of the Church
- » Catholic Social Teaching
- » Ethics

More than 50 leaders participated in the formation sessions which included previewing articles and videos, group discussion during the sessions and an integrative assignment between each session.

Leader & Staff Formation

In late 2020 and early 2021, we piloted an online webinar series for **Ministry Concepts at the system level**, with the goal of expanding the program throughout the ministry. Given the positive response received from the pilot participants, four virtual Ministry Concept courses were created with six sessions each. The formation session included:

SYSTEM MINISTRY CONCEPTS FORMATION

Vocation

Focused on our call to serve, diversity and inclusion, introduction to contemplative practices and the vocation of ministry leadership, including the need to identify our own sense of purpose in the ministry.

Tradition

Focused on the healing ministry of Jesus, Scripture and Gospel stories, the charisms of our founding orders, the Catholic Church structure and theology of the Catholic ministry.

Spirituality

Focused on holistic health care, recognizing the spiritual needs of those we serve, especially the suffering; addressing our own spirituality and spiritual practices; and applying the traits of servant leadership to our own practices to create a space for spiritual reflection among our teams.

Catholic Social Teaching

Focused on the origins of Catholic social teaching, CST, and how the themes relate to our ministry, align with our values and impact our views of health disparities.

Ethics

Focused on personal moral development, ethical issues that challenge us in our day-to-day work and tools to address those challenges, how the Ethical and Religious Directives impact our role as a health ministry and our calling to create a culture that promotes ethical practice.

Discernment

Focused on the differences between decision-making and discernment with an emphasis on when to use discernment. Our Values in Decision Making Tool was used on a practice case study to familiarize the participant with its content and process. Our discernment process included reflection on our mission and values, as well as the themes of CST.

Mission-In-Action Columns

Every month, the senior vice president for Mission Integration writes a column for system team members. In 2021, the topics included:

January: Respectfully Having Conversations about Race

When discussing race, it's important to be respectful and to acknowledge moments of discomfort. Knowing how to be open and engage in conversations benefits both the speaker and listener and helps us to recognize our collective humanity.

February: Building Community for All with Diversity, Equity and Inclusion

As a ministry committed to the promotion of dignity and respect, we are creating a council to address the needs of the diverse communities we serve and to educate our associates about what DEI means for Catholic health care.

March: Three True Reflections on Saint Patrick

In his reflection, Dr. Kevin Flynn, vice president for Mission Integration at St. Joseph's Hospital in Nashua, New Hampshire, dispels the myths about St. Patrick and reminds us St. Patrick was a victim of human trafficking and returned to Ireland as a missionary, after escaping. He was also the first to speak out against slavery.

April: Have You Had the Conversation?

April 16 is National Health Care Decisions Day in the U.S., a time when it's important to consider advance care planning and to have conversations about how we want to live out the end of our lives. These conversations can provide immense comfort for families and are worthy of consideration.

May: Feeling a Little "Blah" These Days?

Dealing with the pandemic has been taxing on everyone, with many finding it difficult to reconnect to joy. An article by Dani Blum introduced us to the term "languishing" as a description of how many are feeling, with helpful tips to move forward and begin flourishing.

June: Celebrating Our Uniqueness

As a Catholic health care ministry, we take a stand against injustice by providing individualized care, speaking out against injustice and role modeling the principles of Catholic social tradition.

July: The Benefits of Taking a Vacation When You Work in Health Care

This month's article discussed the benefits of taking a much needed vacation, including a quote from Pope Benedict XVI, noting the need to be physically and mentally replenished, and to take time to reflect on the profound meaning of life in the context of our loved ones.

August: Health Care's Compassion Crisis

August's article provided a summary of a presentation attended at the virtual International Vatican Conference. A physician presenter wrote a book titled, "Compassionomics: The Revolutionary Scientific Evidence That Caring Makes a Difference", the highlights of which were included in the writing.

September: Slow Down and Be Still

In our fast-paced lives, we need to schedule time to slow down and withdraw from the frenzy that surrounds us. A Catholic Health Association article described this as "the tyranny of the urgent". Just as Jesus retreated into the desert or the mountains to pray, we too, need time for contemplation and prayer.

October: Our Call to Integrity

The intense level of work resulting from staff shortages across the country calls us to reflect on how we respond. This column provides data on the importance of achieving balance in our lives and maintaining our well-being. Integrity calls us to be true to what we need to do our work well.

November: The Power of Rest

As a "no vacation nation", Americans take the least number of vacation days per year, compared to colleagues around the world. As a partner to work, rest is key to creativity, productivity and well-being. Rest can take many forms with an option for each of us.

December: Connecting with the Winter Solstice

For Indigenous people, the winter solstice is a time for deep intention to care for oneself and others. It's also a time to celebrate the natural world as a source for understanding our interconnectedness.

Updates on Mission Leadership & Chaplains

We are deeply proud of our mission leaders and are grateful for their service and commitment to continuous learning and spiritual growth. It is an honor to support their professional and personal development so that they might minister to, encourage, educate and bless others.

Susan Belanger, senior vice president Mission Integration and Ethics

Susan Belanger completed a Master of Arts degree in Health Care Mission Leadership at Loyola University in Chicago, Illinois, in May 2021. Courses included:

- » Christian Doctrine & History
- » Catholic Bioethics in Clinical Practice
- » Spiritual Paths/World Religions
- » Catholic Bioethics and Social Justice
- » Ignatian Spirituality
- » Organizational Ethics: Business and Professionalism
- » Integrated Seminar in Ethics, Theology & Healthcare
 - Theological Bioethics
 - Theology, Race and Catholic Healthcare

In addition to this degree, Belanger has a doctorate in nursing from the Catholic University of America, Washington, D.C., and a master's degree in bioethics and health policy from Loyola University, Chicago. She also became certified as a Healthcare Ethics Consultant in May 2021, through the American Society for Bioethics and Humanities, ASBH.

Kevin Flynn, vice president of Mission Integration, St. Joseph Hospital, Nashua, New Hampshire

Kevin Flynn was recently elected president of the New Hampshire Guild of Catholic Health Care professionals. The guild educates health care professionals on topics of Catholic tradition and stewards the St. Martin de Porres Award, which is awarded to a Catholic health care professional working in the diocese of Manchester, New Hampshire, at the annual Bishop's White Mass.

In May 2021, Flynn received his certification as a Health Care Ethics consultant from ASBH.

He earned his doctoral degree with distinction in medical humanities from Drew University in Madison, New Jersey; a Master of Arts in theology from the University of Notre Dame du Lac, Notre Dame, Indiana; and a Master of Science in health administration from Saint Joseph's University in Philadelphia.

Elizabeth Keene, vice president of Mission Integration, St. Mary's Health System, Lewiston, Maine

Elizabeth Keene serves on the boards for several community health agencies including Androscoggin Home Health Care + Hospice; Community Clinical Services, the local federally qualified health center; the Maine State Palliative Care Advisory Council; and the newly established Maine Center for Palliative Medicine. She completed her tenure on the Lewiston Public Health Committee in 2021.



Veronica Marchese, vice president of Mission Integration, St. Joseph's Healthcare, Bangor, Maine

St. Joseph Healthcare in Bangor welcomed Veronica Marchese as its vice president of Mission Integration. Prior to joining Covenant Health, Marchese was a board-certified staff chaplain, entrusted with the leadership for Catholic ministries and specializing in behavioral health, research and ministry formation at St. John's Hospitals in Camarillo and Oxnard, California. Additionally, she worked in leadership with the Archdiocese of Los Angeles' Vocation Team and as an adjunct professor and psychotherapist at St. John's Catholic Seminary in Camarillo, California.

She is currently working on a doctorate in Healthcare Mission Leadership at Loyola University in Chicago. Veronica also holds a Master of Arts in Theology from Loyola Marymount University; a doctorate in Depth Psychology from Pacifica Graduate Institute; a Master of Arts in Counseling from National University; and a Bachelor of Arts in Psychology from San Francisco State University.

Judithann Riopelle, director of Mission Integration and Spiritual Care, Penacook Place, Haverhill, Massachusetts

Judy Riopelle completed her first unit of CPE in May 2021 and is currently enrolled in the second unit at Holy Family Hospital in Methuen, Massachusetts. She began her role as mission leader in March 2019. Previously, she held the role of director of Faith Formation, and she began her career as a registered nurse in the 1980s. Riopelle has a master's degree in Ministry from St. John's Seminary and a bachelor's degree in nursing from Salem State College. In addition, she has a certificate in Spiritual Direction and is a certified pastoral associate in the Archdiocese of Boston.

Adeline Rocco, director, Mission Integration and Spiritual Care, St. Mary's Villa Campus, Elmhurst, Pennsylvania

Addie Rocco is currently pursuing a certificate in Spiritual Direction from Loyola University in Chicago, which she will complete in May 2022. Her coursework to date has included Essentials of Spiritual Direction, Spiritual Direction Praxis, Spiritual Paths - World Religions, Christian Spirituality, Ignatian Spirituality, Advanced Human Relations Skills, and Trauma Informed Theology, as well as Contextual Education 1, 2 and 3.

In November 2021, Rocco was elected the first female supervisor of Jefferson Township, Pennsylvania. In her role she supports the tenants of the Catholic faith every day by promoting justice, fiscal stewardship and human dignity. Through her work, she helps ensure all individuals in Jefferson Township have a safe, healthy and caring community to call their home.

Adrienne Cullen, director of Mission Integration, Mary Immaculate Health/Care Services, Lawrence, Massachusetts

Adrienne Cullen is enrolled in her first unit of Clinical Pastoral Education, CPE. She joined Covenant Health in 2019, leaving the role of pastoral associate to become the director of mission integration. Cullen has a master's degree in Pastoral Ministry and a post-graduate certificate in Spiritual Formation/Spiritual Direction.

Developing Our Spiritual Care Team

As a Catholic health ministry, Covenant Health Systems has worked hard to form and foster a robust and responsive chaplaincy and spiritual care team across our family of organizations. Each year, we report on the work of our chaplains and spiritual care offerings, but at no point in our history has this team and their work been more visible and essential than during the past two years. Having our chaplains and spiritual care team members stand shoulder to shoulder with our staff, providers, patients and residents helped everyone feel encouraged and supported. There are many examples of this woven throughout our organization reports, but we felt it important to highlight the ways these spiritual leaders worked to strengthen their own knowledge and faith in 2021 and increase their impact both within and beyond the organizations and communities they serve.

Charles Demm, director of Spiritual Care and Chaplaincy Services at St. Mary's Health System in Lewiston, Maine

Charles pursued a post-graduate degree in Bioethics and Health Policy from Loyola University in Chicago. His most recent course was Canon Law, Sponsorship and Church Relations. Charles Demm has a doctorate in theology.

Fr. Arockiasamy Santhiyagu, priest chaplain at St. Mary's Health System in Lewiston, Maine

Fr. "Samy", our priest chaplain, completed two units of Clinical Pastoral Education in 2021 to continue his development as a health care chaplain.

Sr. Anne-Marie Bourque, RSM, chaplain at St. Mary's Health System in Lewiston, Maine

Sr. Anne-Marie served on the board of directors of Northern Light Mercy Health in Portland, Maine.

Dianne Dragon, chaplain at St. Mary's Health System in Lewiston, Maine

Dianne became a board-certified chaplain through the Spiritual Care Association. She also pursued a doctoral degree in education.

Dianne Mills, chaplain at St. Joseph Hospital, Nashua, New Hampshire

A per diem chaplain, Dianne received her chaplain certification in 2021 from the National Association of Catholic Chaplains, in addition to her existing master's degree in Pastoral Ministry from St. John's Seminary, Theological Institute for New Evangelization.

Preparing the Next Generation of Chaplains

St. Mary's also welcomed Hadley Couraud, a student with the Chaplaincy Institute of Maine which is a two-year program for interfaith chaplains. During 2021, she was assigned to our post-acute facility, d'Youville Pavilion, for her student placement.



Ethics

Reflecting on what we ought to do and who we ought to become as individuals and as organizations, whether in the clinical, business or social realms, is the work of ethics. Each acute care hospital in the Covenant Health System meets regularly to address ethical challenges in their communities.

The role of ethics is three-fold:

- 1 Provide ethics consultations
- 2 Educate associates on ethically challenging topics
- 3 Review policies and practices within the health system to assure they align with our Catholic identity and the Ethical and Religious Directives, ERDs, for Catholic Services as promulgated by the United States Conference of Catholic Bishops



ETHICS COMMITTEE

Meetings – Topics & Discussions

Our ethics committee helps to prepare our organizations, team members and providers to address complex changes in biotechnology, clinical treatments and health policy within the framework of human dignity and the Church's moral teachings. Topics for 2021 meetings and discussions included:

- » Ethical principles for the distribution of vaccines
- » Ethical principles related to vaccine mandates
- » Review of ethical principles during an epidemic
- » Allocation of limited resources
 - Recommendations included: establish a medical triage team, reevaluate Ethical Allocation Principles and establish ethical criteria for resource allocation
- » Review of Institutional Review Board, IRB, proposal for Trauma Informed Care Project
- » Human trafficking and our organizational responses
- » Process for addressing patient requests contrary to the ERDs
- » Unrepresented patients and guardianship
- » Format for documenting an ethics consult
- » Principle of double-effect and its application

ETHICS COMMITTEE

Education – Article Discussions

As part of ongoing education efforts, our Ethics Committee reviewed and discussed the following articles in 2021:

- » COVID-19 Vaccine Should Go to Those with Developmental Disabilities First, Advocates Say
- » Guiding Principles for Catholic Health Care Professionals During a Pandemic
- » How Catholic Systems Make Care Decisions for Unrepresented Patients
- » Four Approaches to Health Equity – Principle, Consequence, Moral Sentiment and Virtue Approaches
- » Patient Suffering and Anointing of the Sick
- » Making Sense of Bioethics – The Quality-of-Life Error
- » On Moral Medicine – Persons with Mental Illness
- » Far From Disadvantaged: Encountering Persons with Mental Illness
- » COVID's Long Shadow
- » Health Care Providers on The Frontline: Responding to The Gun Violence Epidemic
- » Seven “Between-The-Lines” Questions All Ethics Consultants Should Continue to Ask
- » Protecting Patient Goals in Palliative Care and Hospice
- » New Cures from Embryonic Stem Cells?
- » The Ethics of a Second Chance: Pig Heart Transplant Recipient Stabbed a Man Seven Times Years Ago
- » Theory Without Theories: Well-Being, Ethics and Medicine
- » Physician-Assisted Suicide and Euthanasia: Theological and Ethical Responses
- » Difficult Hospital Inpatient Discharge Decisions: Ethical, Legal and Clinical Practice Issues

Ethics Consultations



CLINICAL

- » Non-beneficial treatment and family requests for aggressive care
- » Lack of safe discharge options for patients with developmental disabilities
- » Mental health concerns and domestic partner safety
- » Decision-making for unrepresented patients
- » Family conflict regarding end-of-life care – disagreements between current spouse and children from a previous marriage
- » Cantonese speaking patients and end-of-life care transition
- » Suspicion of neglect in a patient with dementia and subdural bleed; pursuit of guardianship



ORGANIZATIONAL

- » Criteria for the allocation of scarce hospital resources, ventilators and medications for the treatment of COVID positive patients
- » Caring for unvaccinated COVID positive patients – what's our responsibility?
- » Medical and religious exemption from COVID and flu vaccines – eligibility criteria

System-wide Ethics Education

Catholic Health Association webinars are offered to clinicians and ethics committee members across the Covenant Health network.

