



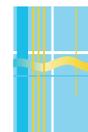
Faithful

IN STEWARDSHIP

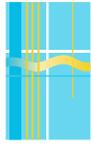
Annual Stewardship Report 2020

Submitted to the Congregation for Institutes of
Consecrated Life and Societies of Apostolic Life

Vatican City, Rome



**COVENANT
HEALTH
SYSTEMS**



**COVENANT
HEALTH
SYSTEMS**

2020 PUBLIC JURIDIC RESOLUTION

Covenant Health Systems

Meeting of the Public Juridic Person

Friday, April 30, 2021

A meeting of the Members of the Public Juridic Person of Covenant Health Systems was held on April 30, 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' 2020 Annual Report. NOW, THEREFORE, BE IT RESOLVED that the Covenant Health Systems' Public Juridic Persons ACCEPTS the 2020 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

Table of Contents

Update from the Public Juridic Person	7
Members of the Public Juridic Person	8
Covenant Health Systems Ministry	11
Sponsorship Report	12
Mission Leadership	14
Chaplains & Spiritual Care	15
Interpreter Services	18
Ethics	20
Formation	22
St. Marguerite d'Youville Mission Fund Grants	23
Community Benefit Report	25
Our Environmental Report	57
Covenant Health Annual Report	59

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.

Board of Directors

Annual Meeting Minutes

Friday, August 28, 2020 | Via Video

I. Time and Place

The video teleconference meeting of the Members of the Public Juridic Person (PJP) was held on Friday, August 28, 2020 at Covenant Health, Tewksbury, Mass. John Oliverio, chairperson, presided.

Participants: Lesley Adkison, Mark Anthoine, Kenneth Arnold, Bruce Bonnell, Aisha Bonny, Stephen Grubbs, John Isaacson, Thomas Kelly, James Loftus, Sr., Catherine O'Connor, John Oliverio, Louise Trottier, Gerard Foley

Excused: Thomas Mortimer, William Lucy

Staff: Susan Belanger, Stephen Forney, Nicole Goodreau, John Newman, Doug Waite, MD, Jake Redden

II. Call to Order and Opening Prayer

John Oliverio, chair of PJP, called the meeting to order at 8:00 a.m. John Isaacson read the opening prayer.

III. Approval of Minutes

The Minutes from the PJP meeting held on June 26 were reviewed. A Motion was made and seconded to approve the Minutes from June 26, 2020.

Motion Approved.

IV. PJP President Report

Gerard Foley, president of PJP, shared the Stewardship Report and asked for any feedback or changes. Once approved, the Stewardship Report will be sent to the Dicastery in Rome. A motion was made and seconded to approve the 2019 Stewardship Report.

Motion Approved.

V. Board Education

Susan Belanger, senior vice president, Mission Integration for Covenant Health provided education to the PJP Board on the following items:

» **Diversity Report and Plan for Diversity Training**

The Board would like to see a further breakdown of the diversity report data to show the diversity in the senior leadership of the System as well as leadership in general. The Board would like to ensure that diversity among senior leadership remains an important consideration and is incorporated into planning and goals. The Board would also like to see the gender mix amongst physicians and advanced practice providers at the next update in October.

» **Formation Format/Discernment Tool for Decision Making**

» **Development of Behaviors Associated with Organizational Values**

» **Ministry Assessment Update**

- Acute Care facilities underway

- Post-Acute facilities at varying points

- Completion expected in October with an update provided to the Board at the October 23 meeting.

- Planning for 2021 is underway

The PJP Board meeting adjourned at 9:00 a.m.

Members of the Public Juridic Person

John D. Oliverio, Chair

John D. 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 non-profit organization with 14 hospitals, more than 1,500 beds, over 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 healthcare, Oliverio led Wheaton's move to integrate delivery systems across markets, expand physician services and create innovative physician partnerships to support the needs of patients, associates, physicians and communities. He also served various civic organizations over his career, including tenure as chair of his parish finance committee and local school board.

Gerard J. Foley, Esq., FACHE, President

Gerard J. 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 healthcare professional. Before joining the corporate office, Foley served as president/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 among its members 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 E. 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 healthcare organizations, including the Tulane Medical Center, his alma mater.

