About Ascension Health
Ascension Health is the nation’s largest Catholic and largest nonprofit health system, and the third-largest system (based on revenues), in the United States. Its Mission-focused Health Ministries employ more than 150,000 associates serving in more than 1,500 locations in 23 states and the District of Columbia. Last year, Ascension Health approximately $1.5 billion in care of persons living in poverty and community benefit programs.

Ascension Health (www.ascensionhealth.org) is committed to transforming healthcare by providing the highest quality care to all, with special attention to those who are poor and vulnerable. Its Strategic Direction incorporates an outward promise to those it serves to deliver Healthcare That Works, Healthcare That Is Safe, and Healthcare That Leaves No One Behind, for Life, by the year 2020.

Ascension Health is a subsidiary of Ascension, a Catholic healthcare organization dedicated to the transformation of healthcare through excellent clinical care throughout the continuum and through innovation. Ascension began operations as the parent organization of Ascension Health on January 1, 2012.

Mission
Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

Vision
We envision a strong, vibrant Catholic health ministry in the United States which will lead to the transformation of healthcare. We will ensure service that is committed to health and well-being for our communities and that responds to the needs of individuals throughout the life cycle. We
will expand the role of the laity, in both leadership and sponsorship, to ensure a Catholic health ministry of the future.

**Values**

We are called to:

- **Service of the Poor**: Generosity of spirit, especially for persons most in need
- **Reverence**: Respect and compassion for the dignity and diversity of life
- **Integrity**: Inspiring trust through personal leadership
- **Wisdom**: Integrating excellence and stewardship
- **Creativity**: Courageous innovation
- **Dedication**: Affirming the hope and joy of our ministry
History and Sponsors

Ascension Health was formed in 1999 when the four provinces of the Daughters of Charity of St. Vincent de Paul (now combined into one province, the St. Louise Province) that were Sponsors of the Daughters of Charity National Health System, and the Sisters of St. Joseph of Nazareth, Mich. (now part of the Congregation of St. Joseph), brought their health systems together. In 2002, the Congregation of the Sisters of St. Joseph of Carondelet became the sixth Sponsor when its health system became part of Ascension Health.

Beginning in 1999, representatives of the sponsoring organizations served on the Ascension Health Sponsors Council, and in 2006 two lay members joined the group. In 2010 members of the Sponsors Council recognized that Ascension Health is a ministry of the Church that transcends the individual sponsoring organizations and determined that a non-congregational sponsorship model better enabled the stewardship and strengthening of the ministry.

In the summer of 2011 the Vatican approved creation of a non-congregational public juridic person (PJP) to serve as the sole Sponsor of Ascension Health. As the sole Sponsor, the PJP – now known as Ascension Sponsor – assures the ministry will be sustained and strengthened over time, with both religious and lay persons serving as members of Ascension Sponsor, being responsible for the ministry and welcoming others to join.

A 2012 restructuring created Ascension as the new parent organization of Ascension Health. As part of that change, Ascension Sponsor transitioned to being the Sponsor of the parent organization, Ascension.

In 2012 a member of the Congregation of Alexian Brothers joined Ascension Sponsor as Alexian Brothers Health System joined Ascension Health. In 2013 the Sisters of the Sorrowful Mother also joined the sponsorship structure as the three regional health systems that comprised its Marian Health System joined Ascension Health.
LETTER TO ASSOCIATES, COLLEAGUES AND FRIENDS


Reviewing the accomplishments of 2012, we were reminded of how much our national health ministry has evolved, grateful for the guidance of the members of our Boards and Sponsor, blessed to reflect on the support of our associates and physicians in advancing our 2020 Vision.

It was an exciting and extraordinary year, with tremendous accomplishments toward achieving our Strategic Direction. The year marked the beginning of a new chapter in our history as Ascension Health Alliance, our new parent organization, began operations.

For this transitional year, this Ascension Health Alliance Annual Report reflects the progress we made in 2012 and includes our audited financial results for Fiscal Year 2012, which ended June 30. The report highlights the many things that make us one, that bind us together as a community that shares in the healing ministry of Jesus Christ.

- Read how Ascension Health Alliance is designed to better enable our national health ministry to achieve our refined Strategic Direction and realize our 2020 Vision.

- See how, again this year, our Health Ministries remained true to our Mission of serving all persons with special attention to those who are poor and vulnerable, providing more than $1.3 billion in care of persons living in poverty and community benefit programs.

- Learn about our Point of View on the external environment, our outlook on the present and future of healthcare, and changes we’re making as a result of this thinking so our Health Ministries can thrive in a future that we will help to define and create.

- Meet the newest subsidiaries of Ascension Health Alliance and the latest system to join Ascension Health – Alexian Brothers Health System – and their contributions to our efforts to strengthen Catholic healthcare in the United States.
● Read about the progress our associates and physicians have made toward achieving Healthcare That Works, Healthcare That Is Safe, and Healthcare That Leaves No One Behind, for Life.

● Discover how we have advanced our Enabling Strengths of Inspired People, Trusted Partnerships, Empowering Knowledge and Vital Presence, elements that are keys to our ability to realize our Vision.

Throughout this report are examples of how our Mission endures even as our Vision evolves, adapting to the realities of today and preparing for the future of tomorrow.

All the members of the community that makes up Ascension Health Alliance share a great hope in common as we work together – as one national health ministry serving many geographies – toward the creation and operation of a truly person-centered healthcare system as we lead the transformation of healthcare in the United States.

As Ascension Health Alliance continues to evolve, we acknowledge the tremendous legacy we inherited from those who came before us. We thank them for their service and dedication. And we thank you for your continued interest in Ascension Health Alliance.

Sincerely,

Gino J. Pazzaglini, LFACHE
Chair, Ascension Health Ministries, FY13

Sr. Kay Ryan, CSJ
Chair, Ascension Health Ministries, FY12

Sr. Kathleen Kelly, CSJ
Chair, Ascension Health Alliance Board of Directors

Sr. Jean Rhoads, DC
Chair, Ascension Health Board of Trustees

Anthony R. Tersigni, Ed.D., FACHE
President and Chief Executive Officer, Ascension Health Alliance

Robert J. Henkel, FACHE
President and Chief Executive Officer, Ascension Health
The Ascension Health Point of View

Last year, as the national and world economies continued to struggle with a tepid recovery, Ascension Health set out to develop an overarching outlook on the current and potential future realities we face in healthcare. The goal was to express a comprehensive organizational viewpoint to help guide future planning efforts at the Health Ministries and for the System as a whole.

The result was the Ascension Health Point of View.