TRINITY HEALTH WEBINARS

The following webinars were presented by Trinity Health:

- » Post-traumatic Growth and the Role of Spiritual First Aid, Alida van Dijk, PhD, RP
- » Bias and Ethics Consultation, Steve Squires, PhD, MA, MEd
- » Ethical Issues in Brain Death, Teresa Anderson MA, BCC
- » What Should Count as Direct and Indirect Sterilization? An overview of the 2018 and 1993 responses from the Congregation of the Doctrine of the Faith in Rome, Peter J. Cataldo, PhD
- » An Ethical Review of the Pandemic, Alan Sanders, PhD
- » The Role of the Chaplain in Clinical Ethics, ACPE Jack Geracci, BCC Certified Educator and Jonathan Basset, BCC
- » A Conversion Journey through Gender Dysphoria, Deacon Raymond Dever, MS, MSE, MTh
- » The Whys and Hows of Professional Chaplaincy Documentation, Joanna Bailey, M.Div., BCC.

CHA WEBINARS

The following webinars were presented by the Pellegrino Center for Clinical Bioethics at Georgetown University, the Neiswanger Institute for Bioethics and Healthcare Leadership at Loyola University Chicago and the Albert Gnaegi Center for Health Care Ethics at Saint Louis University:

- » Brain Death: Are Neurological Criteria Sufficient for Declaring Death? Rev. Myles Sheehan, SJ, MD and G. Kevin Donovan, MD, MA
- » Potential Alternative Pathways in Caring for Unrepresented Patients Who Are Unable to Speak for Themselves, Paul Hutchison, MD, MA
- » Conscience, Compromise and Complicity, Jason Eberl, PhD
- » Medically Assisted Nutrition and Hydration, Rev. Myles Sheehan, SJ, MD
- » When the Patient Is Racist, Lena Hatchett, PhD
- » When a Child Dies: Ethics and End-of-Life Decision Making in Pediatrics, Erica K. Salter, PhD
- » Guidelines for Quality Documentation of Clinical Ethics Consults, Markay L. Riippa, D. Be, MA, BSN, RN, CNML, HEC-C
- » CHA Equity Webinar Series: Practices in Reducing Health Disparities

OTHER EDUCATIONAL TOPICS IMPORTANT TO OUR HEALTH MINISTRY

During the COVID pandemic, virtual webinars on the following topics were offered and attended by associates throughout our ministry:

- » Human Trafficking Awareness – St. Joseph Hospital Webinar (January)
- » Gen Silent – St. Joseph Hospital Webinar (March)
- » Fifth International Vatican Conference (May)
- » Catholic Health Association Annual Assembly (June)

St. Marguerite d'Youville Mission Fund Grants

Thanks to a generous endowment from the Sisters of Charity, Montreal, the “Grey Nuns”, Covenant Health makes grants available so the healing mission of Jesus may continue, as lived by St. Marguerite d'Youville and her Grey Nuns who entrusted their ministries to Covenant Health Systems.

Each year, our organizations are encouraged to submit a proposal that addresses social and/or economic injustice, social determinants of health and supports the most vulnerable individuals in the communities we serve. The projects are a testimony to the positive impact Covenant Health's mission is having on the communities it serves.

In late 2020, five grants were awarded from the St. Marguerite d'Youville Grant Fund for 2021, including:

St. Mary's Villa Elmhurst Township, Pennsylvania: Wellness Together Program **\$10,000**

This grant supported the NEPA Youth Shelter in downtown Scranton, Pennsylvania. The funds were utilized to create a garden at the shelter to engage the youth in gardening and nutrition programs. Youth were taught organic gardening techniques, and the food produced was used to feed guests at the shelter. Education programs were conducted at the shelter by master gardeners certified through Pennsylvania State University. In addition, the funds were used to support an intergenerational program that included residents at the Villa, and the excess food was used for Church community dinners and harvest meals for the community's underserved.

“

We were able to affect thousands of people through the funding, fresh produce and education that we shared with our local community. The beauty of this program is that once it is built, the project can continue for many years to come. - Grant Recipient

”

St. Mary's Health System

Lewiston, Maine: Pilot Program for Access to Sober Living Homes for Underserved Patients

\$10,000

Sober houses create structured, safe and sober environments where individuals commit themselves and their lives to remaining healthy and sober with the goal of returning to a balanced life without substance use. This grant provided resources for underserved patients to participate in sober living homes as part of their long-term substance use recovery program. The Behavioral Health team nominated underserved individuals for the program, which included an application and a patient's statement of intent. The funding was disbursed directly to a sober house to cover the expense of living there for those without the means.



Patients coming out of medical treatment often have limited finances due to unemployment, family who have given up on the patient, or who have very limited safe housing options. It is also unwise for them to return to living situations where others are still using drugs or alcohol. Most Maine sober houses require a one-month upfront deposit and too many patients find this deposit a substantial barrier for further outpatient treatment. They may or may not have the insurance for other services, but are unable to secure this supported housing option to help with basic human needs. Sober housing remains a necessary recovery link for many who are trying to safely manage their chronic disease of substance use disorders, often in conjunction with mental health issues. We were able to assist underserved patients whose insurance didn't cover sober living housing to access this treatment option. - Grant Recipient



St. Joseph Hospital

Nashua, New Hampshire: St. Joseph School of Nursing Degree Program Enhancements

\$10,000

The School of Nursing saw a need to broaden the scope of its library holdings to reflect a more diverse student body and prepare graduates to care for a society comprised of many divergent belief systems and faiths. Should a student need a reference text not currently owned by the library, the student must buy a copy at their own expense. Most of the enrolled nursing students receive some financial aid, and many students are attending school while working, juggling family responsibilities and often, managing additional caretaking roles at home. The grant enabled the purchase of dozens of new titles for the school's library and allowed students to check out required texts for their course of study if unable to purchase independently.



I've learned that the books most requested by students are those that help them prepare for their nursing course exams and for the National Council Licensure Examination for Registered Nurses, NCLEX. The books from the grant that students sign out the most are the nursing drug guidebooks, pharmacology books, maternity books, microbiology books and the clinical case study books. On those days when they don't have their book on hand, but need to reference information, they sign out the extra copies of Gen Ed course textbooks we purchased. - Grant Recipient



Maristhill Nursing and Rehabilitation Center

**Waltham, Massachusetts:
Gardening Paradise Project:
Nourishing Body, Mind and Spirit
\$5,050**

This grant funded four vegetable and four flower beds to introduce and promote physical and psychosocial interaction between Maristhill residents and staff, the retired Marist Missionary Sisters and the Senior Center Garden Club members. The vegetables harvested were donated to the Waltham homeless shelter. The gardens were used as a focal point for resident social events, and residents were encouraged to participate with the goal of increasing overall well-being. Outcome measures were utilized to determine the benefits of the program.

“

Many of our patients, residents and their families are poor and underserved community members. They all appreciated being outside. Our employees in need and facility residents received fresh tomatoes and other assorted vegetables. The oasis truly did help us all recover from the months of cold, isolation, fear and the general psychological trauma caused by COVID. We were able to provide a safe space for fully vaccinated employees, residents, Marist Missionary Sisters, priests and volunteers to meet and greet safely. We utilized all our outdoor space safely and efficiently, so we could gather as much as possible. The vaccine protected our bodies. The outdoor space allowed us all to mend our minds and souls. - Grant Recipient

”

St. Mary Health Care Center

**Worcester, Massachusetts:
St. Mary's Community
Outreach for the Poor
\$10,000**

Many of the Worcester community's food pantries are struggling with higher-than-normal demand for food to help families who might otherwise go without. The grant supported eight local food pantries, churches and food distribution centers in the Worcester area at a time when the needs were high.

“

This grant was immensely successful in its goals and the scope of those who received the benefits of the grant. While it initially took time to create a network of beneficiaries and a means to deliver the food, once the standard operating procedures were in place, the food distribution was very smooth. This grant allowed us to connect with the community at large and helped strengthen existing relationships. Our partners now have a better understanding of our mission and commitment to sharing the love of St. Marguerite d'Youville. - Grant Recipient

”



Interpreter Services

Our organizational commitment to care for vulnerable persons and promote human dignity is evidenced in our robust, system-wide interpreter program. Interpreter Services is an important part of Mission Integration. This team strives to protect the rights and safety of our Limited English Proficiency, LEP, patients, residents and individuals with hearing and vision loss. It provides access to qualified medical interpreters and/or the necessary equipment to meet hearing and vision needs.

In 2021, Covenant Health hospitals served a total of 20,460 patients with support in 65 different languages.

St. Joseph Hospital

Nashua, New Hampshire

Interpreter encounters: **8,964**

Languages: **51**

St. Joseph Healthcare

Bangor, Maine

Interpreter encounters: **533**

Languages: **21**

St. Mary's Health System

Lewiston, Maine

Interpreter encounters: **10,963**

Languages: **31**

Interpreter Services Accomplishments Across Covenant Health

- » **Employee Rights Poster:** A multilingual employee poster was created to educate and inform employees of their right to a qualified interpreter when meeting with their manager, Employee Experience, Employee Health, etc.
- » **Social Media Campaign:** A COVID-19 vaccine video was developed in Swahili to provide information on public health and vaccines. It was shared through social media.
- » **#SleeveUp:** Based on a Health & Human Services, HHS, campaign used to promote vaccination, a multilingual video was created and posted on multiple social media platforms. Multilingual COVID-19 FAQs were also posted on our website.
- » **Deaf Rights Advocacy Group:** Rosemary Ford, the system director for Interpreter Services, and her team are actively involved in the local Deaf Rights Advocacy Group.
- » **United Way Partnership:** United Way continues as a vaccine subcommittee that is working towards improving the distribution and education about vaccines to marginalized populations throughout the community.
- » **Award from the Lepage Foundation:** The Interpreter Services team was awarded a \$10,000 grant from the Lepage Patient Experience Center to equip each department with an Americans with Disabilities, ADA, toolbox to better meet the needs of patients with disabilities.
- » **V-Safe Forms:** Multilingual V-Safe forms, patient screening tools and flyers aimed at increasing vaccination among adults age 50+ were distributed to all acute locations and Community Clinical Services, CCS, in nine languages.
- » **Appointment Central Translation:** A large system wide translation project was completed for Appointment Central so that patients can receive payment estimates for services in seven languages.
- » **Multilingual Fact Sheets:** Janssen multilingual fact sheets were posted on the hospital's public websites, the Interpreter Services CHIP (intranet) page and COVID CHIP resource page. This was completed in collaboration with New England hospitals to reduce translation costs.
- » **Communication Boards:** In preparation for Afghan refugee individuals who were coming to southern New Hampshire and central Maine, the interpreter team closely monitored resettlement efforts and needs. They created laminated communication boards in the primary languages of the resettled individuals.
- » **Vaccine Information Video:** An informational video addressing vaccine hesitancy among targeted communities of color was created at St. Joseph Hospital in Nashua, New Hampshire. It featured Dr. Betancur, a Hispanic primary care physician, Rosemary Ford and ambassador Kendall Reyes.



Community Benefit Report

COVID-19 continued to challenge all of us during 2021, and much of our focus has been on helping our patients, residents and staff endure through a continued difficult, but more hopeful year. Faith and courage have helped support and guide us, and we are proud of the many ways our teams have come together to ensure the safety of our patients and residents.

Our community benefit section reflects the impact of COVID-19 on our ability to open our doors wide to the community, as we have traditionally done. COVID-19 vaccines and increased access to testing was made much more possible last year than in 2020, but the pandemic continued to place limits on some areas of our outreach and even our ability to assemble in prayer, communion and worship.

Based on the progress made in 2021, we have every reason to believe that we will be able to resume and/or reimagine some of the things we have traditionally done. We are committed to continue to be united in our service to our communities, patients, residents, team members and providers.

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Covenant Health

TEWKSBURY, MASSACHUSETTS

Covenant Health is an innovative Catholic regional health delivery network and a leader in values-based, nonprofit health and elder care. Covenant consists of hospitals, skilled nursing and rehabilitation centers, assisted living residences, and community-based health and elder care organizations throughout New England. We are committed to the health of the individuals and communities we serve and strive to offer a continuum of high-quality care.

HERITAGE STATEMENT

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.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Team Members

PAC Week: Post-Acute Care Week was celebrated in May with snacks and meals for the team members of each post-acute organization in the system.

Christmas: The Covenant Health home office provides support for struggling employees at Christmas. This year, we supported the teams at St. Mary's Villa in Elmhurst Township, Pennsylvania.

Hearts United Emergency Assistance Fund: A visible sign of St. Marguerite's compassionate love and concern for the vulnerable and our organizational commitment to one another, the Hearts United Emergency Assistance Fund is an ongoing program to help employees in a temporary financial emergency. It provides assistance for basic needs (i.e., - food, medications, utilities, housing, transportation, and other basic living expenses) in a manner that promotes dignity and human flourishing. The maximum grant amount available for assistance is \$2,000, and decisions about disbursement of funds is made by a committee comprised of individuals across the system. This fund is completely supported by donations and is overseen by the senior vice president of Mission Integration and the vice president of Employee Experience.

United With All Those We Service

Tree Planting: Finding Hope Amidst Grief and Loss

After a tumultuous 2020 filled with loss and grief, 2021 opened the doors for renewal and energy as a result of COVID-19 vaccines and increased access to testing.

The hurt and trials our health care workers endured in the early stages of the global pandemic created a lasting impression on frontline staff as well as patients and families. With the pain of isolation, fear and loss of loved ones fresh on the hearts and minds of health care professionals, Covenant Health saw a need for a new beginning and a reminder of the life that continues to burst forth all around us.

In 2021, Covenant Health purchased 13 trees of varying species and gave one to each of our organizations. This gift symbolized hope, renewal and growth as Covenant united with each organization to mark the close of a difficult chapter and a hopeful new beginning. The organizations then created a time to gather and reflect as they dedicated that tree and planted it on their campus.

The tree dedications were emotional remembrances of the lives lost during the height of COVID and of the sacrifices and love that these team members poured out for their patients and residents each day.

Covenant Health's mission as a Catholic organization is to provide healing and care for the whole person, in service to all their communities, and there's no better way to do that than to be good stewards of the Earth and the hearts of those serving. These symbolic dedications, many of which were offered with blessings from local clergy, provided team members an opportunity to grieve their loss, but more so, to look at the youth of the tree and point their eyes towards a brighter tomorrow.

The trees are marked with plaques so that future generations may reflect on the lessons learned during this difficult and historic time.

Fanny Allen

BURLINGTON, VERMONT

In 2021, the Fanny Allen Corporation contributed \$304,000 in grants and sponsorships to support nonprofit organizations in Vermont that reflect the compassion of Christ in their service to people who are sick and poor.

We partner with other agencies and organizations that share Fanny Allen’s mission to serve the most vulnerable people among us and promote our values, thereby improving the quality of life and health of our communities.

HERITAGE STATEMENT

Fanny Allen Holdings continues the ministry of the Religious Hospitallers of Saint Joseph by stewarding resources and support activities that reflect the compassion of Christ in service to people who are sick and poor in body, mind and spirit.

Program Name	Final Award	Program Name	Final Award
ANEW Place	\$10,000	Howard Center	\$10,000
Boys & Girls Club of Greater Vergennes	\$8,000	John Graham Housing & Services	\$20,000
Boys and Girls Club of Burlington	\$12,000	King Street Center	\$10,000
Burlington Dismas House	\$14,200	Lund Family Center	\$9,500
Camp Agape Vermont	\$7,500	Martha's Community Kitchen	\$10,000
Camp Exclamation Point	\$6,000	Our Community Cares Camp, Inc.	\$7,500
Cancer Patient Support Foundation	\$7,500	Sara Holbrook Community Center	\$10,000
Chaplain Valley Office of Economic Opportunity	\$10,000	Spectrum Youth & Family Services	\$15,000
Committee On Temporary Shelter (COTS)	\$10,000	The Janet S. Munt Family Room	\$10,000
Community Health Centers of Burlington	\$20,000	The Open Door Clinic	\$10,000
Faith in Action	\$15,000	Upper Valley Haven	\$10,000
Greater Burlington YMCA	\$15,000	Vermont Catholic Charities, Inc.	\$25,000
HOPE (Addison County Community Action Group)	\$11,800	Vermont Youth Conservation Corps	\$10,000

Maristhill Nursing and Rehabilitation Center

WALTHAM, MASSACHUSETTS

Maristhill Nursing and Rehabilitation Center continues to advance the mission and vision of our founding congregation, the Missionary Sisters of the Society of Mary and Covenant Health's founding order of the Sisters of Charity of Montreal, "Grey Nuns." Maristhill Nursing and Rehabilitation Center continues to respond to the needs of our patients, residents and the Greater Waltham community with a particular focus on the elderly and underserved.