Lesley Adkison, PhD, R.N.

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 administration, nursing education, research and biotechnology. Adkison's professional interests include organizational ethics and provider-patient interactions in healthcare. She received her undergraduate degree from Maryville College, a master's degree in nursing from the University of Tennessee, Knoxville, and a nursing doctorate from Boston College. She also holds specialty certifications in both gerontological nursing and psychiatric mental health nursing.

Mark W. Anthoine, Sr.

Mark W. 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. In addition, Anthione is a volunteer soccer and basketball coach for the elementary school at St. Dominic Academy.

Aisha Barlatier-Bonny, MSW

Aisha Barlatier-Bonny joined BAMSI in 2004 as a Program Manager of Family Based Services a Department of Children and Families. Aisha has 18 years of leadership experience, 14 in a clinical setting. She has worked in the private non-profit sector since 1996, when she began her career as a Case Manager in a women's shelter located in Stamford, Connecticut. Over the course of her career, Aisha has worked with children, adolescents, adults, families, and the elderly to address a variety of mental health and community health challenges.

As a member of the Brockton community, Aisha Barlatier-Bonny has served on the boards of the South Shore Haitians United for Progress (SHUP), the Haitian Organization for the Advancement of Petit-Guoave (HOAP), Bridgewater State University's Social Work Advisory Board, and was Chair of the Board of Directors at St. Joseph Manor until June 2017 when she joined the Covenant Health board.

Aisha Barlatier-Bonny earned her Bachelor's degree in Social Work at Sacred Heart University in Connecticut and her Master's degree at Bridgewater State University. In 2011, Aisha was named a "Brockton Woman of the Year" for her work at BAMSI and in Haitian communities in Massachusetts and abroad.

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 and was an instructor in medicine at Harvard Medical School. Before joining Spaulding, Bonnell served as a primary care geriatrician at Mount Auburn Hospital in Cambridge and a hospitalist at Massachusetts General Hospital. He is also a member of the Massachusetts Board of Registration in podiatry. Dr. Bonnell earned his medical degree from New Jersey Medical School and holds a master's degree in public health from Harvard's T.H. Chan School of Public Health and a MBA from Boston University's Questrom School of Business.

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. 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; an adjunct faculty member at Boston College, Saint Pope John XXIII Seminary in Weston, Massachusetts and the Master of Arts in Ministry (MAM) 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 PhD in psychology from Boston University, a master's degree in mental health counseling from St. Mary's University in San Antonio, and an MST in historic-systematic theology from the Oblate School of Theology in San Antonio. She is a licensed psychologist, a certified clinical pastoral education (CPE) 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 at Louvain, Belgium and did a cross-cultural study of Spanish language and culture in Ecuador and Mexico City, Cuernavaca and Chiapas in Mexico.

Stephen J. Grubbs, MBA

Stephen J. 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 Regional Care Hospital Partners 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 in Andover, Massachusetts.

John A. Isaacson

John A. Isaacson is the CEO and partner of Lee Auto Malls and Maine Auto Credit in Auburn, Maine. He is the former board chair of the Sisters of Charity Health System, which includes St. Mary's Health System and d'Youville Pavilion and also serves on the board of directors for the Greater Atlantic Insurance Company headquartered in Hamilton, Bermuda. Isaacson graduated cum laude from Dartmouth College and is a Rufus Choate Scholar.

Thomas L. Kelly

Thomas L. Kelly is retired and formally held the position of CEO at HealthSmart in Irving, Texas. His previous experiences include serving as president and CEO of Schaller Anderson Inc., executive vice president at Davita, Inc. and founder of Mercy Health Plans, Inc. Kelly has a master's degree in accounting from New York University and serves on the boards of Fidelis Care in New York, FOCOS Innovations and Welvie.

James F. Loftus, IV

James F. Loftus is the COO of Seven Mountains Media, which operates 65 radio signals as well as national digital media and audio companies in eight Pennsylvania and New York markets. A career broadcaster, he was formerly president and CEO of WBEB-FM radio station in Philadelphia. He served as a vice president/general manager with CBS/Philadelphia for 11 years, and before that, was COO at Times-Shamrock Communications, in Scranton, Pennsylvania. He is a member of the board of directors of St. Mary's Villa Nursing Home and Villa Residence in Elmhurst, Pennsylvania, and past board chairman. Loftus is also a former board member of the Archdiocese of Philadelphia's Catholic Charities Appeal and is currently board chairman of the Pennsylvania Association of Broadcasters.