As we started this work, we recognized that the watchword of the moment in healthcare is “unsustainable,” as our nation faces an unsustainable trajectory. For example:

- The size of the federal budget deficit is unsustainable
- The annual increase in the Medicare budget is unsustainable
- Spending more than 17 percent of our country’s gross domestic product on healthcare is unsustainable – the U.S. spends a much higher percentage than many other countries, yet its outcomes (measured in life expectancy) are worse
- Most state Medicaid programs are unsustainable
- The continued transfer of healthcare costs to employers and consumers is unsustainable
Against this backdrop, Ascension Health developed a shared Point of View on the external environment that consists of these high-level elements:

- **In order to meet the healthcare needs and contribute to the economic vitality of communities, with special attention to those who are poor and vulnerable, healthcare providers must fundamentally reconfigure delivery systems, care processes and cost structures.**

Reflecting our faith-based ministry, our Point of View starts with recognition of the increasing challenges we will face to deliver on our Mission commitment. In Fiscal Year 2012, Ascension Health provided more than $1.3 billion in care of persons living in poverty and other vulnerable persons. The current Integrated Strategic, Operational and Financial Plan projects this to grow to $1.5 billion by fiscal year 2017. Given the anticipated reimbursement declines and other environmental challenges, our national health ministry will need to make fundamental changes in what we do and how we do it in order to generate the resources required to fund our Mission.

The need to fundamentally reconfigure delivery systems, care processes and cost structures is clear. Many national thought leaders estimate that 30 percent of all healthcare spending is waste, driven by factors that include provider error, unnecessary care, preventable readmissions, avoidable conditions and lack of care coordination. Ascension Health is currently focused in three areas: (1) cost reductions, including such areas as supply chain, productivity and information technology; (2) business restructuring; and (3) clinical restructuring.

- **Delivering safe, high-quality care that is low cost with an exceptional experience will increasingly require a strong regional presence, integrated physician relationships and capabilities across the care continuum.**

As we look across the country, one of the things we see is that new value-based payment models are, in some markets, being driven not by the payers, but rather by clinically integrated regional systems. Some of these systems’ early results have been significant. Moving forward, our consideration of vital presence will become more about our ability to connect with and serve people on their terms, and less about the number of hospital beds we have in a focused geography.

Continuing to evolve and strengthen our relationships with our physician partners, both employed and independent, is essential to drive the clinical integration necessary to thrive in a post-reform environment. How this will happen will vary significantly market to market. The question we are asking
is where can we create leverage and benefit across our System – from sharing best practice models such as co-management agreements that have been successful at Genesys Health System in Grand Blanc, Mich., to the deployment of new capabilities to support physician practices in the communities we serve.

Ascension Health has not only a significant presence in acute care (with more than 80 hospitals and more than 17,000 beds), but we also have a significant presence in ambulatory and diagnostics, post-acute care and extended care, with more than 1,200 programs or sites of care. We have begun to explore how we can better coordinate care across different sites, and how we can organize capabilities across Ascension Health.

- **Sustaining the ministry and the Mission into the future will require a more continuous, dynamic relationship with those we serve and the ability to share risk with the purchasers of healthcare, as opportunities for inpatient volume growth or commercial rate increases will be limited.**

One of the defining outputs of the Ascension Health Strategic Direction was the strong support for moving to a person-centered approach that fosters the potential to have more continuous, dynamic relationships throughout a lifetime with those we serve.

For Ascension Health, this would mean a radical departure from a focus on providers delivering episodic medical services to patients to a focus on developing trust-based relationships with people that transcend an individual healthcare encounter and promote spiritually centered, holistic approaches to supporting their broader health and well-being needs.

A person-centered approach would involve a shift in the locus of control from providers to people, their families and other trusted resources. It would also require a transition in Ascension Health’s sites of care, from primarily hospitals and clinics today to more care and support occurring in the community, in the home and through virtual means.

Embracing a person-centered approach creates significant opportunities to create value for those we serve. In the future, we will also need new relationships with purchasers of healthcare (e.g., commercial payers, governmental payers, self-insured employers) that equitably reward us for the value we create. Models that allow providers to participate in the value created include pay-for-performance, bundling, shared shavings programs and capitation.
This journey is an important one for Ascension Health, because opportunities for operating income improvement from inpatient volume growth or commercial rate increases will be limited in the future.

- **The movement to managing the health of defined populations demands recognition and acceptance of the magnitude of the transformational change required as well as rapid assessment, assembly and deployment of the necessary capabilities.**

The fourth component of the Point of View reinforces our refined Strategic Direction commitment to build capabilities to manage the health outcomes and costs for defined populations, but also recognizes that this is a transformational change. As we consider Ascension Health’s approach to this emerging area, we recognize that different populations will require different care models, and that when and how a Health Ministry enters this space will be driven, in large part, by local market factors. We are starting to see a number of pilots across different populations emerge across Ascension Health, including Pioneer Accountable Care Organizations, Medicare Shared Savings Program participants, Medicaid HMOs and a number of other vehicles for organizing providers and physician groups to manage defined populations. These pilots provide incredible opportunities for learning for other Health Ministries as they consider the appropriate manner and timing for making the transition from volume to value.

This Point of View reflects our shared commitment to envision and implement the changes that our Mission demands and our Strategic Direction requires.
As we developed the Point of View, Ascension Health also was developing a new organizational approach designed to better enable our national health ministry to achieve our refined Strategic Direction. The result was the creation of a new parent organization called Ascension Health Alliance.

Ascension Health Alliance is a Catholic healthcare organization dedicated to the transformation of healthcare through excellent clinical care throughout the continuum and through innovation. Ascension Health Alliance began operations on January 1, 2012, as part of an organizational redesign to increase clarity, focus and accountability in a changing healthcare environment.

About Ascension Health Alliance

Ascension Health Alliance Building Capabilities to Strengthen Catholic Healthcare
As the largest subsidiary of Ascension Health Alliance, Ascension Health continues its focus on the delivery of person-centered care.

**Ascension Health Alliance Subsidiaries**

Ascension Health is the nation’s largest Catholic and largest nonprofit health system, and the third-largest system (based on revenues) in the United States. Its Mission-focused Health Ministries employ more than 122,000 associates serving in more than 1,400 locations in 21 states and the District of Columbia.