HERITAGE STATEMENT

Maristhill began as an extension of the commitment of the Marist Missionary Sisters to respond to the needs of the communities they serve throughout the world. This concept of unconditional caring has been foundational for Maristhill's continuing dedication to building a kind and loving community for individuals, families and team members.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

Annual Marketplace Sale: Maristhill's 12th Annual Outdoor Marketplace Sale provided an opportunity for community members, residents and families to gather and shop. In 2021, five local businesses donated gift cards and services to be raffled off at the sale. The funds from each year's marketplace fundraiser sale are deposited in the Resident Council fund. This fund is used for special luncheons, outings, professional manicurists, special holiday meals and more for long-term residents. The 2021 fundraiser totaled around \$10,000, which was the highest amount ever raised thanks to local and surrounding communities.

Brandeis University: Brandeis University has a partnership with Maristhill that allows for volunteers to earn service hours and learn in real time. Though the admittance of volunteers was lower during the pandemic, Maristhill has been grateful for the thoughtful and unique ways Brandeis Service Groups continue to stay involved. In 2021, they sent residents ice cream sundaes, created care packages and brought plants to liven up patio spaces. Maristhill looks forward to hosting in-person volunteers as soon as possible.

United With Our Team Members

Mission Week: In October, Maristhill celebrated Mission Week and invited its team members to begin their day in silent prayer by lighting a candle in the chapel. Janet Hutchison, Maristhill's director of mission and spiritual care, offered blessings for those team members who do such important work with our residents and their families. Team members were also treated to snacks in gratitude of the work they do every day in bringing Maristhill's mission to life.

Additional COVID Safety Training Sessions: Maristhill offered additional training sessions for team members focused on helping them prevent the spread of COVID at work and at home. These courses followed evolving public health guidance, increased awareness of prevention protocols and put team members at greater ease when working with COVID positive residents.

PPE Provisions for Home and Community Use: Given the high-risk nature of our residents, we felt it important to help team members stay healthy while at home. During surges, personal protective equipment was more difficult to attain, and leadership went above and beyond to make sure staff had the PPE they needed to adequately care for patients both while working and going about their day-to-day lives in the community and at home.



Staff Blessings: In 2021, Maristhill teammates were able to receive the COVID-19 vaccine and regular testing while at work. Janet Hutchison, Maristhill's director of mission and spiritual care, used the opportunity to offer blessings for the hands of each teammate while they were receiving the vaccine and/or being tested for COVID-19.

"Not everyone enjoyed being swabbed, but many teammates offered thanks and blessings to me because they were grateful knowing that negative results meant visitors could come into the building to visit their loved ones, and the work environment was safe." -- Janet Hutchison, Maristhill director of Mission and Spiritual Care.

CNA Week: Team members were honored with goody bags full of snacks and treats in appreciation of their hard work and dedication to patients and residents.

BBQ Food Truck: For National Nursing Home Week in May, Maristhill hosted a Boston BBQ food truck with lunches for our team members.



United With Our Residents

Weekday Prayer Services: Weekday prayer services resumed in 2021, allowing our team members and residents an additional opportunity to center themselves, meditate and connect with God.

Spreading Love on Valentine's Day: The residents at Maristhill are full of love and have opportunities to share that love with others. In February 2021, residents and staff spent a day creating Valentine's Day cards. The residents enjoyed the time crafting and getting to spread joy for the holiday.

Outdoor Concerts: With warm weather and vaccines easily accessible, residents were able to be outside and be close to loved ones they had not seen for many months. We resumed hosting outdoor concerts that residents could enjoy with their families.

"Cook-In" Fun: July can be unpredictable for weather, so we were not surprised when storms threatened a planned cookout. Thanks to the quick thinking of our staff and flexibility of our residents, we were able to offer a fun and fellowship-filled BBQ "cook-in" to our residents on our B & C floors.

Special COVID Visitation: One of the most difficult parts of the pandemic was seeing residents separated from those they love. As a result of the vaccines and increased access to testing, residents at Maristhill were able to receive visitors more often. One resident even had the unique opportunity to witness her daughter's

wedding when our on-site patio was made available for her wedding.

Christmas in July: To bring joy to residents, Santa Claus made a surprise off-season visit. Residents were delighted to see Santa's friendly and familiar face and to celebrate Christmas in July.

The Feast of All Souls: Maristhill held their annual Ecumenical Memorial Service for All Souls Day virtually in 2021, and our CEO, James Tracy, gave an opening reflection as teams prepared to remember those residents and patients who were gone from sight, but not from hearts and minds. Bells tolled and candles were lit as each resident's name was read. Many families joined the commemoration and appreciated being able to participate.

Veterans Day: Maristhill took time to honor residents who served in the armed forces for their sacrifice and selfless service. Clergy, team members and residents got to hear powerful stories from these veterans about their time in the service and abroad. Local hospice partners also provided pins and certificates for the annual pinning service for the event.

Christmas Prayer Service: Though scaled back due to a COVID surge, residents enjoyed coming together for prayer and taking part in reflection both at our prayer service and throughout the Christmas season.

Mary Immaculate Health/Care Services

LAWRENCE, MASSACHUSETTS

Mary Immaculate Health/Care Services is a continuum of care community comprised of low-income independent senior housing, assisted living, a transportation company and a rehabilitation and skilled nursing facility.

In the spirit of St. Marguerite d'Youville, Mother of Universal Charity, Mary Immaculate Health/Care Services continues to respond to the needs of the poor and underserved. The Grey Nuns, Sisters of Charity of Montreal, began their legacy in Lawrence when they were called to begin a mission then known as the Protectory of Mary Immaculate in 1868.

Today, Mary Immaculate remains committed to continuing the good works of St. Marguerite and the Grey Nuns through outreach to help meet the needs of the community, with special attention to the most vulnerable. While the organization focuses its services on older adults, particularly those in need of some form of governmental assistance, Mary Immaculate's outreach extends to a broad spectrum of the local population.

HERITAGE STATEMENT

Trusting in the Providence of God, the Sisters of Charity of Montreal, "Grey Nuns," founded Mary Immaculate in Lawrence, Massachusetts, in 1868. We provide dignified, compassionate care within a diverse, loving family community and respond to the changing needs of society in the spirit of St. Marguerite d'Youville.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

Donations and Support for Lazarus House: Our Mary Immaculate dining services team offered a meatless soup to Mary Immaculate staff on Fridays during Lent and accepted donations for Lazarus House in return. Lazarus House Ministries is a nonprofit organization in Lawrence that serves people who are struggling with food insecurity, poverty and homelessness. Throughout 2021, we also held several coat and food drives to support the good work of Lazarus House in the community. An especially moving donation was a bin of hats that one of our residents knitted for those served by Lazarus House.

Vaccination Clinics: Mary Immaculate hosted several vaccination clinics for staff and members of the community. These clinics provided a convenient and safe way for vulnerable community members to receive vital protection from COVID-19.

CNA Training: Mary Immaculate hosted over 30 students for a certified nursing assistant, CNA, training program. Students witnessed firsthand how Mary Immaculate is making a difference in the lives of residents and the community and gained practical insight into life as a CNA.

Giving Tree: Team members at Mary Immaculate came together and provided gifts for an underprivileged family from the St. Mary of the Assumption Lawrence parish.

Other Community Involvement: Mary Immaculate team members served the following organizations to varying degrees:

- » Commander of the Sons of the American Legion Squadron 122
- » Holy Family Collaborative
- » Home Health Foundation
- » Lawrence Partnership
- » Lawrence General Hospital
- » Massachusetts Adult Day Services Association, MADSA
- » Merrimack Valley HUB Health Care Workforce Taskforce
- » Region 3 Health and Medical Coordinating Coalition



United With Our Team Members

Resiliency & Wellness Committee: What began in 2020 as a committee to help team members deal with trauma and PTSD, has now evolved into a committee with an ongoing focus on resiliency and wellness. Each month, a table in the staff breakroom features a different way to deal with stress, including simple steps like diet, exercise, meditation or laughter. Giveaways and health and well-being related pamphlets and resources are also available. We look forward to expanding the work of this committee in the future.

Service Award Celebrations: In 2020, employee anniversary celebrations were dampened by the pandemic, so team members were especially excited by the opportunity to gather in person for these celebrations in 2021. While not an uncommon practice, taking time to celebrate our team members' contributions and tenure fosters pride and allows everyone to express gratitude for their care and service. Mary Immaculate held several celebrations throughout the campus, one of which included the recognition of two CNAs, one celebrating 40 years of service and the other celebrating 45 years with Mary Immaculate.

Season of Giving: Mary Immaculate was able to make Thanksgiving brighter and less stressful for over 20 staff members in need by gifting a turkey and Market Basket gift card. Staff members also provided gifts for the children of 11 team members who had requested assistance with gifts for their children on the Giving Tree.



United With Our Residents

Weekly Mass & Rosary Return: Thanks to vaccination efforts and regular testing, weekly Mass/Communion Services were able to resume at Mary Immaculate. Weekly rosary prayers also resumed at the nursing home, and thanks to a Spanish-speaking team member, the organization is now able to offer bilingual services. Each month an English Mass was held, as well as two Spanish-language Mass services and two Communion Services.

Advent Memorial Service: Residents, team members and families were grateful to take part in a memorial service to remember 38 residents and two Grey Nuns who passed in 2021. Mary Immaculate was able to record the service so those who could not attend were still able to view with family members at home.

Mount St. Rita Health Centre

CUMBERLAND, RHODE ISLAND

The Mount St. Rita Health Care community is situated on rolling hills and peaceful gardens in Cumberland, Rhode Island. It was founded by the Sisters of Mercy and combines a personalized approach with a long-standing reputation for quality care. Our 98-bed community delivers exceptional short-term rehabilitation and long-term nursing care, palliative care as well as hospice support, wound care and other specialty programs. Residents enjoy comfortable rooms, restaurant-style dining, a variety of social and recreational activities and spiritual care.

HERITAGE STATEMENT

Mount St. Rita Health Centre draws its inspiration and mission from the vision of Catherine McAuley, who founded the Sisters of Mercy in Dublin, Ireland, in 1831. Since 1971, we have faithfully expressed Catherine's call to serve the poor and the sick by providing exceptional health care with mercy, compassion and hospitality. We steward this great legacy in the tradition of Mercy and daily renew our commitment to honor and fulfill it, through each person we serve.

United With Our Community

Senior Center Visitation: In 2021, team members at Mount St. Rita were able to resume visits to two nearby senior centers. They also provided pastries and baked goods once a month.

Adopt-A-Grandparent: Community members in Cumberland have enjoyed close connections with Mount St. Rita residents for many years. In 2021, many Cumberland community members partnered with Mount St. Rita to learn more about the residents and their needs. With relationships established, these generous community members took time to purchase gifts for their "adopted grandparent."

Mercy Day: Every September, Mount St. Rita celebrates Mercy Day, which is an opportunity for staff members to nominate someone who most reflects what it is to be merciful. While smaller in scale than previous years, the tradition continued in 2021.

Thanksgiving Giving: At Thanksgiving, all 115 team members and contracted employees at Mount St. Rita were gifted a free turkey for the holiday dinner.

Helping Hand Employee Fund: In 2021, three employees were able to apply for and receive assistance through the employee emergency fund donation program. This program helps team members who need financial assistance for rent, utilities, medical treatment or a hardship. The Helping Hand Employee Fund is made possible by contributions from Mount St. Rita's Corporate Fundraising Office.

United With Our Residents

Christmas Celebration & Gifts: In December, residents at Mount St. Rita got to meet Santa and Mrs. Claus and receive gifts directly from the North Pole. The Seven Sisters of Mercy also came to the organization and sang carols in the halls.

MERCY IS TO...

seek justice

understand

share a worry

respond gently

listen **speak honestly**

encourage

forgive

comfort

smile

pray

lend a hand

stand with

receive and
reflect the
compassion
of God

Penacook Place

HAVERHILL, MASSACHUSETTS

Penacook Place was founded in 1968 by the local clergy of Haverhill, Massachusetts, who were concerned that there was no place for the aging and sick in their community to reside, where dignity and respect would always be the cornerstone of their care. Since then, Penacook Place has continued to advance its mission by taking care of those within its community with that same dignity and respect.

HERITAGE STATEMENT

Penacook Place is a licensed 160-bed nursing and rehabilitation center founded in 1969 by a group of citizens to provide senior health care services for the Greater Haverhill community. Sharing the vision of St. Teresa of Calcutta, the team at Penacook Place strives to be carriers of God's love. "Not all of us can do great things. But we can do small things with great love."



COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

Catholic Mass: Historically, Mass was offered only once a month at Penacook Place, but in person services were suspended because of the pandemic. As vaccinations went up and gathering restrictions lifted, Penacook Place and local clergy began offering Catholic Mass twice a month.

Inter-Faith Services: Penacook Place believes in opening its doors to residents and community members of all religious beliefs. Based on this commitment, our facilities are used by a local Baptist Church and Christian Church monthly.

Cold Weather Drive: Residents and staff donated 50 sets of hats and mittens to children in need at the Haverhill Head Start program.

Merrivista Fundraising Dinner: Penacook Place team members raised funds to sponsor a window at the Bethany Communities fundraising dinner. All funds raised went toward additions to the Merrivista housing facility.

United With Our Team Members

Penacook Pause: Each day, a prayer is read over the intercom at 11 a.m. for all to hear. Staff and residents are asked to pause for a moment of prayer and reflection in their day.

Post-Acute Care Week: Post-Acute Care Week 2021 was filled with celebration as lunch was provided for team members each day. One of the daily themes included "Baseball Day," and staff were treated to hot dogs and Cracker Jacks®. The theme days continued throughout the week and concluded with ice cream for all from a traditional ice cream truck.

Mission Week Celebrations & Remembrances: During Mission Week, team members took part in an all staff lunch and ice cream social. The week included a memorial tree planting. Given that Penacook Place is a newer member of Covenant Health and was not identified as a Catholic organization prior to becoming a member, the St. John/St. Paul Collaborative in Wellesley donated two crosses for use in the building.



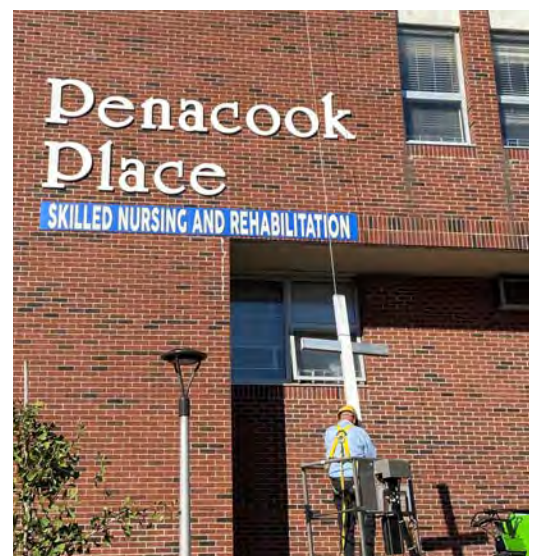
United With Our Residents

New Chapel: In 2020, Penacook Place completed a renovation of the main floor to provide a dedicated space for spiritual care. In May 2021, the Most Reverend Robert F. Hennessey and Vicar General Bishop were able to host the dedication of this space and formally open it to residents. During the dedication, we were able to hang two large crosses, donated from a local parish, on our building to signify our Catholic faith. Today, small groups can meet in this new chapel to pray the rosary or take a moment for prayer and peace. After 15 long months without, Catholic Mass was able to resume in June 2021.