Jim joined the Covenant board in 2011, and he is a member of the Finance Committee and Sponsorship and Governance Committee. His long-term service spans nearly 10 years with Covenant Health, and over 20 years with St. Mary's Villa.

Thomas L. Mortimer

Thomas L. Mortimer's 40-year banking career began as an undergraduate at Northeastern University, where he earned his degree in finance. He would later receive an MBA 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. Since 2010, Mortimer has served as president and CEO of the 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 not-for-profit skilled nursing and rehabilitation center in Haverhill, Massachusetts.

Louise Trottier, Past Chair

Louise Trottier is past chair of both the Covenant Health and Covenant Health Systems boards of directors. She also serves as vice-chair of the board for Hunt Community Senior Living in Nashua, New Hampshire. She serves as past chair of the St. Joseph Hospital Board in Nashua, New Hampshire; is a member of their finance committee; and also serves on Covenant Health's Finance Committee. Trottier is retired and previously held the position of senior vice president of retail banking at TD Bank. She has served on many non-profit local community boards.



Covenant Health System Ministry

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

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

- 9** Skilled Nursing Facilities
- 4** Adult Day Health Centers
- 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:

- » A management services agreement with one post-acute care facility in Maine
- » Affiliation agreements with two post-acute care facilities in Massachusetts
- » An affiliation agreement with a post-acute care facility in New Hampshire

Sponsorship Report

Catholic Health Association Sponsor Program

In February 2020, Stephen Grubbs, Steven Jorgensen, John Jurczyk and Susan Belanger attended the Catholic Health Association's (CHA) Ministerial Juridic Person (MJP) Collaborative in Atlanta, Georgia. The Sponsor Formation Program focused on developing and enhancing critical competencies for sponsorship through a combination of reflection, participant involvement, group interaction and presentations by nationally recognized ministry leaders and speakers.

COVID-19 challenged the ability to meet in person, and as many organizations have done, CHA moved to an online format in March 2020. Throughout the year, members shared the successes and challenges experienced by MJPs during the pandemic. The Ministerial Juridic Person Collaborative also held virtual meetings in June and December 2020.

CHA Sponsor Formation Program for Catholic Healthcare

Covenant Health team members attended the second and third sessions of the CHA Sponsor Formation Program.

SESSION TWO

To Serve Within the Church

Themes:

- » Mission and social tradition of the Church
- » Spirituality and community
- » Canon law, sponsorship and healthcare

Objective:

- » Understand the meaning and purpose of Church
- » Articulate the meaning of mission in relationship to ministry
- » Recognize the underlying principles of the spirituality of community
- » Understand basic aspects of canon law as applied to sponsorship
- » Appreciate the prophetic role of sponsor

SESSION THREE

Living Our Tradition

Themes:

- » Catholic social tradition
- » Ethical and Religious Directives for Catholic Healthcare Services
- » Prophetic voice and discernment

Objective:

- » Understand the history and principles of Catholic social teaching in the context of the Catholic health ministry
- » Recognize the underlying principles of the spirituality of discernment and its relationship to communal decision-making
- » Understand the principles of the Ethical and Religious Directives for Catholic Healthcare Services and their importance for Catholic healthcare

PJP & Leadership Formation Programs

In late summer of 2020, CHA began a series of virtual formation programs for sponsors, board leadership, executive leadership and mission leaders. Covenant leaders participated in the following sessions:

SESSION 1 Theology, Ministry & Sponsorship	SESSION 2 Evolution of Sponsorship- Past and Future	SESSION 3 Models of Sponsorship	SESSION 4 Canon Law, Juridic Persons and Sponsorship
------------------------------------------------------	---------------------------------------------------------------	-------------------------------------------	----------------------------------------------------------------

Covenant PJP Meetings

Discussion at the PJP meetings included the following:



Ministry Identity Assessment

Follow-up Activities From the 2019 Assessments:

- » Promote the Common Good
- » Attend to the Whole Person

Results of the 2020 Assessments:

- » Serve as a Ministry of the Church
 - *Opportunities for more formation and ethics education*
- » Act on Behalf of Justice
 - *Discussion of justice issues in healthcare: Health Disparities, Just Culture*
 - *Development of a system-wide Diversity, Equity & Inclusion Council*



Updates on COVID-19-related Activities

Ethical Guidelines for COVID-19

- » Triage
- » Advance Care Planning



Updates on Physician-Assisted Suicide in States with Covenant Health Organizations



Creation of an Environmental Stewardship Council

Mission Leadership

A retreat for the mission leaders was held in Biddeford, Maine, at the Marie Joseph Spiritual Center. The theme for the retreat was “Brokenness” as leaders continued to navigate the many challenges brought on by COVID-19. Fourteen mission leaders and spiritual care directors participated in the annual two-day retreat, which provided an opportunity for the mission leaders to step away from the day-to-day for renewal.

This year Gerard Foley, president of the PJP, welcomed each attendee with a copy of the 2019 Annual Stewardship Report. The team participated in daily liturgy, which included a daily Mass and prayer for the attendees and the Sisters who reside in the facility. The last session of the retreat gave attendees the opportunity to build a mosaic stepping-stone from cement and pieces of glass. This was an opportunity to remind each of us that something beautiful emerges when God works through our brokenness.

Mission Week

During the week of October 11, most of our health system celebrated Mission Week, which also coincided with St. Marguerite d’Youville’s Feast Day on Friday, October 16. Although past celebrations may have been bigger, 2020 was especially important and meaningful as it marked the 30th anniversary of the day Pope John Paul II canonized Marguerite d’Youville — making her the first Canadian to become a saint. A few highlights from 2020 included:

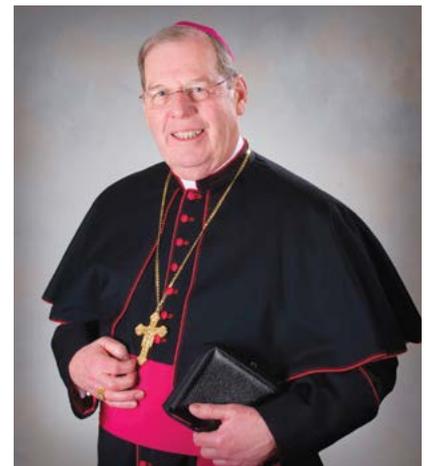
- » **Mass celebration by Bishop Libasci** – Bishop Libasci led the second consecutive Mass celebration in Nashua, New Hampshire.
- » **St. Marguerite d’Youville awards** – St. Mary’s Health System held its event celebrating the recipients in a socially distanced outdoor ceremony.
- » **Recognition of the Sisters of Charity** – The Sisters were sent individual notes and a small gift of a 30-year pin commemorating the canonization of St. Marguerite and a specially made cookie.
- » **Special foods** – Facilities offered special meals.
- » **Prayer services** – Mission leaders offered special prayer services in commemoration of our foundress.



Gathering Support from Church Leadership

While 2020 was a challenging year due to COVID-19, there were some highlights related to our local bishops. In Maine, Bishop Deeley provided messages of hope and support to the frontline health care workers in our Catholic hospitals, which included St. Mary’s Health System in Lewiston and St. Joseph Healthcare in Bangor.

St. Joseph Hospital in Nashua, New Hampshire, received the Blessed Sacrament in a drive-by ceremony at the peak of the pandemic. In addition, the Bishop graciously continued to meet quarterly with the president of the hospital, the vice president of mission and the Covenant Health Systems PJP president and senior vice president of mission.



Chaplains & Spiritual Care

As a Catholic health ministry, Covenant Health Systems has worked hard to form and foster a robust and responsive chaplaincy and spiritual care program across our family of organizations. Each year, we have the opportunity to report on the work of our chaplains and spiritual care providers, but at no point in our history has this team and their work been more visible and essential than during the pandemic.