Other Ascension Health Alliance subsidiaries focus on providing high-quality, cost-effective services and innovative solutions. Those subsidiaries include:

1. **Ascension Health Care Network**
   - Dual branding: Ascension Health Care Network, a joint venture with Oak Hill Capital Partners, provides an alternative funding source for the acquisition of Catholic hospitals and other healthcare provider entities. This unique approach allows Catholic healthcare entities to retain their Catholic identity while gaining the kind of support needed for sustainability in support of Ascension Health Alliance’s goal of strengthening Catholic healthcare. AHCN will offer these entities access to financial, operational and clinical resources, using the scale and knowledge of Ascension Health. At the end of FY12 AHCN was in various stages of negotiations with several facilities.

2. **AH Holdings**
   - Dual branding: AH Holdings manages a portfolio of companies designed to add value to the organization by providing services to the Health Ministries of Ascension Health as well as other health systems in the United States and internationally, and to nurture innovative solutions and relationships that have the potential to accelerate achievement of Ascension Health’s Strategic Direction.

   - Dual branding: Its TriMedx subsidiary focuses on repairing medical devices such as X-ray machines and CT scanners, providing services at costs well below the rates charged by device manufacturers. It has grown dramatically since its founding as part of St. Vincent Health in Indianapolis, a Health Ministry of Ascension Health, and now includes an international arm that is working in places such as India. Potential exists for further international expansion.

   - Dual branding: Axess is focused on providing repair to ultrasound devices. And eProtex ensures security and interoperability for connected medical devices.

   - Dual branding: These subsidiaries have saved their client healthcare facilities over $150 million in repair and replacement costs to date. In FY12 they continued their tremendous growth in serving health systems across the country, and there is continued demand for these services, particularly as health systems look for ways to cut costs and prolong the life of expensive medical devices.
Ascension Health Global Mission is responsible for international mission outreach efforts designed to improve the health and living status of targeted global populations. Over the next eight years, partners in Catholic healthcare, including Global Mission, will work to develop and implement a successful model for engagement that seeks to address some of the key challenges in global health.

The intent is for the initiative to first be implemented targeting one problem in one country, with the expectation that the model will be refined over this time and used as a model for health improvements in other countries moving forward.

**CLINICAL HOLDINGS**

Clinical Holdings is an organization working to improve care and control healthcare costs. One area of concentration is helping physicians better manage the administrative side of their practices through standardized solutions that allow physicians to spend more time with patients, also building a strong relationship between the physicians and Ascension Health Alliance.

Ascension Health Ventures (AHV) is a strategic healthcare venture fund focused on the medical device, technology and service sectors with $325 million under management.

AHV was established in 2001 by Ascension Health with a commitment to invest in expansion or late-stage healthcare companies. The organization has now closed a second fund with three other Catholic healthcare systems joining Ascension Health Alliance in providing funding and reflecting the same investment philosophy.

In addition to generating returns, AHV provides key insights into emerging technologies and products that can benefit member organizations. At the end of FY12 a third fund was in the process of being launched.

Catholic Healthcare Investment Management Company (CHIMCO) began operations to manage the investments of Ascension Health. It also has offered those services to other Catholic healthcare systems.

CHIMCO provides a broad range of investment and risk management services that help maximize returns.

In FY12 CHIMCO was certified as a Registered Investment Advisor, a designation that opens additional possibilities to provide a broader range of services and serve additional types of clients.
The Resource Group provides “User-Directed Strategic Sourcing,” contract implementation and group purchasing organization services to the Health Ministries of Ascension Health. Through its unique collaborative approach, The Resource Group is trusted by its physician partners, Health Ministries, and vendors, to design innovative agreements that benefit and support the Health Ministries while reducing operational costs.

In FY12, the Resource Group began forming one of the first owner-operated Group Purchasing Organizations (GPO). GPOs aggregate spending from their various clients and use this volume to negotiate reduced charges for a variety of goods and services.

In addition to covering all Health Ministries of Ascension Health and Ascension Health Care Network, the GPO is offering its services to other health systems that don’t currently have the benefit of significant volume purchasing.

The GPO may also seek participants from outside of healthcare who purchase certain supplies in common with the healthcare participants.

For providing these services the GPO receives administrative fees and rebates.

Ascension Health Information Services (AHIS) is one of the largest healthcare information technology (IT) services organizations in North America. AHIS has nearly 2,300 associates serving in IT applications, infrastructure and program management roles.

AHIS was created in 2006 in response to the Empowering Knowledge component of Ascension Health’s Strategic Direction. The organization provides IT resources to each of Ascension Health’s 34 Health Ministries, and is focused on strengthening IT capabilities Systemwide by providing innovative solutions in the areas of business continuity and disaster recovery services, security, and clinical and business operations.

In 2012, AHIS was named No. 55 on Computerworld’s Best Places to Work in IT list, and No. 30 on the Learning!100 Corporate Enterprise Honoree list by the Elearning! Media Group/Aberdeen Group.

CHAN Healthcare is the first and only U.S. company focused exclusively on providing internal audit services to healthcare. It was formed in 1997 through collaboration of the two largest tax-exempt healthcare systems in the U.S.

CHAN maintains a permanent on-site presence in more than 20 tax-exempt healthcare networks across the nation and operates in more than 350 hospitals and healthcare facilities.

Ascension Health Insurance, Ltd. (AHIL) is a wholly owned captive insurance company providing professional general liability and excess liability insurance to the subsidiaries of Ascension Health Alliance.
After more than a year of development work, the Ascension Health Alliance Leadership Academy began operation in FY12, with a first cohort (class) of about a dozen high-potential leaders from across Ascension Health Alliance’s national health ministry.

The academy is designed to develop within leaders the unique skills that will be needed to grow and sustain Catholic healthcare in the future. The multi-year program focuses on specially designed formation and education experiences, coupled with interaction and coaching with current strong ministry leaders.

In addition to developing leaders for our national health ministry, the Leadership Academy program is designed to build loyalty and will help Ascension Health Alliance retain top talent.

Under this new structure, each area will benefit from having a more tightly defined focus, increasing flexibility and nimbleness. As our national health ministry transitioned to its revised organizational structure, several System leaders took on new roles. Anthony R. Tersigni, Ed.D, FACHE, who had been President and Chief Executive Officer of Ascension Health since 2004, became President and Chief Executive Officer of Ascension Health Alliance. And Robert J. Henkel, FACHE, succeeded Tony as President and Chief Executive Officer of Ascension Health. Bob had been President of Healthcare Operations and Chief Operating Officer since 2004. Bob also now serves as an Executive Vice President of Ascension Health Alliance.

This new operating model, along with the implementation last year of Ascension Health Ministries, our new Public Juridic Person sponsorship model, creates a structure that is more welcoming to other organizations to join with Ascension Health in strengthening Catholic healthcare in the United States and leading to the transformation of healthcare.