Gideon Bibles: Penacook Place opened its doors to the Gideons after a two-year pause due to COVID-19. Through their generosity, interested residents, staff and family members were given free Bibles to provide hope, encouragement and spiritual direction.

End-of-Life-Visits: As a result of the vaccine and fewer restrictions, we were able to resume end-of-life visits. As a result, family members can spend time with their loved one in their final days and hours and receive support from Penacook Place staff. Death and grief are still difficult, but having this meaningful time and the support of our staff makes the pain of losing a loved one a little easier to face for everyone involved.

Rosary Prayer: Twice a week, Penacook Place's mission director prays the Rosary with long-term and memory care residents. This provides comfort to these residents and helps connect them to their faith and what is familiar.







Outdoor Fun: During the spring months as the weather warmed, residents were able to gather safely outdoors on the patio and enjoy refreshments, bingo and group activities that were suspended due to COVID-19 prevention protocols.

Summer Concert Series: Over the summer, following the lifting of restrictions, Penacook Place was able to sponsor a summer concert series on the front porch of Merrivista overlooking the Merrimack River. Those who attended were able to listen to music, enjoy ice cream and bond with each other outdoors.

St. Patrick's Day: For St. Patrick's Day, Penacook Place threw a parade indoors with a special guest leprechaun and a visit from St. Patrick. Residents in the memory care unit enjoyed getting candy, listening to music and celebrating so much that the party continued for an hour after the parade had finished.

100th Birthday Celebrations: When one resident's 100th birthday rolled around, team members worked with her family and Beacon Hospice to create a grand celebration on the patio. It was a sunny July day, and the centenarian, delighted by the moment, danced in her chair for the entire party. We celebrated again in October when another longtime resident, marked his milestone 100th birthday. Thanks to less restrictive visitation policies, this resident was able to celebrate with his family.

Halloween Candy & Costume Contest: For Halloween, management team members dressed in costumes and went through the building in a parade giving out candy to residents and team members to help brighten their day. Residents got to vote for their favorite costume and there were many smiles that day.

Wreath Raffle: In December, a wreath raffle was held to raise money for the Resident Activities Fund. During November, vendors donated wreaths to decorate the first-floor hallway, and then throughout the month of December residents, families and team members bid for the wreathes they loved most.

Tree of Hope: A tree is placed in the lobby of Penacook Place beginning in December to provide residents, staff and families a chance to honor or memorialize someone they love and cherish. Anyone who wants to participate can purchase a star to hang on the tree, and the money raised benefits the Resident Activities Fund.

Secret Santa: Sacred Hearts School in Bradford, Mass. supported our residents by partnering with team members to adopt a resident and provide them with a gift from Santa. At a time when family visits were limited due to a community surge in COVID cases, this visible sign of love and support from the community helped make the season a little brighter.

St. André Health Care

BIDDEFORD, MAINE

St. André Health Care stands among the post-acute members of Covenant Health committed to providing healing and care for the whole person, in service to all in our communities in the spirit of the Gospel values of compassion, integrity, collaboration and excellence.

We recognize we accomplish more standing together in stewardship and accountability than we would alone. In Maine's York County, St. André Health Care is the only long-term care Catholic health facility, and all faith traditions are welcomed and respected.

HERITAGE STATEMENT

"Communicate love and goodness as God wills" through the ministry of mercy and faith. Education is the enduring heritage of St. André Health Care, founded in 1976. It is inspired by the charisma of Venerable Marie Fitzbach-Roy; Mother Mary of the Sacred Heart, founder, Servants of the Immaculate Heart of Mary; and the Good Shepherd Sisters of Quebec, Canada.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

New England Parkinson's Ride: In 2021, the annual New England Parkinson's Ride included a stop at St. André's only seven miles from the end of the route. St. André's team members set up a booth to provide water and snacks for the cyclists, and residents waved and cheered from their windows. Over 300 cyclists stopped by St. André's, and the 2021 ride raised over \$1 million to address Parkinson's Disease.





Mission Week Peace Train: Historically, the Good Shepherd Sisters would join team members and residents from St. André for an ice cream social during Mission Week. In 2020, the tradition was suspended, but in 2021, new things were in store for the sisters. Residents at St. André formed a “Peace Train” in honor of their theme to take to the Sisters at their convent. Thanks to good weather in October, eight residents in wheelchairs loaded up with their blue hats and red bandanas and began their quarter mile journey to the convent with their wheelchairs styled in the shape of a train. A well-humored resident in an electric chair declared himself the train engineer. He led the train’s procession all the way to the Sisters, who were waiting with smiles in folding chairs on the front lawn. When the train entered the station, residents were able to present flowers to the Sisters, who welcomed the company after being on tight COVID restrictions for many months.



United With Our Team Members

Staff Food Pantry: Dining services continued to provide a food pantry for team members, reducing the number of trips staff would need to take to a supermarket and saving them considerable money as well because all items offered were sold at cost.

Christmas Dinners: Dining services offered each employee a family-sized Christmas “dinner-to-go” with all the trimmings.

Hot Soup Wednesday: Every Wednesday, employees were invited to gather for a free lunch where they could have a hot bowl of soup provided by St. André’s leadership team.

St. André Travel Club: The St. André Travel Club was established in 2021 to allow residents to “travel” to other countries and experience different cultures. Each resident has a passport for their journey where they can document their trips to Denmark, Mexico, Peru and more. For each “trip” the community room is transformed into the chosen country and residents try food, hear music and learn about the history of the location. Often, residents can even participate in skits to tell important stories from that country, like the story of Moses being presented as they were visiting Egypt. Outside the St. André walls, a traveler may never know what to expect; the same can be said for our “resident travelers” who go on journeys with Mission Director Sandra Lucas. While “visiting” Peru, residents walked through the memory garden at St. André and stumbled upon llamas and alpacas. The adventurers were delighted to meet, feed and pet Freddie, Mac and Monty.



United With Our Residents

Church on Wheels: COVID created a need to provide alternative ways to connect spiritually and observe important faith traditions. Our Mission Director, Sandra Lucas, has helped to meet that need. During community COVID surges and increased restrictions, Sandra took our “Church on Wheels” around to rooms to deliver Holy Communion. In addition to serving the sacraments, she offered individuals and small groups opportunities to pray the rosary, worship and take part in pastoral care.

Interfaith Services: Every month, a local pastor comes to St. André to offer a worship service and sermon for any residents who wish to worship. While centered around the protestant tradition, the service is open to all and is well attended.

Themed Residential Lunches: St. André hosted 25 themed lunches for residents. Each lunch includes a menu based on the theme, and team members and leadership teams gather to serve residents and celebrate in the style of the theme.



Military Wall of Honor: In our community room, a wall was set up with five flags representing each branch of the military. The wall allows space for honoring any residents, residents’ spouses or team members who were part of the military. Each veteran can hang a photo of themselves in uniform along with a card that has their branch, rank and years of service. When St. André dedicated the wall, we held a prayer service that was open for residents and families.

Ecumenical Remembrance Service: Each year, St. André holds an ecumenical remembrance service to honor the residents who died during the past year. Unfortunately, COVID restrictions prevented us from inviting families to attend this year, so the service was filmed and posted on our Facebook page. Each family received the service booklet in the mail.



Christmas Pageant: For the first time ever, St. André was able to host a Christmas Pageant with a whole cast of residents. The pageant was well-received and allowed residents much needed entertainment, socialization and cheer.

St. Joseph Healthcare

BANGOR, MAINE

St. Joseph Healthcare, a member of Covenant Health, was founded in 1947 by the Felician Sisters with a mission to support the overall wellness and healing of a patient's mind, body and spirit. St. Joseph Hospital, located in Bangor, Maine, is a 112-bed acute care facility supported by a network of primary care providers and specialists focused on delivering personalized medicine. The hospital is modern, accredited and offers medical, surgical, orthopedic and cardiopulmonary care, laboratory services, physical and occupational therapy as well as a 24-hour Emergency Department and a Skin and Wound Healing Center.

HERITAGE STATEMENT

With a calling from God and the vision of Blessed Mary Angela, the Felician Sisters extended their ministry of care to St. Joseph Hospital, Bangor, Maine, in 1947. To all those in need, we provide compassionate, high-quality holistic health care. We pledge to continue our mission as the leader of compassionate service, remaining a pillar of healing, while responding to the ever-changing needs of our communities.



COMMUNITY BENEFIT HIGHLIGHTS

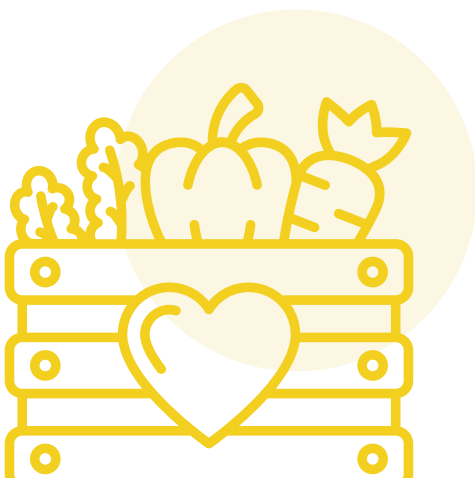
United With Our Community

Return of Volunteers: In 2021, volunteers were able to return to St. Joseph facilities and they did so with ready hearts. Volunteers play a critical role in our hospital, and they serve as a warm and welcoming light to our team members, providers, patients and their families. We are delighted to have them back in action and making a difference.

Good Shepherd Food Bank: St. Joseph Healthcare collaborated with the Good Shepherd Food Bank to distribute food in the community.

Kingman School Support: St. Joseph Healthcare has a longstanding partnership with the Kingman School. Each year, team members raise funds and provide school supplies for students in need.

Meals for Shelters: In 2021, St. Joseph Healthcare team members were able to help provide meals for the homeless in the community. St. Joseph Healthcare teams have been providing support to shelters for several years and appreciate the opportunity to show their love and serve in the community.





United With Our Patients

Blessing Bags: The Emergency Department identified a need for summer and winter blessing bags. These bags went to homeless patients to provide appropriate clothing for the summer and winter months, as well as hygiene products and snack items.

Mother Mary Angela Fund: This fall, a patient was to be discharged and needed oxygen at home. She was not able to afford her oxygen, and the Mother Mary Angela Fund provided funding to purchase it so she could be sent home with the follow-up tools she needed to stay safe and healthy.

Christmas Cards: Christmas cards were distributed to each patient in the hospital on Christmas Day, and extras were provided to Emergency Department, ED, patients to lift their spirits because no one wants to be in the hospital on Christmas Day.

United With Our Team Members

Post-Acute Care Week: St. Joseph's showed appreciation and support of team members with snacks and lunches.

St. Joseph's Pantry: Stocked by St. Joseph's team members for fellow members, the pantry helps minimize anxiety and maintain anonymity when accessing its resources. In addition, phone access is provided so employees can call if they prefer not to stop by the shelves or if the supply is low. Extra items are stored and made available for those who use the food line.

Financial Seminars: St. Joseph Healthcare brought in local financial advisors to offer financial workshops, tools and resources for support to team members who were struggling financially because of the pandemic or other personal issues.

St. Joseph Hospital

NASHUA, NEW HAMPSHIRE

St. Joseph Hospital, a member of Covenant Health, is a 208-bed acute care community hospital located in Nashua, New Hampshire. The main campus features the latest diagnostic and treatment technologies and is supported by a network of primary care providers and specialists focused on delivering personalized medicine. Our hospital is DNV-GL accredited and its extensive services include 24-hour emergency care and a certified stroke program, as well as a Cardiovascular Center, Breast Care Center, Cancer Center and Maternal Child Health Center.

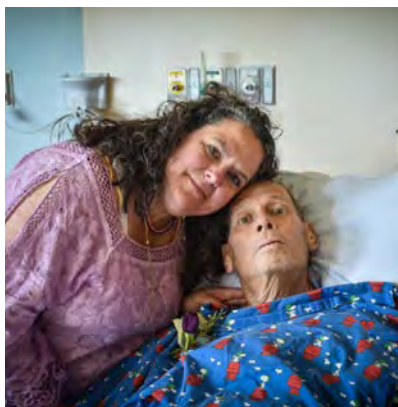
HERITAGE STATEMENT

In 1908, St. Joseph Hospital was founded by Monsignor Henri Milette under the sponsorship of the Sisters of Charity of Montreal, Grey Nuns, to primarily serve Nashua's French-Canadian community. With reverence for the poor and vulnerable, we continue our commitment of hope and healing in the spirit of the Grey Nuns and their foundress, St. Marguerite d'Youville, in spreading the good news of God's intrinsic love for every human being.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

Wedding: In October, a patient proposed to his girlfriend of 32 years after finding out his cancer was terminal and he only had a week to live. St. Joseph Hospital team members sprang into action to help the wedding happen, and the patient was able to wed his longtime partner two days before he passed.



United With Our Community

Arts in the Atrium: Arts, specifically musical arts, are known to help memory care patients and others on their journey to healing. The St. Joseph Hospital Arts in the Atrium program offers opportunities for community members to not only hear the music provided, but actively take part in providing that music.

Project SEARCH: Project SEARCH is a national coalition of agencies who provide work training programs for adults with disabilities. Through these programs, participants can learn skills in business settings that often lead to employment after graduation.

Mobile Health Clinic: St. Joseph Hospital is committed to improving the health of all residents of greater Nashua. One way to help those with little access to health care is by providing a mobile clinic that travels to neighborhoods and provide basic preventative and primary care services. The mobile health clinic was able to host 76 events in 2021 and serve 3,000 patients in the community.

Grey Nuns Thrift Shop: The Grey Nuns Thrift Shop provides the underprivileged in the greater Nashua community access to clothing, shoes, home items and basic toiletries. This shop is staffed by hospital staff and volunteers and is largely supported by local agencies. Patrons receive a voucher and pay nothing

for the items they need, but still have the opportunity to shop and make selections for themselves.

Sock Drive: In January, St. Joseph's collected socks, pillows and money to purchase additional socks and pillows to support three local agencies. Items were donated to the Nashua Soup Kitchen & Shelter, NSKS, the Boys & Girls Club of Greater Nashua and the Southern New Hampshire Rescue Mission.

School Drive: St. Joseph's collected school supplies such as backpacks, pencils and crayons. All items were donated to NSKS, which provides the largest backpack giveaway for the greater Nashua area.

Christmas Basket Project: Each year the Christmas Basket Project is the largest community outreach project organized by St. Joseph's Hospital. The process begins in September, with delivery set for Christmas. It reaches all the schools in the Nashua school district. Each year, school nurses determine what families need. Then, different departments at the hospital divide and conquer to make sure each family gets what is needed, whether that means food, toiletries, gifts from Santa or all the above. In 2021, baskets were distributed to 60 families.

United With Our Team Members

Bereavement Program: In 2021, St. Joseph Hospital tragically lost a facilities keeper when he suffered a heart attack while at work. This striking loss showed a need for a bereavement support group that could be there for team members in unpredictable times. After holding Mass in his memory that day, team members took action to create the Bereavement Program – making a difference for others in the community.