As our team members and providers geared up to respond to COVID-19 and confronted the fears and challenges the pandemic presented, our chaplains were there to provide support, encouragement and prayer. While there often was heartbreak, there were also many moments of compassion, courage and hope. Our chaplains worked tirelessly, alongside our frontline team members and providers, to offer patients comfort and a listening ear as well as spiritual and emotional support.

It cannot be overstated how important this collaboration between our clinical, non-clinical and spiritual teams was to our overall response. As the number of patients and residents with COVID-19 grew, so too, did the burden on our team members and providers.

Having our chaplains and spiritual care team members stand shoulder to shoulder with our staff, providers, patients and residents helped everyone feel less alone and more supported. There are many examples of this woven throughout our organization reports.

The support and collaboration shown by both our clinical and mission leaders was truly inspiring, and it is one of the top reasons our team has stayed resilient through the many ups and downs of the past year.



Wherever people are suffering, make it your task to serve them.”

Pope John Paul II



Spiritual Care Highlights

HONORING FAITH

St. Joseph Manor ministers to people of all faith traditions. The St. Joseph Manor team was honored to prepare a Muslim resident after her death with the ritual washing and shrouding of the body. The chaplain performed this beautiful ritual with the resident's family outside the window to offer assistance, spiritual support and prayer. This was a profoundly meaningful experience for the family and the staff. The following letter was sent by the family of this resident:

“ Thank you so much for the kindness and care you extended to [our loved one] during her stay at St. Joseph Manor. These are certainly scary, stressful and unprecedented times. Given the circumstances, we were heartbroken that we could not be with her physically in her final days. However, we found solace knowing that you were dedicated to the continued care of all your residents while providing comfort to their families. You went above and beyond for our loved one, were attentive to our inquiries and respected our spiritual traditions. Thank you for doing God's work—we are eternally grateful.”

– A Resident's Family

THE HOLY EUCHARIST

Despite the challenges of the pandemic, residents in many of our facilities were able to receive the Holy Eucharist, which was profoundly meaningful. Distribution included adherence to all Centers for Disease Control and Prevention (CDC) guidelines to ensure the safety of the residents.

WRAPPED IN LOVE

The staff was also able to facilitate compassionate care visits for residents, allowing families to say their last goodbyes. As part of a longstanding tradition, at the end of life, residents are honored in a ritual called Wrapped in Love. As part of the ritual, a blessed blanket is placed on the resident, and staff gather for a special prayer before the resident is escorted from the unit. The procedure is repeated when the funeral home pauses in the lobby to allow staff to gather to create a walk of honor as the resident leaves the building.

IN MEMORIAM



Sister Dorothy Cooper, S.G.M.

Sr. Dorothy Cooper, S.G.M., passed away in April 2020. She was professed as a member of the Sisters of Charity of Montreal, the Grey Nuns, for 66 years and was instrumental in establishing Covenant as a health system. Sr. Dorothy served as both Chairperson and President during time on the Covenant board between 1986 and 1998. Sr. Dorothy was 88 years old.



Sister Doris Tardiff, S.G.M.

Sr. Doris Tardiff, S.G.M. passed away in November 2020 at the age of 94. She had been a Grey Nun for 63 years. After entry into the Grey Nun novitiate in Lexington in 1957, Sr. Doris spent many years in food preparation in the kitchen of the former Holy Ghost Hospital in Cambridge, Mass. and at the Provincial House, Lexington (now Youville Place). Sr. Doris also served as a childcare worker at Mt. St. Ann's Home in Worcester, Mass., a missionary at St. Michael's Indian Mission, North Dakota, in the gift shop at St. Mary's Regional Medical Center in Lewiston and as a resident director at the Mary Immaculate Residential Community in Lawrence.

Interpreter Services

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 by providing access to qualified medical interpreters and/or the necessary equipment to meet hearing and vision needs.

In 2020, our team served 12,324 patients with support in 60 different languages. Interpreter Services were, and continue to be, vital during the pandemic. They ensured patients and residents stay connected with loved ones and up to date on key protocols and guidelines.