An example occurred on January 1, 2012, when Alexian Brothers Health System became the newest Health Ministry of Ascension Health. Alexian Brothers Health System operates two acute care hospitals and two specialty hospitals in Chicago, plus senior care facilities in Milwaukee; Chattanooga, Tenn.; and St. Louis. Alexian Brothers and Ascension Health share a common value system and commitment to Catholic healthcare.

Also during FY12, Ascension Health and the Daughters of Charity Health System, based in California, announced an agreement that could eventually lead to that system joining Ascension Health.
Realizing Our Vision

Ascension Health’s Vision calls for us to “ensure service that is committed to health and well-being for our communities and that responds to the needs of individuals throughout the life cycle.” Since articulating our Strategic Direction in 2005, we have been on a journey to clarify the transformational path toward realizing that element of our Vision.

The journey began when Ascension Health focused its efforts in Healthcare That Works on achieving absolute satisfaction for those we serve by delivering a consistent, exceptional Ascension Health experience. Through research, we discovered that six attributes in an inpatient healthcare experience were most valued by those we serve. Those attributes are reflected in what we call the Experience Map and represent the elements that comprise holistic care.
Our Health Ministries have continued to make significant progress in delivering an exceptional experience to patients in our acute care settings as measured by improvements in the Net Promoter Score (NPS) – a metric that quantifies a patient’s willingness to recommend our facilities to friends and family. In Fiscal Year 2012 we achieved a new high in our System NPS thanks to intentional efforts by associates and leaders at our Health Ministries. Perhaps as importantly, we reduced variation by 37 percent among our Health Ministries, advancing our goal of a consistent, exceptional experience across our national health ministry.

A key driver of this success has been our focus on the emotional and spiritual support of those we serve, which offers an authentically Catholic point of distinction for our Health Ministries in their communities.

This success was recognized when Ascension Health’s efforts were featured in a new book on NPS by Fred Reichheld, “The Ultimate Question 2.0: How Net Promoter Companies Thrive in a Customer-Driven World.”

**Becoming Truly Person-centered**

The Ascension Health refined Strategic Direction, introduced in 2010, calls our national health ministry to fulfill the promise we have made to those we serve by moving to a person-centered approach fostering the potential for continuous, dynamic relationships with those we serve throughout a lifetime.

Such a relationship extends beyond the inpatient setting, so during Fiscal Year 2012 we expanded our NPS measurement to include those we serve in the emergency department and outpatient settings. Early results reveal that the Experience Map continues to be a valid way to express what matters most to patients in any setting.
Becoming truly person-centered would uniquely position Ascension Health and its Health Ministries to be people’s primary trusted health partner for optimizing their health status for life. For Ascension Health, this would mean a drastic departure from a focus on providers delivering episodic medical services to patients to a focus on developing trust-based relationships with people that transcend an individual healthcare encounter and promote spiritually centered, holistic approaches to supporting people’s broader health and well-being needs for a lifetime.

This person-centered approach would involve a shift in the locus of control from providers to people, their families and other trusted resources. It would also require a transition in Ascension Health’s sites of care, from primarily hospitals and clinics today to more care and support occurring in the community, in the home and through virtual means.

As Fiscal Year 2013 begins, we have begun to clarify what it means to be truly person-centered and determine how we will measure our ability to truly meet the needs of individuals where, when and how they wish in order to create lifelong relationships focused on improving the health of the individuals and communities we serve.

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<thead>
<tr>
<th>Transformational Path to Person-Centered Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider-Centered: transactional model</td>
</tr>
<tr>
<td>Focus</td>
</tr>
<tr>
<td>Providers’ delivery of medical services to patients to address a healthcare episode</td>
</tr>
<tr>
<td>Locus of Control</td>
</tr>
<tr>
<td>Primarily providers</td>
</tr>
<tr>
<td>Nature of Choices</td>
</tr>
<tr>
<td>Healthcare choices are mostly reactive</td>
</tr>
<tr>
<td>Primary Locations</td>
</tr>
<tr>
<td>Hospitals and clinics</td>
</tr>
<tr>
<td>Health Information</td>
</tr>
<tr>
<td>Provider-based, episodic, transactional</td>
</tr>
<tr>
<td>Duration</td>
</tr>
<tr>
<td>Episode of care</td>
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HEALTHCARE THAT IS SAFE

High Reliability Organization

The Agency for Healthcare Research and Quality says “High Reliability Organizations (HROs) are organizations with systems in place that are exceptionally consistent in accomplishing their goals and avoiding potentially catastrophic errors.” An HRO is one that delivers on what it intends to do, and Ascension Health intends to achieve Healing without Harm by 2014.

To achieve this goal, several high-reliability initiatives were undertaken and achieved in FY12.

High-reliability training was provided to associates, leaders and active medical staff across Ascension Health. Through Web-based and instructor-led courses, 68 hospitals completed training of 75 percent or more of their associates, leaders and active medical staff. Fifty-two hospitals completed in excess of 99 percent training, with 41 reporting 100 percent completion; and all 68 hospitals completed the training for more than 90 percent of these associates, leaders and physicians. In total, 99.3 percent of the individuals included in the population to be trained completed coursework that will support Ascension Health’s high-reliability initiatives.

In addition, a Patient Safety Organization (PSO) was developed at Ascension Health. Twenty-seven Participating Providers representing 70 acute care hospitals signed agreements to establish policies and procedures for their protection and for submission of patient safety data to the PSO. The PSO staff developed dashboards for reporting patient safety data from all hospitals and in aggregate for the System.

The Ascension Health electronic safety reporting system, safERSystem™, was updated in FY12, and more than 1,000 data submissions were received by the PSO for the purpose of developing improvements in clinical processes to reduce patient harm and for protection of data.
Patient Safety Event Rate

The error-prevention component of Ascension Health’s Integrated Scorecard goal for Healing without Harm by 2014 is the primary focus for this initiative. At the end of FY11, Ascension Health established a System-level true baseline for events of harm. That true baseline was calculated as 2.09 Serious Safety Events per 10,000 patient equivalent days. Actual performance at the end of Fiscal Year 2012 was 0.73 Serious Safety Events per 10,000 patient equivalent days.
Hospital Engagement Network

In FY12 Ascension Health was selected as one of 26 Hospital Engagement Networks in the nation. Hospital Engagement Networks is part of the Partnership for Patients initiative, which is funded by the Centers for Medicare and Medicaid Services (CMS). Hospital Engagement Networks is a three-year contract with the goals of reducing hospital-acquired conditions by 40 percent and reducing readmissions by 20 percent.