Founders' Day: In May, St. Joseph Hospital celebrated Founders' Day. This annual event is highlighted by the presentation of department awards. The day was positive and uplifting for all.

Employee Food Pantry: At the beginning of the COVID outbreak, the pantry doubled its availability from bi-weekly to weekly, which meant St. Joseph's resources

and finances were being used twice as fast. In the nine years it has been open, the food pantry has always been fully supported financially by St. Joseph Hospital staff. When the pandemic hit, that was no longer possible, so we were grateful when we received a \$10,000 Rathcob Grant to help sustain and replenish the pantry.

Monsignor Milette Scholarship: St. Joseph Hospital team members can apply for tuition reimbursement when they pursue a course of study, but many run into extraneous costs. In 2021, the Monsignor Milette Scholarship was established as a fund to help those who have exhausted other means of financial assistance and need a helping hand to complete their studies.

St. Joseph Manor

BROCKTON, MASSACHUSETTS

St. Joseph Manor is built on a ministry that combines clinical excellence with thoughtful spiritual care. Every day our team strives to exceed the individual physical, emotional and spiritual needs of each resident with services including adult day health care, short-term rehabilitation, long-term skilled nursing, as well as palliative and respite care. In addition, our community boasts highly rated dining services and a vibrant resident enrichment program.

HERITAGE STATEMENT

The legacy of the Congregation of the Poor Sisters of Jesus Crucified and the Sorrowful Mother, founded by Rev. Alphonsus Maria, C.P., in 1924 to serve the poor, elderly and dying of all faith traditions, continues to inspire the healing ministry of St. Joseph Manor.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

Resume Seminary Partnerships: St. Joseph Manor has a 12-year collaboration with Pope John XXIII seminary and in 2021, we welcomed back two students who were looking to assist in pastoral care.

Return of Student Nurses: Student nurses were not able to serve during the height of the COVID-19 pandemic. This not only affected our residents, but also hurt students who were looking for hands-on experience. In September, student nurses from the Brockton School of Nursing were happy to return and engage in work in the memory care unit. St. Joseph's Manor is home to seven student nurses throughout the school year who learn practical skills and gain hands-on experience that they can carry with them through graduation and their future careers.

Annual Mass of Remembrance: For more than 20 years, the St. Joseph Manor family has held a remembrance service to honor the deceased. In light of the COVID-19 pandemic, St. Joseph Manor has not been able to hold the ceremony. In 2021, at the Sisters of Our Lady of Sorrow Convent Chapel, people came together in remembrance, prayer and fellowship, as the annual mass returned. Lanterns were lit in memory of those who passed away in 2020 and 2021.

United With Our Residents

Nativity Pageant: After losing their long-time priest, the residents and team members of St. Joseph Manor were worried about the traditional Christmas celebrations. But as always, a miracle came when needed. This year, for the first time ever, St. Joseph Manor was able to hold a Nativity Pageant involving all the residents in their chapel. The pageant was recorded so those unable to attend could see the singing of hymns, adorning of the creche and telling of the nativity story.





Centenarian Birthday Celebration:

When one of our Sisters Jesus Crucified residents reached her 100 year birthday, we felt it was important to celebrate her longevity. Brockton's Mayor presented her with a certificate, and Sisters from her convent, along with other residents, attended her special birthday celebration.

Secret Santa: Every year at St. Joseph's Manor, the team members pick residents and act as "Santa" for them. This tradition was missed in 2020, but in 2021 team members and residents looked forward to the return and seeing what goodies Santa put in their stockings.

United With Our Team Members

Education Grant: The Catholic Health Foundation provided a \$7,850 grant to help further education for six team members. The grant can be used for those wanting to become a CNA, or for those looking to promote from CNA to LPN, or from LPN to RN. One long-term CNA on the St. Joseph's Manor team was able to refer five of the six teammates that were sent. That referring CNA was also honored for her work and generosity to those in the community.

Giving Back: St. Joseph Manor provided meals, home-baked goods and gift cards to team members during the spring months and beyond.

St. Mary Health Care Center

WORCESTER, MASSACHUSETTS

St. Mary Health Care Center, sponsored by Covenant Health since 1998, is a place of welcome and a home for the sick, the elderly and the poor. We live the compassionate healing of Jesus as reflected in the life and legacy of St. Marguerite d'Youville, foundress of the Sisters of Charity of Montreal, Grey Nuns.

HERITAGE STATEMENT

St. Mary Health Care Center, sponsored by Covenant Health since 1998, is a place of welcome and a home for the sick, the elderly, and the poor. We live the compassionate healing of Jesus as reflected in the life and legacy of St. Marguerite d'Youville, foundress of the Sisters of Charity of Montreal, Grey Nuns.

Recognizing our Team Members

At St. Mary Health Care, our team members are the heart of our ministry. We honor and recognize our team for spending countless hours serving residents and walking them through the ongoing COVID storm. They brought comfort and love to families and colleagues, and they lived out our mission each day by always thinking of our patients and residents.

Although the year was difficult, we were stitched together as a family, and the scars that remain are a testament to God's faithfulness, the dedication of our team and the spirit of hopefulness we have worked hard to nurture.

“

We shall continue to love and serve.”

—St. Marguerite d'Youville

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

Mustard Seed Food Bank: St. Mary Health Care Center has a longstanding partnership with the Mustard Seed food bank in Worcester. Here, people in need can come by each weekday to pick up a takeout dinner. Roughly 80 individuals rely on Mustard Seed for their dinner daily. In 2021, thanks to a grant from the St. Marguerite d'Youville fund, St. Mary's Health Care Center increased its giving for this essential resource in its community.

Toy Drive: The Webster Square Day Care Center is a childcare facility for low-income families that shares building space with St. Mary. In 2021, St. Mary saw a need to help these families create some Christmas magic, so we hosted a toy drive for the more than 35 children who are cared for here.





United With Our Residents

Halloween Visitation: In 2021, in the absence of normal Halloween festivities, one fun-loving team member at St. Mary dressed as Daffy Duck to visit patient rooms and pass out candy.

Hoyer Lift™: To preserve the dignity of residents, St. Mary has been working to get a Hoyer™ lift. In 2021, a grant from the Diocese of Worcester made this lift an option, allowing team members at St. Mary to assist patients safely and respectfully in getting into and out of their beds.

Santa Comes to Town: In December, residents were visited by Santa as he dropped by with a gift for each of them. After a year of ever-changing circumstances, it was nice to celebrate Christmas with smiles and a bit of normalcy.

United With Our Team Members

Monthly Lunch: The Mission department at St. Mary knows how uplifting and welcome a nice, warm meal can be when you're caring for others, so each month we provide a hot meal for our team members.

Thanksgiving Giving: At Thanksgiving, St. Mary gave turkeys and thank you cards to all team members for their hard work and dedication to patients.

Employee Food Bank: St. Mary, like many of the Covenant Health organizations, is home to an employee food bank. This food bank houses grocery items for any employee who may need them and is available at any time.

Coat Drive: With cold weather approaching, St. Mary organized a coat drive to ensure all team members and their families had access to warm coats for the winter.

Helping Hands Employee Assistance Program: This program provides an opportunity for team members to request assistance with rent, medical bills, utilities and more in cases of dire need. In 2021, \$1,500 was given to help St. Mary team members in need.

Christmas Sweets: At Christmas, St. Mary Health Care Center staff received pies and hot chocolate gift tins to share with their loved ones over the holidays.



St. Mary's Health System

LEWISTON, MAINE

St. Mary's Health System, a member of Covenant Health, was founded in 1888 by the Sisters of Charity of Saint-Hyacinthe. Today, it is an integrated medical system comprised of a 233-bed acute care community hospital, an employee group of primary care and specialty providers, an urgent care and emergency department, an extensive complement of behavioral and mental health services and outpatient specialty practices. Our system also includes d'Youville Pavilion, a senior care community that offers a rehabilitation center, long-term skilled nursing care and memory care. We combine talented and compassionate caregivers with state-of-the-art medical technology to meet Androscoggin County's health care needs.

HERITAGE STATEMENT

In 1888, the Sisters of Charity of Saint-Hyacinthe established a healing ministry to meet the needs of this community. In the spirit of the Sisters and their foundress, St. Marguerite d'Youville, St. Mary's Health System will continue its unwavering commitment to provide holistic care, offered with respect and compassion, for all in our community.



INTRODUCTION

St. Mary's is committed to improving the health of our community through the provision of compassionate, high-quality health care, strategic partnerships, community and health care professionals' education, and addressing the social determinants of health and community building. These efforts are examples of how we live and fulfill our mission of healing and care so those in our community can flourish.

The COVID-19 pandemic truly up-ended strategic plans and even regular business operations for health systems in 2021. In the first half of the year, we were very focused on vaccine clinics. We held clinics for essential health care workers and offered clinics, per the the state of Maine regulations, for priority groups: first for the elderly in our community, then for teachers and the underserved, next for adults and finally for children.

As patients came in for their vaccine, some remarked it was the first time they had been out of their homes in months. One couple came in together and said they were celebrating 63 years of marriage and couldn't think of a better way to do so. One of our nurses received two marriage proposals in one day! As the supply of vaccine increased, we wanted to ensure underserved populations in our community had access to it as our state showed some of the worse disparities in COVID-19 cases based on race. Our affiliate, Community Clinical Services, is a federally qualified health center located in the heart of the poorest census tract in the state. They began offering vaccine clinics every Saturday, and continue to do so.





We were also proud to offer vaccine clinics in a local school for all the teachers in our county and we held a vaccine clinic in downtown Lewiston for the underserved. We partnered with another local health care system, as well as local city and state government organizations to establish a high through-put vaccine clinic for the region and then volunteered at the clinic during the spring and early summer. That clinic was open for a full year and in that time administered 65,499 doses.



Safety was and continues to be, of utmost importance during the pandemic. Vaccine clinics required the support of many in the health system to make them possible. Pharmacists received the vaccine and drew it into syringes. Nurses administered shots. Lab technologists processed the COVID-19 tests each week. Registrants and volunteers staffed the clinics. Information technology workers set up and took down computers weekly throughout the campus and the community, so we could record and track the vaccines. This effort involved scores of health care professionals for whom we are grateful and proud to call our own. Their concern and collaboration for the health and well-being of everyone in the Lewiston community is second to none.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

The St. Mary's Nutrition Center, NC, has a 20-year history of promoting community health and wellness in greater Lewiston-Auburn, Maine. Located in the heart of downtown Lewiston, the NC serves as a healthy food hub for neighborhood residents. The NC is home to integrated programs which include: an emergency food pantry; urban community gardens; school garden and cooking programs; cooking education programs for adults; leadership development and training programs for young people; the Lewiston farmers' market; the Good Food Bus mobile market and other food access programs.

The Nutrition Center brings people together to collectively imagine and build a food system and healthy community. Its vision is for a vibrant Lewiston-Auburn where neighbors care for each other and come together to ensure every person has good food, a sense of purpose and belonging and opportunities to thrive.

Community Gardens: After more than two decades of growing food in Lewiston-Auburn, the community gardens remain a core part of the Nutrition Center's effort to support healthy people and places.

The Nutrition Center managed 10 community gardens in Lewiston and Auburn, supporting 148 households totaling 516 people, in growing their own food and building neighborhood connections. After a significant reduction in gardener education and community events in the early stages of the pandemic in 2020, the NC began to rebuild the gardener engagement programming. This included workshops on topics such as fruit tree care and composting; outdoor garden barbecues and harvest celebrations; as well as a fruit tree give-away in partnership with ReTreeUS.





KEY ACCOMPLISHMENTS IN 2021



Construction of a new community garden in Auburn, benefiting families and students at the adjacent Washburn Elementary School.



New 15,000 sq. ft. multi-use installment in the Nutrition Center's on-site Learning Garden that can be used for gathering, learning and growing food.



A Children's Garden section was added, as well as a raised bed "Lamppost Garden," that will be a key part of youth gardening programs in the summer of 2022.

Food Pantry: In 2021, the St. Mary's Food Pantry continued to serve as a critical food resource for households dealing with food insecurity in Lewiston-Auburn. Like last year, they are regularly seeing new households whom have never used their services.

The pantry also serves as a resource and information hub where multiple partners set up information tables during distribution hours for resources like public health and community resources.

KEY ACCOMPLISHMENTS IN 2021

- Adaptations were made to the COVID service model including a low contact outdoor market model for the March-November season, and an order and pickup window model for the cold winter months.
- The 2020 program continued home delivery in 2021, reaching vulnerable households who have difficulty accessing on-site distribution. This included households impacted by COVID illness and/or quarantine. A total of 13,800 bags of food were delivered.
- At the peak of need for deliveries during the winter and early spring, the Nutrition Center provided an average of 400 deliveries per week.
- The Nutrition Center continued their partnership with the Immigrant Resource Center of Maine to provide culturally preferred "staples bags" in the Ramadan season. This effort was well received, reaching 750 households.
- They continued to participate as a distribution site for the Mainers Feeding Mainers program, which provides local farm-fresh produce on a weekly basis during the growing season.
- A total of 6,253 bags provided through the twice-weekly on-site service, serving an average of 985 people each month.
- A total of 565 new households were registered in 2021.





Blake Street Fire Assistance: On September 11, 2021, an apartment fire occurred in Lewiston, Maine, displacing nearly 80 individuals from two buildings and resulting in the tragic death of an elderly man who attempted to escape the blaze. As a result of the fire, numerous community partners stepped up to provide support and assistance to ensure basic needs and services were available and accessible to those impacted. This included the St. Mary's Nutrition Center, which in partnership with the Immigrant Resource Center, IRC, and with support from the Root Cellar, prepared and delivered a total of 3,760 culturally tailored hot meals to a diverse group of individuals and families for one month.

Mumina Isse, community outreach coordinator with the NC, and food coordinator with the IRC, was responsible for leading a team of roughly eight women, nearly every day, in preparing lunch and dinner. The meals cooked were a mix of traditional Somali, Angolan and Congolese foods that included dishes like Somali Rice and Fufu, as well as classic American dishes like hamburgers and fries. During a series of surveys NC volunteers and staff conducted to ensure people's needs were met, one non-African woman shared, "My children love the food so much, especially the Somali rice. We'd never had it. It's so delicious." Another woman shared how she cried the first night she saw food from her country.

Over the course of the month, in addition to NC and IRC staff, the Root Cellar provided weekly meal preparation, and Central Maine YWCA and Bates

College generously prepared and donated lunch. In addition to those who cooked, the NC, IRC and Root Cellar coordinated dozens of staff and volunteers to deliver the meals to hotels, homes and even one empty fire station across Lewiston-Auburn.

The NC, IRC and Root Cellar also worked to ensure people had critical resources during the month they were displaced and while they transitioned back into more permanent housing. This included \$640 in emergency gift cards purchased from funds raised by the NC sponsored Lewiston Farmers' Market in the first week people were displaced. Later, an additional \$2,000 in gift certificates from the NC were purchased for kitchen equipment, as families settled into housing where they could prepare their own meals. The NC also provided deliveries to families with large quantities of staples such as rice, oil and flour to start their pantries.

The NC's and other community partners' collaborative response to the tragedy of the Blake Street Fire was highlighted time and again by the Red Cross as something truly unique and profound, and is reflective of several of the NC's core beliefs including good food is a right, relationships are the foundation of their work and we all share a responsibility to build more equitable and just communities.

Since the response to the fires, the NC has created a weekly meeting where they can coordinate community responses into weekly staff priorities so they, along with others, can show up for their neighbors when they are needed most.

Other Community Involvement

Marguerite d'Youville Fund for Financial Assistance: This fund provides financial assistance for patients or team members who are in a financial crisis. The fund can assist with rent, utilities, food, medication and more. In 2021, St. Mary's Health System disbursed \$31,785 and assisted 36 patients and 14 employees, impacting 93 people including household members. Most of the assistance provided was for housing and in 2021, St. Mary's was able to help more than one family move from living in a vehicle to living in an apartment. The fund is made possible by donations from other team members and community members.