Systemwide Services

- » **COVID-19 Materials.** Collateral and signage were developed to support interpreters. These resources included important information on infection prevention techniques, COVID-19 vocabulary, ongoing updates and links to multilingual CDC resources and webinars. Department of Health and Human Services multilingual videos were also posted on our websites.
- » **Personal Protective Equipment (PPE) Training.** Interpreter Services staff at Covenant Health's three acute locations completed required PPE training specific to medical interpreting, including a donning and doffing refresher.
- » **Advanced Directives.** Interpreter Services and Speech Therapy created a bilingual advanced directives communication board which was made available in 20 languages. This was later expanded to a training video that was assigned to intensive care unit, nursing and care coordination staff.
- » **Educational Videos.** The Interpreter Services team created a series of educational multilingual videos related to COVID-19 for two of our hospitals, thereby providing training for 55 team members. The team drafted scripts for three videos to address questions from our LEP patients and to address the stigma that prevents them from accessing healthcare. These videos were also shared via social media. Since our launch, we have experienced a 68% increase in the use of services.
- » **Virtual Interpreter Services.** Interpreter Services has worked extensively with the telehealth team so that our services can be integrated into our virtual health platform. All staff interpreters who work remotely have been trained, allowing them to interpret for patients and residents across our system. Language needs we cannot address with our staff interpreters can be accessed via the phone interpreter service or through the video relay service if a patient is deaf and uses ASL to communicate. Interpreters at both St. Mary's Health System and St. Joseph Hospital created several voice-over videos that are now a permanent part of our telehealth appointment template and can be used at all three acute locations and Community Clinical Services (CCS). Regardless of the language spoken, patients have the option to review instructions on how to log into their telehealth session in English, Arabic, French, Mandarin, Portuguese, Somali, and Spanish.
- » **Translation Partnerships.** We are currently partnering with other New England-based healthcare systems to share the cost of translations for COVID-19 vaccine tip and fact sheets. Today, we have translated the Moderna and Pfizer vaccine tip sheets into 25 different languages for providers, patients and community members.

St. Joseph Hospital Services

At St. Joseph Hospital in Nashua, 4,606 interpreter encounters were scheduled in 46 different languages.

- » **ADA Applications.** Interpreter Services collaborated to add ADA accessible apps to its 25 Comfort Care iPads. These applications aid in providing access to patients with disabilities and language barriers during family and staff encounters as well as provide a means of effective communication with the family who is unable to visit.
- » **COVID-19 Testing Site Materials.** St. Joseph Hospital Milford Urgent Care COVID-19 testing location translated marketing materials to help promote the testing site and meet its contractual agreement with the state. Brochures, social media postings and patient information were translated to reach vulnerable populations, including patients who communicate using American Sign Language.
- » **Mobile Health Clinic.** Interpreter Services obtained a new Language Line Solutions iPad stand for our mobile health clinic. This is an exciting step as the mobile health clinic prepares to provide community outreach to help the most vulnerable populations in the southern New Hampshire area. Staff will be able to access language services via a mobile hot spot with on-demand Interpreter Services.



St. Joseph Healthcare Services

At St. Joseph Healthcare in Bangor, 391 interpreter encounters were scheduled in 20 different languages.

- » **COVID-19 Information.** Interpreter Services supported 43 Haitian Creole migrant workers who were COVID-19-positive or exposed to the virus. Interpreter Services utilized Language Line Solutions to provide over-the-phone interpreting and video remote interpreting, as well as CDC translated information. The department advocated for the use of qualified interpreters, who spoke the correct dialect and worked on meeting the group's cultural needs, such as diet and defining quarantine requirements.

St. Mary's Health System Services

At St. Mary's Health System, 7,805 interpreter encounters were scheduled in 31 different languages.

- » **Additional Staff.** The Interpreter Services team expanded services to meet the growing need in Lewiston-Auburn.
- » **ASL Advancements.** Public video phones for deaf and hard of hearing visitors and a mobile unit for inpatients were installed.
- » **Somali Culture Presentation.** The Interpreter Services team presented an in-service training on the Somali culture in the context of mental health for the behavioral medicine management team.

Ethics

Ethics prepares our team members to address complex changes in biotechnology, clinical treatments and health policy within the framework of human dignity and the Church's moral teachings.