To accomplish these goals, the Hospital Engagement Network is focused on 10 Core Focus Areas:

- Adverse drug events (ADE)
- Catheter-associated urinary tract infections (CAUTI)
- Central line-associated bloodstream infections (CLABSI)
- Surgical site infections (SSI)
- Ventilator-associated pneumonia (VAP)
- Injuries from falls and immobility
- Obstetrical adverse events
- Pressure ulcers
- Venous thromboembolism (VTE)
- Preventing readmissions

Ascension Health has committed not only to working on the 10 Core Focus Areas of the Hospital Engagement Network, but also on one additional priority area – Leadership and Cultural Change. This priority will include focusing on patient experience, associate retention and creating a safety culture.

Through the Hospital Engagement Network, Ascension Health hospitals have a unique opportunity to continue their groundbreaking work to improve healthcare quality and safety, with many new opportunities to share evidence-based best practices with thousands of hospitals across the nation, and truly transform healthcare.
Excellence in Obstetrics: A Multi-Site AHRQ Demonstration Project

In July 2010, Ascension Health was awarded a $2.9 million grant from the Agency for Healthcare Research and Quality (AHRQ) under its Patient Safety and Medical Liability initiative to study the impact of these areas within obstetrics. The AHRQ demonstration project seeks to encourage planning and testing of approaches that can overcome the limitations of our nation’s current medical liability system and provide for a safer healthcare system.

The goals of the project include:

- Identifying the best methods to reduce or eliminate all preventable birth complications
- Evaluating medical liability models that put patient safety first
- Fostering better communication with patients and the care team, thereby reducing the number of malpractice lawsuits and decreasing the annual malpractice funding expense for obstetrics.

Excellence in Obstetrics is taking place in the obstetrical care units at five Health Ministries:

- Sacred Heart Hospital on the Emerald Coast, Miramar Beach, Fla.
- St. Vincent’s Birmingham, Birmingham, Ala.
- St. John Hospital and Medical Center, Detroit
- Columbia St. Mary’s, Milwaukee
- Saint Agnes Hospital, Baltimore

More than 12,000 mothers and infants have consented to participate in the study and more than 1,000 physicians and nurses were trained in electronic fetal monitoring, managing shoulder dystocia, emergent birth event simulations, disclosure communication and cause analysis between January 1, 2011, and June 30, 2012.

As Ascension Health enters the third and final year of the AHRQ grant funding, early data shows the five pilot sites have seen improvement in birth trauma rates and fewer medical malpractice claims. The outcome of this work will assist other hospitals with improvements in obstetrical adverse events, and education and training implemented within the pilot sites will be spread and adopted by all delivering hospitals throughout Ascension Health.
Population Health Management

Like all healthcare organizations, Ascension Health is looking for ways to address the challenges posed by the ever-changing healthcare landscape. We are testing various models of care targeting specific populations with accountability for quality and financial outcomes. The goal is to transition from the current system of episodic, volume-based, acute-centric care to a sustainable model that improves health outcomes and fulfills our Mission of caring for those who are poor and vulnerable.

Commercial Accountable Care Organizations (ACOs), Medicare ACOs and Medicaid Health Maintenance Organizations (HMOs) are examples of such efforts. In addition to gaining experience in medical management and financial risk management, the organization expects to identify ways to engage physicians around shared values and business objectives.

Physician Enterprise

The Ascension Health Physician Enterprise (PE) is composed of over 2,300 physicians, including primary care and specialists, and focuses on initiatives to support safe and accessible care.

An operational “bundle” (compilation of care processes) was developed to reduce unnecessary readmissions. The bundle coordinates care among the hospital, physician enterprise and other providers along the healthcare continuum including transitional care services. Five Health Ministries serve as pilots:

- Alexian Brothers Health System, Illinois
- Columbia St. Mary’s, Wisconsin
- St. John Providence Health System, Michigan
- St. Vincent’s Health Services, Connecticut
- St. Vincent’s Health System, Alabama

As a continuation of the previous year’s System Physician/Caregiver Engagement Strategies, PE in Fiscal Year 2012 focused on the following:

- Population Health Management – adopted standard metrics across Ascension Health to measure quality performance for the Physician Enterprise and affiliated providers.
• Graduate Medical Education – developed a formation program for primary care residencies in family practice, internal medicine and pediatric residents. Five pilot sites began the program in July 2012 and will integrate formational elements into existing curriculum and stand-alone modules.

• Practice Management – completed its first full year of utilizing the new reporting templates. These reports allow for meaningful comparisons that include financial data, revenue cycle and physician productivity data.

The Role of Risk Management

Risk Management efforts also support the creation of a high-reliability organization across Ascension Health. Risk Management is committed to:

• Protecting the assets of Ascension Health and minimizing costs to our Health Ministries through effective risk financing, proactive claims management, and patient and associate safety efforts

• Improving associate health and safety with a goal of reducing events of harm 25 percent by 2016

• Proactively managing professional and general liability claims and advancing physician alignment with Ascension Health

• Supporting patient safety efforts through event identification and cause analysis training

To accomplish these goals, Risk Management advanced several major initiatives in FY12.

CORE

Communicate Openly. Resolve Early.

A Risk Management High Reliability Program

CORE is a Risk Management high-reliability program designed to:

• Encourage empathy and open communication between healthcare providers and their patients

• Advise healthcare providers concerning open communication discussions and apology when appropriate
- Support the continuation of the healthcare provider-patient relationship
- Help address patient needs following an unexpected outcome
- Reduce the need for litigation through prompt and fair resolution
- Provide resources, including support and care, for involved providers and clinicians

In FY12, Situation Managers – expert physicians and Risk Managers – were identified and trained at 10 Health Ministries. Training across Ascension Health is being expedited by physician trainers during monthly regional workshops.

Certitude™ by Ascension Health is a medical professional liability insurance program that offers medical professional liability insurance for independent staff physicians and mid-level providers, including nurse practitioners, physician assistant and others, who are affiliated with the Health Ministries of Ascension Health.

The goals of Certitude include:

- Strengthening patient safety
- Providing enhanced policy coverage and value at a fair price
- Aligning physicians with an insurance program that supports a unified defense and the risk programs of each Health Ministry

In FY12, Certitude was expanded to Indiana, Florida, Illinois and Texas. In Michigan, program renewals achieved 95 percent. More than 1,640 Ascension Health clinicians are insured through Certitude.