Youth Anti-Vaping Campaign: The increase in youth vaping in this community was alarming in the 2019 Community Health Needs Assessment at a 78% increase nationwide. The St. Mary's Health System teams were also concerned about the number of youths who do not believe vape products contain dangerous substances such as nicotine or that youth who vape have a higher risk of serious COVID-19 symptoms.

St. Mary's Health System partnered with Central Maine Medical Center in 2021 to collaborate on efforts to reduce youth vaping. To create a social media campaign that would run for four months, funded by Covenant Health, the system began a logo design contest to engage high school students. Twenty-five entries were received, and the winner's design was made the logo for the campaign which received over 320,000 impressions and 1,000 ad clicks in the four months it ran.

United With Our Team Members

Work Sabbath and Schwartz Center Rounds: To support St. Mary's employees during this challenging year, Mission Integration offered several opportunities for emotional and spiritual support. The Work Sabbath was a paid day off from work where many team members gathered at a nearby lake to enjoy relaxing, reconnecting with their purpose and renewing their call to serve. Schwartz Center Rounds sessions were also offered that included "The Patient Who Was My Best Teacher" and "The Soul of Grief".

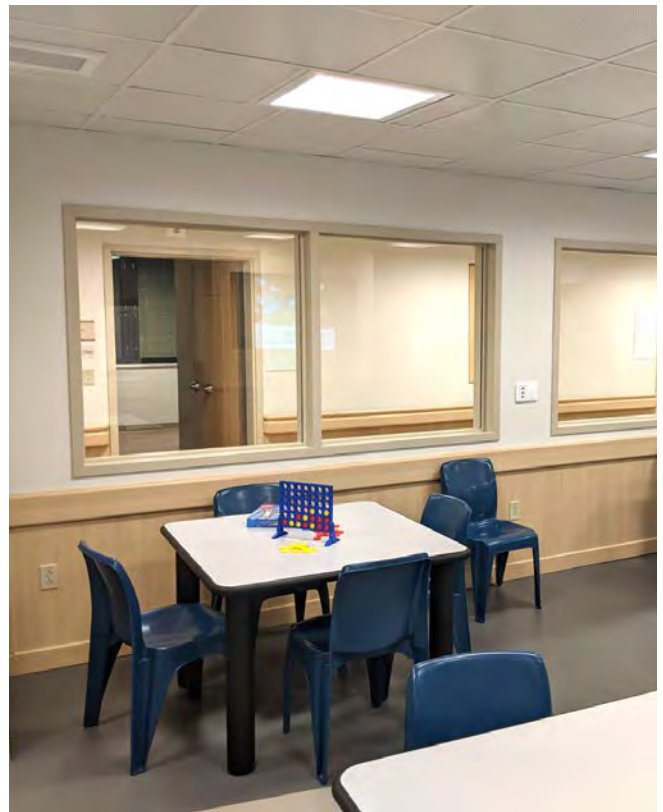


MARGUERITE d'YOUVILLE AWARDS WINNERS



Mission Week: Each year during Mission Week, St. Mary's presents the Marguerite d'Youville Awards to four employees who live our core values in extraordinary ways. The awards are presented at the annual Mission Week Massachusetts. In 2021, the winners were: Compassion: Dr. Michael Barnes, Anesthesia; Integrity: Dr. Edwin Tan, Auburn Medical Associates; Collaboration: Lori Dineen, Medical Affairs; and Excellence: Ruth Hall, Behavioral Services.

Another tradition during Mission Week is that departments select a community nonprofit organization whose mission aligns with their own, and they put together a gift basket to donate for their clients. In 2021, 23 departments donated gift baskets to agencies who serve elderly patients, vulnerable children, at-risk teens and homeless students.



United With Our Patients

Adult Behavioral Health Unit: One of the highlights of 2021 was the opening of the renovated St. Mary's Adult Behavioral Unit in December. This project came to fruition after a four-year capital campaign and decades of planning. St. Mary's strives to bring support and resources to the growing population of individuals needing outpatient and inpatient mental health and behavioral services. The new Carlton and Lucille Sedgeley Adult Behavioral Unit exponentially improves the ability of St. Mary's behavioral health providers and staff to deliver excellent care to their patients. Patients had input into the design of the unit and are very pleased to have private rooms that provide safety in a healing environment.

St. Mary's Villa

ELMHURST TOWNSHIP, PENNSYLVANIA

St. Mary's Villa Campus had one of our most productive years with the greatest impact on serving the poor and vulnerable in our community. We are a campus with a 111-bed nursing home and a 66-bed personal care home in the picturesque countryside where we can serve others and feel the presence of God in all that we do and in our surroundings.

HERITAGE STATEMENT

St. Mary's Villa was created in 1924 by a Passionist priest, Rev. Alphonsus Maria, who emigrated from Lithuania. With the fervor of a missionary spirit, he answered the call of his fellow countrymen, women and their children around Scranton, Pennsylvania. Reverend Alphonsus and the religious order that he founded, The Poor Sisters of Jesus Crucified and the Sorrowful Mother, established an orphanage and a home for the elderly. Their loving care for the elderly continues today.



COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

NEPA Youth Shelter: NEPA is Northeastern Pennsylvania, which is a geographic region consisting of the Pocono Mountains, Endless Mountains, Scranton, Wilkes-Barre, Pittston, Hazleton, Nanticoke and Carbondale. In August, St. Mary's Villa built a garden and offered educational materials on gardening for the NEPA Youth Shelter, which provides emergency shelter and essential resources to unaccompanied youth throughout counties in Northeast Pennsylvania.

Little Pantry Project: St. Mary's Villa spearheaded a Little Pantry Project in 2016, and it continues today. Each week, the pantry is stocked with nonperishable food items for the immediate community. It provides nourishing meals to families in need, who may be struggling to make ends meet until payday. It is heavily utilized and has been a well-received resource for the local community. This entire pantry is funded by selling candy bars throughout the year to residents and team members. The Little Pantry is also utilized by staff members and families of residents in need at St. Mary's Villa. This project is advertised through local churches and always remains open.

North Pocono Food Pantry: St. Mary's Villa is a member of the North Pocono Food Pantry Volunteer Committee and team members regularly volunteer for their weekly distribution times. St. Mary's also holds numerous food drives for the North Pocono Food Pantry throughout the year. In 2021, over 2,000 pounds of fresh, organic produce was grown and distributed to the party.

North Pocono Ministerium: St. Mary's mission director has been a member of the North Pocono Ecumenical group for several years. This group addresses the needs of the community and builds partnerships among the many different religions in the region. This year, St. Mary's Villa was able to serve in a greater capacity for the ministerium as they opened their doors to provide space for all ministries and denominations to meet.

Festival of Trees: In 2021, Visit NEPA hosted their annual Festival of Trees event, which is a fundraising event for Toys for Tots. Every year, local businesses and organizations display different Christmas trees decorated to a theme. This year's theme was "The Wonders of Nature" and St. Mary's Villa submitted a tree themed around their gardens. Overall, the Festival of Trees event raised \$2,000 for Toys for Tots.

Food Drive: The need for food and easy food access is visible in the Scranton area, so in 2021, St. Mary's Villa partnered with North Pocono Intermediate School to coordinate a food drive that could give back to the local community. The Villa also stepped in with a food donation in the amount of 2,500 pounds from the campus gardens; overall 200 families were fed.

Master Gardeners: Pennsylvania State University has an extension program for Master Gardeners that fosters a connection between the University and community members in Scranton, Pennsylvania. There are three master gardeners who work at St. Mary's Villa that are part of the extension and each year they volunteer at least 50 hours, per person. Their volunteer hours are often spent in different ways. Master Gardener Addie Rocco spends at least one hour every week hosting a hotline for community members to call in with gardening questions. Another way for the gardeners to volunteer is helping at local Head Start initiatives. St. Mary's Villa gardeners have been able to Zoom® with students at NEPA Head Start in 2021 to teach them about plant life cycle, gardening and some basics of horticulture. At the end of their class, each student took home pots, soil and seeds that were distributed in their schools from the Villa. For a few days a year the St. Mary's Villa gardens are transformed into a classroom that teaches 50 students the importance of gardening and environmental studies.

Go Little Joe: In northern Pennsylvania, Joe Snedeker, a local weather forecaster, collects funds each year to donate to St. Joseph's Center. Snedeker takes donations to sponsor his east coast bicycle ride that takes place over the course of a week. The funds are all donated to St. Joseph's Center, which is a home for disabled children or children in need of specialty care. This fundraiser is called "Go Joe" and St. Mary's Villa included their residents in the fun and giving. Once a year, St. Mary's Villa now hosts Joe Snedeker who rides through the halls of the Villa on a tyke bike, so residents can participate in his journey. With the contributions of 2021 totaled, the Villa has now raised a cumulative \$25,000 to go to St. Joseph's Center. Go Little Joe is just one more way that residents of the Villa can connect with their community to make a difference.

United With Our Team Members

Community Garden Project: The St. Mary's Villa team embarked on a massive gardening project in 2020, and in 2021 they were able to expand their efforts. Half of the roughly 40 gardens feed the Villa through stocking the pantry and cooking for residents, but the other half of the beds are open to team members and community members to adopt. When a team member claims a garden, they are given young plants that have been grown in the "garage greenhouse" to allow for a healthy bloom. This project has increased the morale of team members and serves more individuals and families throughout the community in many ways.



Youville House Assisted Living Residences

CAMBRIDGE, MASSACHUSETTS

Youville House is a faith-based, nonprofit assisted living community located in the heart of Cambridge, Massachusetts. Youville House has a tradition of care rooted in the life and legacy of Saint Marguerite d'Youville, an eighteenth century French Canadian woman who founded the Sisters of Charity of Montreal, affectionately known as the "Grey Nuns." Youville House is best known for the compassionate care our team members provide to residents and families. This care stems from the mission to be a healing presence to one another and our communities.

HERITAGE STATEMENT

Youville Assisted Living Residences are communities grounded in the spirit of St. Marguerite d'Youville, foundress of the Sisters of Charity of Montreal, "Grey Nuns." Trusting in God's love, each community serves all those in need with compassion and respect.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

COVID-19 Testing: To prevent the spread of COVID-19 and make private aide care more affordable for residents, Youville provided free COVID-19 testing for private aides of several residents during community COVID surges.

First Responders Thank You: Youville House provided the Cambridge Fire Department with lunch in August as a thank you for their service to the community.

Support Groups: The Youville mission director hosts monthly support groups for people living with Parkinson's Disease and for family and caregivers of people living with Alzheimer's disease.

St. Paul's Catholic Church Homeless Program: Youville House provided prepared meals for the Advent and Lenten homeless programs.

Moving Day for Parkinson's: We worked in close collaboration with the Parkinson's Foundation to support better research, better treatment and better lives. In 2021, Youville House raised \$1,766.50 in one day thanks to the resident and staff walk that was held in October.

Transition Wellness Center Cambridge: Youville House partnered with Spaulding Rehab Cambridge to provide toiletry bags for the homeless in the area.

Weekend Meals for Students in Need: Students facing food insecurity in the community are benefited by the generosity of Youville House. We prepared and sent bags of food for weekend meals home with children at a local school. Youville House has provided this service for several years and encourages team members to give back to their community.

United With Our Team Members

Helping Hands: Helping Hands is an employee emergency assistance fund that was established in the summer of 2021. Thanks to a grant from the Covenant Philanthropy Department, team members at Youville House can now apply for up to \$500 a year in emergency assistance. This can be applied for emergency medical bills, dental bills, housing expenses and more.





Youville Place Assisted Living Residences

LEXINGTON, MASSACHUSETTS

Youville Place is a faith-based, nonprofit assisted living community that began as the U.S. Provincial House for the Grey Nuns in the 1950s. Today, it maintains its mission of care and healing rooted in the life and legacy of Saint Marguerite d'Youville. Youville Place is best known for the compassionate care team members provide to residents and families. This care stems from the mission to be a healing presence to one another and our communities.

HERITAGE STATEMENT

Youville Assisted Living Residences are communities grounded in the spirit of St. Marguerite d'Youville, foundress of the Sisters of Charity of Montreal, "Grey Nuns." Trusting in God's love, each community serves all those in need with compassion and respect.

COMMUNITY BENEFIT HIGHLIGHTS

United With Our Community

COVID-19 Testing: To prevent the spread of COVID-19 and make private aide care more affordable for residents, Youville provided free COVID-19 testing for private aides of several residents during community COVID surges.

Community Day Center of Waltham: The Grey Nuns who live at Youville Place have had a close partnership with the Community Day Center of Waltham in Lexington for many years. The center provides meals for homeless in the community, and those meals are typically donated by local organizations. In 2021, Youville Place was able to fund more than \$1,000 in lunches for the center through its partnership and work with the Grey Nuns.

Alzheimer's Support Group: Youville Place's mission director hosts a monthly support group for family and caregivers of people living with Alzheimer's disease.

Walk to End Alzheimer's: Youville Place works in close collaboration with the Alzheimer's Association. In 2021, the Youville team was able to raise more than \$5,000 for Alzheimer's research and support when we participated in the Walk to End Alzheimer's in October.

Rotary Luncheon: Youville Place provided meeting space and lunch for the Women in Business luncheon in December.

Lexington Social Services: Youville Place provided homemade icing for the town's senior Christmas cookie decorating activity.

United With Our Team Members

Helping Hands: Helping Hands is an employee emergency assistance fund that was established in the summer of 2021. Thanks to a grant from the Covenant Philanthropy Department, team members at Youville Place can now apply for up to \$500 a year in emergency assistance. Assistance can be applied for emergency medical bills, dental bills, housing expenses and more.





A society is all the more human to the degree that it cares effectively for its most frail and suffering members, in a spirit of fraternal love. ”

Pope Francis

World Day of the Sick, 2021





Environmental Report

At Covenant Health, we believe God calls us to be wise stewards of our resources and to protect our planet.

Through thoughtful initiatives and investments, Covenant Health has made progress toward this goal. In 2021, we looked for a way to memorialize the many patients, residents and staff that were impacted by or lost their lives due to complications from COVID-19. We felt tree planting was not only a way to symbolize new life and growth out of death, but trees also provide oxygen, shade and strength to the ground in which they are planted.

As we mark this important milestone and remember those who have passed, we are reminded that new life is bursting forth and growing even in the midst of pain and loss. We hope these trees will also serve as a reminder to remember and cherish what we have been given – both from those we loved who are no longer with us and from the environment which continues to feed us and protect us.







This is the Gospel we are called to live: to welcome others, to be experts in humanity and to light fires of tender love when the coldness of life engulfs those who suffer.”

Pope Francis
Twitter



COVENANT
HEALTH

United in SERVICE

ANNUAL REPORT 2021



MISSION

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

VISION

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

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.

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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Dear Friends,

Thank you for your support and confidence in Covenant Health and our family of health care organizations. The focus for our 2021 Annual Report is on unity - we are United in Service to Our Communities. This was the vision of our foundresses and is a responsibility we take most seriously.

While there were many challenging moments over the past 12 months, there were even more moments of compassion, collaboration, hope, selfless service and inspiration. We continue to be strong and resilient as a team and health system. COVID-19 has proven that we can successfully navigate challenges while remaining focused on our mission and offer creative solutions that support our patients, residents, workforce and communities.

EXAMPLES OF THIS WORK INCLUDE:

Strengthening Our Organizations' and Communities' Collective Response to COVID-19:

We worked harder than ever to make 2021 a turning point in the global COVID-19 pandemic. In addition to continuing enhanced infection prevention and masking protocols designed to keep our patients, residents and team members safe, we launched numerous community vaccine clinics and complied with CMS vaccine requirements for our workforce. We also continued to invest in and strengthen virtual care options as our organizations applied lessons learned in 2020 to ensure we were responding to surges as quickly and effectively as possible.