Emergency Preparedness Information Center (EPIC)

EPIC is the Systemwide Emergency Preparedness Information Center. In FY12, a Systemwide emergency preparedness drill was conducted with an 84 percent participation rate. Systemwide preparation efforts have improved the organization’s emergency preparedness and business continuity plans, which enhance the ability to return to full operations sooner following a disaster of any kind, helping ensure our Health Ministries are able to continue to provide care in their communities.
HEALTHCARE THAT LEAVES NO ONE BEHIND

Our Health Ministry Board Members Advocate for Access to Healthcare on Capitol Hill

Through its ongoing “Healthcare Through Small Business” initiative, Ascension Health has engaged Health Ministry Board Members and other community leaders who own small businesses to join us on visits to Congress and help advocate for those provisions of the Affordable Care Act that benefit small business. Since employment at a small business is a prime portal for access to health insurance, the real-world perspectives of our Board Members are of significant interest to our legislators. Each “Dialogue in D.C.” visit to Capitol Hill includes informational background sessions and localized educational outreach efforts to the small business community.

The program has been very successful, with participants making over 80 visits to senators, members of Congress and legislative assistants, distributing over 15,000 brochures and orienting more than 2,500 people via forums, teleconferences and speaking engagements.

Ascension Health Establishes Principles for State Exchanges

Ascension Health is actively supporting the Affordable Care Act’s provision to reorganize the insurance marketplace for greater efficiencies, openness, equality and access to healthcare.
State health insurance exchanges are designed to offer individuals and small businesses one-stop shopping for clear, comparable private plans, as well as government programs like Medicaid and Children’s Health Insurance Program (CHIP). We’re advocating for all Exchanges to ensure equal access, ease of use, provider information, inclusion of plans that aren’t state-wide, efficient performance metrics, independent governance, no diversion of patient resources and inherent appeal to small businesses.

Ascension Health is committed to Healthcare That Leaves No One Behind, and successful Exchanges will help us take a major step closer to achieving that reality.
Our Model Community of Inspired People

Model Community is a mutual commitment: Ascension Health’s organizational commitment to associates for their full flourishing—personally and professionally—and associates’ personal commitments to the ministry and one another, all in service of the Mission.
Model Community Practices for Excellence

Ascension Health is blessed with the ability to gather and share ideas, experiences and practices across our national health ministry.

In FY12, the Model Community Steering Committee led work that resulted in the Model Community Practices for Excellence, an ongoing compilation of the “best of the best” practices used at various parts of our national health ministry related to the eight components of our Model Community work: Health and Well-Being; Formation, Learning and Development; Culture of High Reliability; Diversity and Inclusion; Recognition; Engagement; Selection; and Workplace Spirituality.

Focus on Formation, Learning and Development

Over the past year Ascension Health’s formation programs continued to facilitate a greater awareness of the inner life and journey of leaders and associates by assisting them to become more centered human beings and equipping them to lead and work in healthcare as a ministry of the Church.

- The current cohort models of formation programs – such as the Ascension Health two-year Formation for Catholic Healthcare Ministry Leadership program and one-year Management Formation program – continued to inform minds and change hearts.

- The Ascension Health Alliance Leadership Academy was developed and implemented. This two-year program is focused on creating a community of servant leaders who will lead the ministry into the future.

- Physician formation advanced with development of a plan to pilot Resident Formation in five different Health Ministries beginning July 2012.

- Boards of Trustees for Health Ministries are engaging in formation sessions that explore foundations of Mission and make direct connections between Mission and board service.
Enabling Mission

In FY12, Ascension Health Information Services (AHIS) associates serving in clinical systems, technical, project management, infrastructure and applications roles across Ascension Health Alliance focused on a variety of initiatives that supported the Health Ministries’ efforts related to Empowering Knowledge. AHIS was a responsible steward of Ascension Health Alliance resources, meeting its operating budget and implementing successful capital projects on behalf of the Health Ministries – all within the alignment of market strategies. These efforts were diverse and impactful in FY12, and included:

- 486 clinical implementations and 133 infrastructure implementations, which advanced Health Ministry electronic health record (EHR) strategies and supported the roll-out of Symphony, Ascension Health’s initiative to improve efficiency and give its Health Ministries access to information with which to make more informed strategic decisions
- Kick-off of the Accelerated Cost Reduction and Improvement Study (ACRIS), which identified 36 opportunities and quantified $250 million in potential savings over the next five years
- Expansion of the organization’s Spirituality in the Workplace and Mission Integration focus, through the AHIS Spirituality Council

AHIS advances a service- and goal-driven information technology (IT) structure that serves Ascension Health Alliance organizations with effective program management, delivery oversight and an integrated service operating model. To that end, in FY12, AHIS received two distinctions:
Recognized in *Computerworld’s* Top 100 best places to work (2012 ranking was 55). This is the first year AHIS has applied to be considered for this honor, which began in 1994. Awardees must complete a comprehensive questionnaire – which provides information on the organization’s benefits, diversity, career development opportunities, training and retention – and are ultimately selected by Computerworld’s editorial board.

Awarded the *Learning!100* designation (2012 ranking was 30) by Elearning! Media Group (EMG) and Aberdeen Group. The *Learning!100* list honors organizations that embrace a learning culture and the technologies necessary to achieve exceptional performance.

**Symphony**

Now in its final stage – a multi-year deployment phase – Ascension Health’s Symphony program made significant progress in the most recently completed fiscal year.

Symphony is an innovative System-wide initiative launched in 2009 to improve efficiency and give our Health Ministries access to information with which to make more informed strategic decisions. The Symphony program’s Alpha and Beta site Health Ministries – Sacred Heart Health System in Pensacola, Fla.; Providence Hospital in Mobile, Ala.; and Saint Thomas Health in Nashville – “went live” in Fiscal Year 2012.

In conjunction with Symphony’s initial deployment in Pensacola, the Ascension Health Ministry Service Center (MSC) in Indianapolis began its operations. The MSC’s more than 200 associates provide transactional service and support in the areas of Human Resources, Finance and Supply Chain to those Health Ministries that have deployed Symphony’s people, process and technology changes.

Through an innovative effort called “Lend A Hand,” dozens of associates from Health Ministries across the country offered their on-site support during each Alpha and Beta Go Live – service that was valuable for both the receiving Health Ministry as well as the volunteers who offered it.
TRUSTED PARTNERSHIPS

Working Together

Ascension Health Alliance understands that providing person-centered care across the continuum involves working with partner organizations that share compatible values and bring complementary capabilities. We call these organizations “trusted partners,” and very few organizations attain that level of partnership with Ascension Health Alliance or its subsidiaries.

However, the System works with many other entities, including suppliers and vendors, to advance its Mission of caring for all persons with special attention to those who are poor and vulnerable. Coordinating agreements, policies and procedures with the many companies that provide supplies, equipment and services to our Health Ministries – and working closely with the physicians, clinicians and others who select and use those supplies, equipment and services – is the work of our supply chain group. During Fiscal Year 2012 the System reorganized its supply chain function into a new organization called The Resource Group.

Through its unique collaborative approach, The Resource Group is trusted by physician partners and the Health Ministries of Ascension Health, as well as its vendors, to design and implement innovative agreements that benefit and support the Health Ministries while reducing operational costs and waste. The formation of its group purchasing organization (GPO) in March 2012 will further support reduced costs for Ascension Health and other GPO participants while maintaining its commitment to quality and service. Additionally, housing its contracts within the GPO allows The Resource Group the ability to quickly operationalize its contracts for new Health Ministry acquisitions.

Through its promise to Listen First, Contract Second and Implement Always, The Resource Group led efforts that reduced annual supply expense for Ascension Health by $270 million since FY07 and avoided 3.2 percent annual inflation for a total delivered annual savings and cost avoidance of $343 million.
The Resource Group also has demonstrated its commitment to fostering talent and partnering with higher-education institutions through the creation of the summer Resource Group Analyst Internship Program, which places college students within resource and supply departments at the Health Ministries of Ascension Health. In FY12 The Resource Group hired 48 students in undergraduate and graduate programs from 12 colleges, and The Resource Group was named Berea College’s 2012 Internship Employer of the Year. This honor was based on its “outstanding” efforts in creating an exceptionally high-quality internship program that specifically focuses on Berea College students. The Resource Group also received an invitation from Miami University of Ohio to join its newly established elite group of 10 companies that will serve as “Management Partners” for the university. This honor was based on a commitment to engaging students and faculty in supporting the provision of a superior business education.

The Resource Group also developed seven new Specialty Affinity Groups – physician-led Decision Teams – based on the successful model of the two existing Cardiology Affinity Groups. The objectives of the Affinity Groups are to design the sustainable and ideal practice environment for their specialty, to reduce product cost and identify opportunities for critical resource assessment by amplifying clinicians’ voice in the process, and to engage and ensure physician representation in decisions affecting their practices and patients. Through these efforts, these seven Affinity Groups represent significant quality, safety and financial opportunities for the Health Ministries and Ascension Health.
In the Communities We Serve

Ascension Health is committed to strengthening Catholic healthcare in the United States by developing new ways of working with others in the community, including Catholic health systems, to improve access to care and expand into new markets with unmet needs where Ascension Health could make a vital contribution.

Having Vital Presence in the communities we serve starts with a critical assessment of the needs of the communities and the organization’s core competencies.

In FY12, three major initiatives supported Vital Presence:

Alexian Brothers Health System

In January 2012, Alexian Brothers Health System (ABHS) joined Ascension Health. ABHS is a diversified Catholic healthcare organization founded in 1866 and headquartered in Arlington Heights, Ill. ABHS oversees operations of acute and specialty care hospitals, physician services, and ambulatory care clinics in Illinois, and senior living facilities, rehabilitation services and community-based programming in Missouri, Tennessee and Wisconsin.

ABHS has a long tradition of caring for those in need throughout the life cycle. The system has expertise in a variety of areas complementary to the services of the rest of Ascension Health, including senior services and long-term care. These capabilities support Ascension Health’s goals to provide person-centered care across the full continuum and achieve its refined Strategic Direction goals.
Daughters of Charity Health System

In March 2012, Ascension Health Alliance, the parent organization of Ascension Health, and the Daughters of Charity Health System (DCHS), a regional health system with 22 sites (including six hospitals) providing patient care on the California coast, signed a Memorandum of Understanding intended to lead to DCHS becoming part of Ascension Health.

DCHS is sponsored by the Daughters of Charity of St. Vincent de Paul, Province of the West. Four other Provinces of the Daughters of Charity, together with the Sisters of St. Joseph of Nazareth, were the original Sponsors of Ascension Health when the health system was formed in 1999. The Sisters of St. Joseph of Carondelet and Alexian Brothers also now participate in Sponsorship of Ascension Health Alliance.

DCHS shares Ascension Health’s commitment to serve all with special attention to those who are poor and vulnerable and are committed to providing quality, compassionate care to the whole person—body, mind and spirit.

Due diligence is ongoing and there is no specific schedule for reaching a definitive agreement, but the organizations anticipating completing the process in 2013.

Ascension Health Care Network

Ascension Health Care Network (AHCN) provides hospitals and other related provider entities access to financial resources and operational and clinical expertise. This ensures that hospitals have access to the capital they need to continue providing the highest quality care while allowing them to maintain their Catholic identity. During Fiscal Year 2012 Ascension Health Care Network continued to actively identify and engage potential partners.
Ascension Health is the nation’s largest Catholic and largest nonprofit health system, and the third-largest system (based on revenues), in the United States. Its Mission-focused Health Ministries employ more than 122,000 associates serving in more than 1,400 locations in 21 states and the District of Columbia.

* Via Christi Health is affiliated with Ascension Health and Marian Health System.

** Catholic Health is sponsored by Ascension Health, Catholic Health East and the Diocese of Buffalo.

*** Supported by Ascension Health, Centro San Vicente is independently owned and operated and has been designated as a Federally Qualified Health Center.
## Financial Data (Dollars in Millions)

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<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011(1)</th>
<th>2010(1)</th>
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<tbody>
<tr>
<td>Care of persons living in poverty and community benefit*</td>
<td>$1,286</td>
<td>$1,227</td>
<td>$1,075</td>
</tr>
<tr>
<td>Total assets</td>
<td>$23,776</td>
<td>$19,953</td>
<td>$18,110</td>
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<tr>
<td>Total operating revenue</td>
<td>$16,611</td>
<td>$15,407</td>
<td>$14,594</td>
</tr>
<tr>
<td>Income from recurring operations**</td>
<td>$636</td>
<td>$515</td>
<td>$595</td>
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<tr>
<td>Income from operations</td>
<td>$934</td>
<td>$422</td>
<td>$564</td>
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## Equivalent Discharges

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<th>Year</th>
<th>Discharges</th>
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<tr>
<td>2009(1)</td>
<td>1,226,427</td>
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<tr>
<td>2010(1)</td>
<td>1,240,228</td>
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<tr>
<td>2011(1)</td>
<td>1,266,307</td>
</tr>
<tr>
<td>2012</td>
<td>1,329,385</td>
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</table>
Care of Persons Living in Poverty and Community Benefit: $1,286 Million

(Fiscal Year 2012, in Percentages)

(1) Updated to include the impacts of discontinued operations in Fiscal Year 2012.