Expanding Our Ministry to Support Our Mission: In 2021, we formalized an enhanced clinical affiliation with MaineHealth that has already resulted in expanded specialty care for St. Mary's Health System patients in Lewiston, Maine. We also welcomed Bangor Nursing and Rehabilitation Center as a full member, and with St. Joseph Healthcare, we now provide residents of Bangor, Maine with a full continuum of care. We also entered into discussions with Day Kimball Healthcare, a health system in Putnam, Connecticut, focused on Day Kimball becoming a member of Covenant Health. In response to a critical statewide need, we opened a new senior behavioral health unit to serve residents in the Nashua, New Hampshire area. All of these initiatives seek to expand access to health care in areas of need.

Advancing Our Journey to Excellence in Order to Become a High Reliability Organization: We continued to make progress on our multi-year Journey to Excellence, which includes strategic initiatives and investments designed to improve the quality, safety and experience we provide patients, residents and our workforce. Through our Journey to Excellence, we will become a high reliability organization, with predictable and repeatable outcomes that support consistent high quality care while catching and correcting errors before they happen.

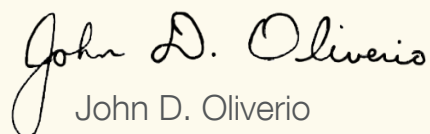
Investing in Our Associates as They Are What Help Us Stand Apart: We continued our focus on workforce development and retention to ensure we are the Employer of Choice in each of our markets. We enhanced our robust benefit offering and implemented pay scale adjustments so we will remain competitive in an increasingly tight labor market. Our Learning and Leadership Academy is committed to career and leadership development and our newly formed DEI Task Force is developing strategies and tactics to support our commitment to diversity, equity and inclusion on all levels of our organizations.

This annual report provides highlights of what we have accomplished together, and it is our sincere hope you find it informative and inspiring. As we look to 2022 and beyond, we are more confident than ever our health system and team are strong, and our brightest days lie ahead of us.

With gratitude,



Stephen J. Grubbs, MBA
President/CEO



John D. Oliverio
Board Chair

Uniting Our Resources & Expertise to Protect and Improve Access to Care in Our Communities

Covenant Health is fueled by the vision of our foundresses who understood that smaller health care organizations would thrive by uniting to navigate future challenges.

Their foresight, combined with wise leadership and responsible stewardship, has allowed us to do just that. Over time, the health care industry has become significantly more complex; financial pressures and competition have increased and health care delivery has evolved. Over the past several years, as part of our broader Journey to Excellence, Covenant Health has focused on continuous improvement and growth to:



Create economies of scale that will allow us to keep costs lower for patients



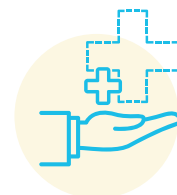
Generate additional opportunities for our team members to learn, grow and advance



Protect and improve access to high-quality care



Elevate our clinical expertise and operational knowledge



Expand the continuum of services available to patients

As we have grown, we've remained committed to preserving and improving health care in communities at-risk or underserved—an important component of our foundresses' vision.

Expanding Access to Advanced Specialty Care Through an Enhanced Clinical Affiliation Between St. Mary's and MaineHealth

St. Mary's Health System has been part of the Lewiston-Auburn community for more than 130 years and is deeply committed to ensuring that patients have access to a full array of high-quality services close to home. However, the community's smaller size makes it more challenging to recruit and support some specialty services that patients need to stay well and manage their complex health conditions. For many years, this meant that patients often had to travel significant distances to receive the care they need.

In September 2021, St. Mary's Health System announced its enhanced clinical affiliation with MaineHealth, expanding a longstanding partnership that has benefited the community in numerous ways over the years. The enhanced affiliation results in many benefits, including:

- » Ensuring patients have access to a broader array of advanced specialty care close to home
- » Reducing the need to travel outside of the community for specialty care
- » Making the community more attractive to businesses looking to invest or relocate to the area
- » Strengthening St. Mary's ability to recruit and retain top talent to the community



It's an honor to become a part of Covenant Health's family. We look forward to continuing to provide the compassionate and comprehensive care to our residents that has consistently earned us above-average ratings for quality and staffing from the Centers for Medicaid and Medicare Services (CMS). ”

Nichi Farnham

President of Bangor Nursing & Rehabilitation Center's community-led board of directors

Preserving and Strengthening Care for Seniors Through the Acquisition of Bangor Nursing & Rehabilitation Center

Bangor Nursing & Rehabilitation Center (BNRC) has been trusted by generations of Bangor residents for providing long-term care and rehabilitation services for aging loved ones. In addition to a longstanding relationship with the community, BNRC has also maintained a long and fruitful relationship with St. Joseph Hospital, one of Covenant Health's three acute care hospitals.

In 2013, Covenant Health was engaged to provide management services for BNRC. Following nearly a decade of successful partnership, we were deeply honored when BNRC's community-led board of directors expressed interest in becoming a full member of the Covenant Health family of organizations.

Their vision became a reality in December 2021, and as a result, this 60-bed center now has access to a deeper pool of operational resources, clinical expertise and best practices developed across Covenant Health's post-acute and assisted living communities and three hospitals. In partnership with St. Joseph Healthcare, this also offers Bangor residents an expanded continuum of care.

2021 HIGHLIGHTS & ACCOMPLISHMENTS



Preserving & Enhancing Care in Connecticut by Exploring a Potential Affiliation with Day Kimball Healthcare

In November 2021, Covenant Health and Day Kimball Healthcare, located in Putnam, Connecticut, entered into an affiliation agreement aimed at Day Kimball Healthcare becoming a full member of Covenant Health. Day Kimball is a fully integrated health system comprised of Day Kimball Hospital, Day Kimball Medical Group and four ambulatory health care centers. Although the signing of the affiliation agreement marked an exciting milestone in the partnership journey, due diligence and regulatory review is likely to continue well into 2022.

Once approved by regulators, Day Kimball Hospital will become the fourth acute care hospital in the Covenant family of organizations. As part of Covenant Health, Day Kimball will be able to access a deeper pool of resources and expertise, including access to capital for investment in an updated IT infrastructure and a new state-of-the-art electronic health record system. This additional support, along with economies of scale that will result from the acquisition, will allow Day Kimball to focus fully on its mission and meeting the needs of the local community.

Our proposed affiliation with Day Kimball reflects Covenant Health's deep commitment to preserving and enhancing health care in communities that are underserved and/or at-risk. While it is still too early in the process to extend a heartfelt welcome to the Day Kimball team, we hope to do so at some point in 2022.

Photo: Stephen Grubbs, President/CEO of Covenant Health, Janice Thurlow, Chairman of the Day Kimball Healthcare Board of Directors and R. Kyle Kramer, CEO of Day Kimball Healthcare sign affiliation agreement at Day Kimball Hospital in Putnam, on Tuesday, November 16, 2021.

Uniting Technology & Compassion to Strengthen Care

During the past year, Covenant Health has continued to invest heavily in upgrading and maximizing our technology and IT infrastructure to better serve our patients and residents, as well as make day-to-day tasks both easier and more efficient for our team members and providers. While these investments are not new to Covenant Health, they have taken on more importance due to the COVID-19 pandemic. Ensuring our team members and providers have access to their computers and files while working remotely has been a major focus of the past two years. Based on the progress we've achieved thus far, we feel confident our people have the tools, technology and resources they need to be connected, efficient and effective.

In 2021, Covenant Health made investments and improvements in several key technology areas, including:

Epic® and MyChart®: These systems are in use at all our acute care hospitals and ambulatory practices. We continuously look for ways to make these connected platforms easier to navigate. In 2021, we began a collaborative effort with Bon Secours-Mercy Health to build our New Epic platform which will help meet our future needs. MyChart® provides patients with highly secure access to their records, as well as a collection of tools to better self-manage their health and stay connected with providers. As functionality becomes available, we are integrating these into our current MyChart® build.

Systemwide Communication Tools: We continued our phased system-wide deployment of the Microsoft 365® suite of tools to help our team members collaborate and stay connected through email, Teams and more. Microsoft 365 helps to level the playing field between our hospitals and community organizations as it provides a seamless and more consistent way to engage in two-way conversation with staff. We also deployed Webex™ as our systemwide video conferencing tool. Its enhanced connectivity and reliability have facilitated our now standard remote meeting operations.

UKG/Kronos Implementation: We implemented UKG/Kronos as our standard payroll and timekeeping tools at all our post-acute care facilities. This technology has significantly helped to streamline many of the Employee Experience functions for employees and supervisors alike.

Leveraging Technology to Support Our COVID-19 Vaccine Clinics and Vaccination Efforts

In 2021, we were able to create cross-community COVID-19 vaccine clinics with guidance from our COVID Vaccine Committee and in partnership with Bon Secours-Mercy Health. Covenant Health's IT team was able to expand functionality and deploy protocols to guide the capturing of important information regarding a patient's vaccine status. The data gathered also ensures Covenant Health is appropriately reimbursed for the services it delivers in these free community clinics. The work required to support the vaccine clinics was necessary to meet our patients' needs right where they are.

Uniting Our Expertise to Advance Quality, Safety & Patient Experience

At Covenant Health, we believe everyone deserves to be treated with genuine care and respect.

We also want our patients to feel comfortable and confident knowing they will always receive safe, high-quality care and an exceptional experience when they choose us. These goals are at the heart of Covenant Health's multi-year Journey to Excellence, and by uniting all of our services, we are already beginning to see this vision take shape.

Quality, Safety and Patient Experience at Our Hospitals

As part of our Journey to Excellence, we've focused heavily on implementing best practices that will improve the patient experience and quality – reducing the potential for mistakes and miscommunication. While our nursing staff was a major focus of this work, we believe quality and patient experience are the responsibilities of every member of our team. Our focus for 2021 was on a key set of best practices that have been shown to greatly improve communication, the leading cause of dissatisfaction and errors in health care. These best practices also improve the experience for our team members as they enable deeper, more meaningful connection with patients, colleagues and leadership, as well as strengthen overall trust and confidence in both the care we deliver and the direction of our organizations.



COLOR-CODED SCRUBS

When a patient is in the hospital, the number of different caregivers and staff who enter their room can become confusing and even overwhelming. While all of our team members wear ID badges, it can be difficult for a patient to differentiate a nurse or physical therapist from a member of our environmental services team. In 2021, we made identifying our team members even easier by color coding scrubs by role. An added benefit of this change is the increased pride our team members feel in their chosen profession.



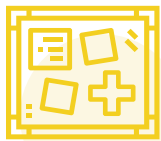
NURSE LEADER ROUNDING

In addition to regular rounding by our frontline nurses, our nursing leadership team has increased the regularity of patient rounding focused on proactively identifying and addressing patient concerns and questions. By identifying issues earlier, we are able to practice proactive service recovery, put our patients' minds at ease and increase the confidence our patients feel in the care we deliver. Our nurses also feel more supported by nursing leadership.



NURSING BEDSIDE SHIFT REPORT

Research shows when patients are engaged in their health care, it can lead to measurable improvements in safety, quality and satisfaction. To promote stronger engagement, Covenant Health hospitals have implemented bedside shift reporting. Nurse shift changes require the successful transfer of information between nurses to prevent adverse events and medical errors. Patients and families can also play a role in making sure these transitions in care are safe and effective. Traditionally, shift reporting has taken place at nurses' stations – away from the patient's bedside. Bedside shift reporting allows a patient and/or their family members to be part of the transfer of information. This allows our nurses to be fully informed prior to assuming a patient's care. It also provides off-going nurses with the confidence their patients will receive great care from the on-coming nurse.



PATIENT WHITEBOARDS

Patient whiteboards are proven to improve communication not only with patients, but also between caregivers who are coming in and out of patient rooms throughout the day. In 2021, our hospitals recommitted to consistent use of whiteboards to keep patients and staff informed on key details, including, caregiver names, upcoming procedures and appointments, and pain levels.



AIDET®

AIDET® is a communication framework for health care professionals to use with patients and each other in a way that decreases patient anxiety, increases patient compliance, and improves clinical outcomes. By practicing AIDET in every interaction with patients, we can clearly define expectations, keep patients and colleagues better informed and improve safety, quality and the patient experience. The acronym AIDET stands for five communication behaviors:

Acknowledge: Greet the patient by name. Make eye contact, smile and acknowledge family or friends in the room.

Introduce: Introduce yourself with your name, skill set, professional certification and experience.

Duration: 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.

Explanation: 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.

Thank You: Thank the patient and/or family. You might express gratitude to them for choosing your hospital or for their communication and cooperation. Also thank family members for being there to support the patient.

United in Our Commitment to Provide a Robust Network of Community-Centered Care Through Our Integrated Medical Group

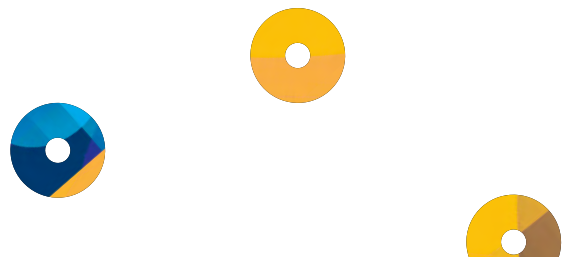
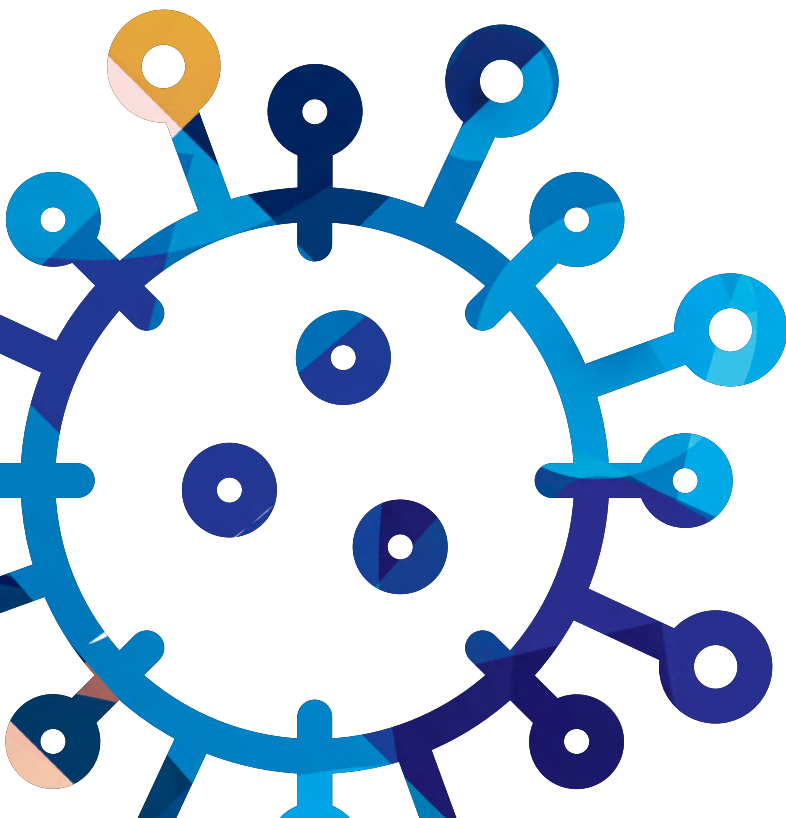
Our network of community providers and practices, the Integrated Medical Group, IMG, plays a critical role in Covenant Health's efforts to provide communities a full continuum of primary and specialty care options. Over the years, this network has grown substantially and it will continue to grow as the shift from inpatient to outpatient services continues. Like our hospitals, IMG was not immune to the challenges that resulted from the global pandemic, and like our hospitals, IMG providers and practices successfully managed them.