* The cost of providing care to persons living in poverty and community benefit programs is estimated using each facility's internal cost data in compliance with guidelines established by both the Catholic Health Association (CHA) and the Internal Revenue Service (IRS). The calculation to estimate the cost of these programs involves multiplying the charges for specific categories of uncompensated care and community benefit programs by the cost-to-charge ratio. This converts the amount the facility would have charged for those services to the expense incurred by the facility in providing the services.

These figures do not include Medicare shortfalls.

**Income from recurring operations excludes impairment, restructuring and nonrecurring expenses.
Donors

Consistent with our Mission of service to people living in poverty and other vulnerable persons, Ascension Health Alliance accepts patients without regard to their ability to pay. We are grateful to those people who made donations to our Health Ministries’ foundations for their continued support of our Health Ministries. Donor gifts were approximately $108 million in Fiscal Year 2012. This support enables the Health Ministries of Ascension Health Alliance to make a difference in the communities they serve by providing funds to expand our Mission, start construction of new facilities, acquire technology and offset program expenses.

United Way Support

We are pleased to recognize our associates for their support of the United Way in their local communities. In Fiscal Year 2012, associates contributed $1.9 million to their local United Way campaigns.

Systems Statistics *(Fiscal Year 2012)*

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Available beds</td>
<td>18,450</td>
</tr>
<tr>
<td>Number of births</td>
<td>72,121</td>
</tr>
<tr>
<td>Discharges</td>
<td>693,544</td>
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<tr>
<td>Equivalent discharges</td>
<td>1,329,385</td>
</tr>
<tr>
<td>Emergency visits</td>
<td>2,454,455</td>
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<tr>
<td>Physician office visits</td>
<td>6,974,451</td>
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<td>Clinic visits</td>
<td>1,877,970</td>
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<tr>
<td>Home health visits</td>
<td>534,232</td>
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<tr>
<td>Associates</td>
<td>122,000</td>
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<tr>
<td>Affiliated physicians</td>
<td>30,000</td>
</tr>
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</table>
Members of Ascension Health Ministries
(Fiscal Year 2012)

Sr. Kay Ryan, CSJ, Chair
Dr. Andre Delbecq
Sr. Mary Kay Hadican, CSJ
Br. Thomas Keusenkothen, CFA
Jack Logue
Sr. Barbara Moore, CSJ
Ascension Health Alliance Board of Directors (Fiscal Year 2012)

Sr. Kathleen Kelly, CSJ
Board Chair

Agnieszka Winkler
Board Secretary

Fr. Dennis Holtschneider, CM
Board Vice Chair

Sr. Theresa Peck, DC
Board Treasurer

Anthony R. Tersigni, Ed.D., FACHE
President and Chief Executive Officer
Ascension Health Board of Trustees
(Fiscal Year 2012)

Sr. Jean Rhoads, DC
Chair

Stephen Dufilho
Board Treasurer

Sr. Mary Frances
Johnson, CSJ

Robert J. Henkel,
FACHE
President and Chief
Executive Officer

Sr. Kieran Kneaves,
DC

Br. Theodore
Loucks, CFA

Sr. M. Martin
McEntee, CSJ
Board Secretary

Dr. Ciro Sumaya

Herbert Vallier
Board Vice Chair
Ascension Health Alliance Leadership
(June 30, 2012)

Anthony R. Tersigni, Ed.D., FACHE
President and Chief Executive Officer

Sr. Bernice Coreil, DC
Senior Executive Advisor to the President

John D. Doyle
Executive Vice President, Ascension Health Alliance
President and Chief Executive Officer, AH Holdings
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President and Chief Executive Officer, Ascension Health

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Executive Vice President, Mission Integration, Ascension Health Alliance
Senior Vice President, Mission Integration, Ascension Health

Joseph R. Impicciche, J.D., M.H.A.
Executive Vice President and General Counsel

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Executive Vice President, Ascension Health Alliance
President and Chief Executive Officer, Ascension Health Global Mission

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Executive Vice President, Ascension Health Alliance
President and Chief Executive Officer, Clinical Holdings

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Executive Vice President and Chief Financial Officer
Ascension Health Leadership
(June 30, 2012)

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President and Chief Executive Officer, Ascension Health

Charles J. Barnett, FACHE
President, Healthcare Operations and Chief Operating Officer

Katherine Arbuckle
Senior Vice President and Chief Financial Officer

Mark D. Barner
Senior Vice President and Chief Information Officer, Ascension Health
Chief Executive Officer, Ascension Health Information Services (AHIS)

Scott Caldwell
Senior Vice President and Chief Supply Chain Officer

Vincent C. Caponi
Indiana/Wisconsin Ministry Market Leader, Ascension Health
Chief Executive Officer, St. Vincent Health
Lee Coulter
Senior Vice President and Chief Executive Officer, Ascension Health Ministry Service Center, LLC

Susan L. Davis, Ed.D.
New York/Connecticut Ministry Market Leader, Gulf Coast/Florida Ministry Market Leader, Ascension Health

Eric S. Engler
Senior Vice President, Strategic Planning & Development

Ann Esposito
Senior Vice President and Program Executive, Symphony

Mark Frey
Ministry Market Leader, Alexian Brothers Health System and Independent Senior Care Facilities, Ascension Health Chief Executive Officer, Alexian Brothers Health System

Jesus Garza
Texas Ministry Market Leader, Ascension Health President and Interim Chief Executive Officer, Seton Healthcare Family
GOVERNANCE & LEADERSHIP

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Senior Vice President and Chief Medical Officer

Challis M. Lowe
Senior Vice President, Organizational Development and Human Resources

Patricia A. Maryland, Dr.P.H.
Michigan Ministry Market Leader, Ascension Health President and Chief Executive Officer, St. John Providence Health System

Christine Kocot McCoy, JD
Senior Vice President, Legal Services and General Counsel

Sr. Maureen McGuire, DC
Executive Vice President, Mission Integration, Ascension Health Alliance Senior Vice President, Mission Integration, Ascension Health

Bonnie Phipps
Baltimore/DC/Kansas City, MO/Pasco, WA/Lewiston, ID Ministry Market Leader, Ascension Health Chief Executive Officer, Saint Agnes HealthCare
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Nashville/Birmingham
Ministry Market Leader,
Ascension Health
Chief Executive Officer,
Saint Thomas Health

Juli Shields, JD
Chief Compliance Officer