Evolving and Adapting to a "New Normal"

Recognizing that COVID-19 is likely to be with us long-term, IMG practices and providers have focused on fully integrating and operationalizing changes that occurred in 2020.

This includes expanding provider competencies related to virtual care delivery, fully integrating virtual care options into practices to ensure the best patient experience possible. This is critical as patient expectations have evolved at an unprecedented pace due to the pandemic and virtual care delivery has evolved seemingly overnight.

Staffing in practices also grew more challenging as a result of the "great resignation," vaccine requirements and increased competition for talent. Many practices had to adapt their operations with fewer staff. In some cases, we focused on maximizing developing technology to improve efficiencies. We developed a Patient Access Strategy to balance provider supply and demand. This included scheduling optimization allowing patients to obtain appointments via a telephone management strategy that makes efficient use of staff time without sacrificing the quality of service. Digital communications and telehealth options gave patients additional ways to interact with their health care team.



The Impact of Pandemic on Longstanding Practice Staffing Challenges

Providers and staff were important in our efforts to promote COVID-19 vaccines for patients as well as staff. They served as our frontline of communication as we worked to educate our communities on ever-changing regulations and recommendations. This is not easy work. Amid the raging COVID-19 pandemic, providers are under greater stress than any other time in living memory. Even as the pandemic eases, a provider burnout epidemic continues, resulting in providers retiring early or leaving the health care industry altogether.

We recognize that burnout and exhaustion is common for health care workers and have renewed our commitment to focus on enhanced professional and leadership development opportunities, as well as expanding mentoring and coaching for our staff. After a year of pandemic turmoil, medical practices have utilized bonuses to attract and retain top talent.

Evolving Care Delivery to Reflect Our Current and Future Reality

The economic impact of COVID-19 on health care continues to reveal itself through reductions in patient volume and revenue, and in higher practice costs. Practice payer mixes have also changed during COVID-19. At the end of 2021, many practices reported that they had not yet recovered their pre-pandemic patient volumes. COVID-related safety concerns often fed patient hesitancy to seek care.

COVID-19 has taught us the value of fortitude and flexibility. We have learned to adapt and succeed. We have embraced innovations such as telehealth visits, which have helped to keep patients engaged in their care throughout the pandemic, as well as helped to ensure practices continue to generate the revenue needed to remain financially viable. Despite the uncertainty, patient demand for telehealth is expected to increase in 2022.

94,485

Panelized Patients

39,374

New Patients Received Care

80

New Physicians and APPs Joined the System

16,288

Complete Medicare Annual Wellness Visits

377,774

Patient Visits

37,594

Virtual Visits Conducted

United in Our Commitment to Exceptional Senior Care

While 2021 continued to be challenging for our organizations that provide senior living and long-term care, the introduction of the vaccine was truly transformative. While 2020 was marked by pain and determination, 2021 was marked by hope, perseverance and determination.

In 2021, we were thrilled to see the vast majority of our residents and staff receive the vaccine, greatly reducing the number of new COVID-19 infections and significantly reducing the severity of illness and hospitalizations among those who got COVID-19. The vaccine also allowed us to begin reopening our doors to families, volunteers and students who enrich our residents' lives and provide encouragement and support to our workforce. We learned a great deal during 2020 and remain focused on fully applying what we learned into our day-to-day operations. As a result, we've been able to mitigate much of the impact of COVID-19 on our residents and staff. We've leveraged enhanced infection prevention, testing protocols and the vaccine to achieve a dramatic reduction in COVID-19 cases in our facilities.

We are deeply proud of our staff who have consistently gone above and beyond throughout the pandemic. They continue to step up and do whatever is necessary to ensure residents receive the best care possible. We are also proud of the very high compliance rate we achieved for staff vaccination. Those who dedicate their lives to serving seniors have proven they can overcome every challenge and accomplish anything they set their minds to when they remain focused on our residents and our mission.



United in Support of Our Workforce

Ensuring Covenant Health Organizations Are the Preferred Employers for Health Care Professionals

At Covenant Health, we understand that our greatest asset and strength is our workforce. We also recognize the past several years have been some of the most challenging and exhausting in recent history. This has resulted in nearly 15% of the health care workforce nationally deciding to retire or leave the profession. As a result, day-to-day staffing challenges have intensified and competition for talent has soared.

We have taken numerous steps to ensure our team members and providers have the leadership and support they need to stay productive, healthy and resilient. We also know we must remain competitive with wages and benefits. This has grown increasingly challenging as salaries for contract labor from staffing agencies have grown 200-300% in just two years.

In 2021, we committed to investing approximately \$20 million to ensure our associates receive a fair, competitive wage.

This investment came after a market review of all employees and job classifications to ensure our wage scales reflect the rapidly changing market for talent. Wage adjustments were rolled out toward the end of 2021. To ensure we remain competitive in an increasingly challenging labor market, Covenant Health organizations will continue to closely monitor wages and adjust accordingly.



United with Our Communities to Improve Health

Throughout 2021, Covenant Health collaborated closely with local, state and federal government officials and elected leaders – as well as other community health care providers – to ensure our communities had access to the care and services they need. The pandemic highlighted the need for increased mental health services, a need we were able to fill in several communities.

Enhancing Mental Health Treatment Options

A Safe, Welcoming and State-of-the-Art Space for Inpatient Mental Health Treatment

In October, leaders from St. Mary's Health System in Lewiston, Maine, were excited and honored to welcome U.S. Senator Susan Collins to the system's new state-of-the-art inpatient mental health unit. The completion of the Carlton and Lucille Sedgely Adult Behavioral Unit, located on the fourth floor of the C-wing of St. Mary's Hospital, is a major step forward in the care and treatment of community members who are battling opioid use disorder, depression, anxiety, bipolar disorder, schizophrenia and other mental health challenges. The new unit was part of a much larger, three-part renovation that was also completed in 2021. The phases included:



PHASE 1

Renovation of the child and adolescent behavioral health unit



PHASE 2

Construction of an infusion center building for oncology and rheumatology



PHASE 3

Development of a new adult behavioral health unit

St. Mary's also offers the community's only emergency department designed to meet the urgent needs of adults who are experiencing a mental health crisis. As the pandemic continues to take its toll, St. Mary's and other providers across the nation have seen an increase in patients experiencing mental health emergencies. The advancements made by St. Mary's will help, heal and bless Lewiston-Auburn residents for many generations to come.



Expanding Inpatient & Outpatient Mental Health Services for Seniors in Nashua

In January, St. Joseph Hospital opened a senior behavioral health unit for those 65 and older experiencing behavioral and emotional health challenges. The 24-bed inpatient unit is staffed by a team of physicians, nurses and a variety of other disciplines with specialized training in geriatric mental health. The goal of the unit is to provide a highly specialized, coordinated and comprehensive approach to care for seniors, as their needs are often different than younger patients. Key to the unit's treatment philosophy is an emphasis on providing the tools, resources and coping skills patients and their families need to promote healing and healthy functioning on an ongoing basis.

The unit's staff receive extensive training to understand how chronic health conditions, medications, life-changing circumstances, losses and the physical consequences of aging all add stress on the ability to cope and often result in a seriously diminished quality of life. Anyone 65 or older experiencing difficulty with symptoms such as depression, anxiety, loss of coping ability, cognitive changes or severe changes in behavior patterns may benefit from the services offered in the Senior Behavioral Health Unit.





As our country continues to confront the public health crisis caused by the pandemic, the completion of this impressive treatment facility at St. Mary's could not come at a more critical time. Mainers battling opioid addiction and mental health disorders—which have only been exacerbated by the pandemic—will soon have access to the high-quality, compassionate care they need to achieve recovery and healing. ”

– U.S. Senator Susan Collins



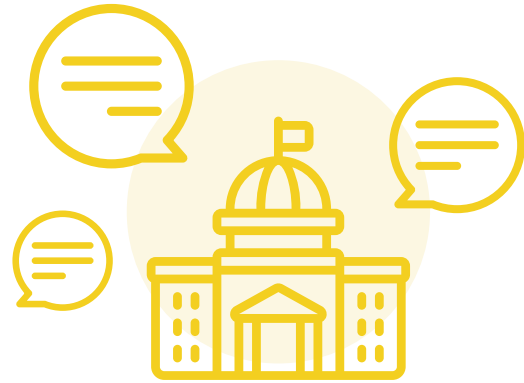
Partnering with Community Mental Health Providers to Address a Need in Nashua

In August 2021, St. Joseph Hospital and Greater Nashua Mental Health, GNMH, both located in Nashua, New Hampshire, entered into a professional relationship to provide behavioral health services to pediatric patients at St. Joseph Hospital. This announcement came only a few months after St. Joseph Hospital opened its new inpatient behavioral unit to support older adults. These two groups are among the most vulnerable populations with regard to mental health issues.

The agreement, while in its early stages, will ultimately allow behavioral health clinicians for GNMH to work alongside St. Joseph Hospital pediatric providers at three practice locations in Nashua and Milford, New Hampshire. GNMH behavioral health professionals will be available in each practice to provide a mix of services and support to both St. Joseph Hospital Pediatrics providers as well as their patients, including:

- 1 **Medication management**
- 2 **Care management to help identify appropriate behavioral health and community support services**
- 3 **Psychiatrist consultations**

This new, innovative partnership will strengthen and enrich both organizations, helping to ensure patients get the care they need, when and where they need it most.



Helping Elected Leaders Keep a Pulse on the Impact of COVID-19

The challenges of the pandemic underscored our need for continual conversations with local, state and federal officials. Early in 2021, leadership from our three hospitals began reaching out to key officials to educate them about the impact of COVID-19 on patients, the communities they serve and hospital operations and finances.

The officials valued the proactive outreach, and these early discussions quickly blossomed into greater collaboration and idea sharing focused on strengthening care – not just during the pandemic, but for the long-term.

As a result, these elected leaders advocated for Covenant Health and other community hospitals to receive more funding and support aimed at overcoming significant losses generated from the temporary shutdown of outpatient clinics and elective surgeries – two significant sources of revenue for our hospitals and health systems. These conversations also resulted in legislative visits to our facilities, including our new Senior Behavioral Health Unit in Nashua, New Hampshire and the Behavioral Health Unit at St. Mary's in Lewiston, Maine.

We are grateful for the support these elected leaders have shown us and we look forward to even deeper conversation and collaboration in the years ahead.



Our 2021 Financials

When the global COVID-19 pandemic began in 2019, it impacted nearly every aspect of our health system, including patient volumes and revenue. Covenant Health leadership moved quickly to ensure our team members and providers had the supplies and support they needed to continue providing safe, high-quality care to patients. We also made difficult but necessary changes to our operations to ensure we were maximizing our resources and minimizing the losses that nearly every health care provider experienced early on.

While we still faced challenges in 2021, we are pleased to share that we remain financially strong, and we are even more confident in our ability to continue improving our finances in 2022. In 2021, we continued to see patient volumes begin to increase back to pre-pandemic levels, and our operating revenue continued to stabilize and improve.

We could not have navigated this season of dramatic change without the hard work and dedication of our people, as well as wise financial stewardship at every level of our organization. We are deeply proud of and grateful for their contributions, in addition to their willingness to remain flexible and stay laser focused on caring for our patients and residents.

Based on all we have experienced together, we are fully confident our team can overcome the most difficult of challenges. We will continue our Journey to Excellence and invest in our people and technology and practice wise shared stewardship.

Utilization

2021

2020

Nursing Home Days	322,097	330,220
Hospital Adjusted Discharges	44,879	44,322
Hospital Patient Days	75,373	64,937

Financial Activities (in thousands)

Total Operating Revenue	\$783,912	\$718,606
EXPENSES		
Salaries & Benefits	\$428,861	\$399,740
Supplies & Other	\$308,099	\$262,847
Provider Taxes	\$22,305	\$21,906
Depreciation & Interest	\$34,951	\$40,195
Total Operating Expenses	\$794,216	\$724,688
Operating Margin	(\$10,304)	(\$6,082)
Non-operating Gains (Losses)	\$32,464	\$13,453
Excess of Revenues Over Expenses	\$22,160	\$7,371
Cost of Pandemic Care Net of COVID Grants	\$76,172	\$147,940

Financial Ratios

Operating Margin	-1%	-1%
Excess Margin	3%	1%
Debt Service Coverage	6.1	1.70
Debt to Capitalization	35%	37%
Total Charity Care	13%	13%

Board of Directors AS OF JUNE 2021



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



Mark Anthoine
President/Managing
Partner
BGA Financial



**Kenneth 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



**Kathryn Connerton,
JD, MBA**
President/CEO of
Ascension Lourdes



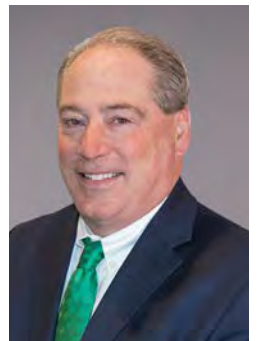
**Stephen Grubbs,
MBA**
President/CEO,
Covenant Health, Inc.



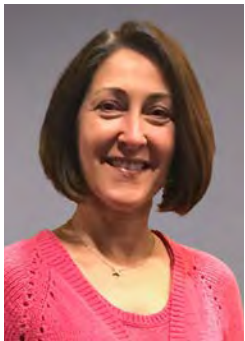
**Catherine
Lovecchio, PhD, RN**
Associate Dean of
Undergraduate Nursing
at Villanova University



William Lucy
Senior Vice President
Commercial Services
Katahdin Trust Company



Thomas Mortimer
President & Chief
Executive Officer
Haverhill Bank



**Cherie Noe,
MD, MPH**
Chief of Geriatrics at
Mount Auburn Hospital



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



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



**Gino Pazzaglini,
MSW, LFACE**
Retired Catholic Health
System President/CEO



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

Board Committees

Audit Committee

Kenneth Arnold, Chair
John Oliverio
William Lucy
Thomas Mortimer
Stephen Grubbs (Staff)

Compensation Committee

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

Executive Committee

John Oliverio, Chair
Louise Trottier, Immediate Past Chair
Kenneth Arnold, Vice Chair
Stephen Grubbs
Mark Anthoine

Finance Committee

Mark Anthoine, Chair
Louise Trottier
John Oliverio
Thomas Mortimer
Stephen Grubbs
Gino Pazzaglini
William Lucy
Kathryn Connerton
Aisha Barlatier-Bonny

Investment Committee

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John Oliverio
Kenneth Arnold
Stephen Grubbs
Mark Anthoine
Stephen Forney (Staff)
Thomas Mortimer

Quality and Safety Committee

Lesley Adkison, Chair
Bruce Bonnell, MD
Aisha Barlatier-Bonny
Catherine O'Connor, CSB
Stephen Grubbs
Kathryn Connerton
Catherine Lovecchio
Cherie Noe, MD
William Wood, MD

Sponsorship & Governance Committee

Louise Trottier, Chair
Catherine O'Connor, CSB
Stephen Grubbs
John Oliverio
Gerard Foley, President PJP
Kenneth Arnold
Gino Pazzaglini

Our Leadership Team

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Karen A. Bowling, MBA

Senior Vice President & Chief Information Officer

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Senior Vice President, Integrated Medical Group

Gerard J. Foley, Esq., FACHE

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

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

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Vice President & Chief Employee Experience Officer

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Senior Vice President & President, St. Joseph Hospital

John D. Newman, Esq.,

Senior Vice President & General Counsel

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

Karen R. Sullivan

Vice President Marketing & Communications

Douglas C. Waite, MD

Senior Vice President & Chief Medical Officer

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



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