Each acute care hospital has an ethics committee that meets regularly throughout the year. This year our team members were posed with the challenge of moving all committee meetings to a virtual setting. Our committees are supported by the facility mission leader/spiritual care director and chaired by a member of the medical, leadership or community teams. Each committee includes representation from the clinical environments for when issues arise. The members also reflect diverse professional backgrounds and come with an interest in ethics.

Ethics Committee Topics & Education

- » Care at End-of-Life
- » Moral Distress
- » Review of Ethics Consultations
- » Advanced Care Planning for Patients in MyChart
- » Race and Catholic Healthcare
- » Discussion of Ministry Identity Assessment - Ethics Processes
- » Just Care for People of Color
- » COVID-19 Ethics Principles & Guidelines for Care and Triage of Patients
- » Medication Discussion- Truvada
- » Role of Ethics Committees in Consultations
- » Avoiding Discrimination During the Pandemic
- » Ethical Issues in COVID-19 Vaccinations
- » Vaccine Equity and the Common Good
- » Principle of Double Effect with Examples
- » Update on Physician-Assisted Dying in Maine

Webinars through Trinity Health – Ethics Champions

- » Dealing with Difficult Patients and Families - Paul Hutchinson
- » Ethics Outside of Acute Care: An Ethics of Everyday Living - Alan Sanders
- » Physician-Assisted Death: Assumptions & Challenges - Philip Boyle
- » COVID-19: Ethics in a Time of Pandemic - Philip Boyle
- » Patients with Compromised Decision-Making Capacity - Jason Wasserman & Mark Navin
- » Artificial Nutrition & Hydration in the Catholic Tradition - Alan Sanders
- » Moral Distress and COVID-19 - Alan Sanders
- » Colleague Care Teams - Mario Brunetta

CHA Webinars

- » CHA Pandemic Webinar: Lessons from Ground Zero
- » Palliative Care and COVID-19: Implications for Clinical Practice - Part One
- » Making Ethical Choices with Limited Resources: Lessons from Catholic Healthcare
- » Palliative Care and COVID-19: Implications for Clinical Practice - Part Two
- » Palliative Care and COVID-19: Implications for Clinical Practice - Part Three

Additional Ethics Programs

- » Bioethics in the Time of Coronavirus (Providence Hospital System)
- » Triage of Critical Care Resources During COVID-19
- » Complicated Grief in the COVID-19 Era (Hospice Foundation of America)

Formation

This year, the mission team presented Act on Behalf of Justice: Discernment for Leaders on August 4, 2020.

Ministry Concepts

A pilot of our Ministry Concepts Program was moved to a virtual interactive platform in November 2020.

Session 1:
The Call to Serve
November 4, 2020

Session 2:
Healing as a Ministry of the Church
December 9, 2020

Mission-In-Action Columns

Every month, the senior vice president for mission integration writes an article for system team members. In 2020, the topics included:

JAN Can You Teach Compassion?
The importance of compassion and its aligned behaviors in Catholic healthcare.

JUL Honoring Our Gospel Values
Our values and behaviors as a Catholic health ministry set us apart from other organizations.

FEB Is Email the Best Choice?
Improving communication via email and the importance of civility and collaboration.

AUG How Great Collaborators Improve the Workplace Setting
What our colleagues have to say about the importance of collaboration.

MAR Doing Good in Times of Crisis
A reminder of our ethical commitments to one another and the need for beneficence and nonmaleficence.

SEP How Do We Serve as a Ministry of the Church?
Sharing our ministry assessment and the importance of being a ministry of the Church.

APR United We Lift Spirits
An inspiring story from a post-acute facility. Also, Sr. Marcia Wiley, a Grey Nun, shared a message for team members.

OCT The Legacy of St. Marguerite d'Youville
Celebrating Mission Week and the importance of St. Marguerite d'Youville's legacy.

MAY What Would St. Marguerite d'Youville Say to Us Now?
Sr. Gladys Marhefka's thoughts on what St. Marguerite would say about the COVID-19 crisis.

NOV What Is Formation?
An overview of the distinct topics included in Formation.

JUN The Opportunity is Here to Listen and Learn
Resources for the associates to learn more about racial injustice.

DEC What the Catholic Church Says About the COVID-19 Vaccine?
Catholic Church leaders' perspectives on the COVID-19 vaccine.

Leadership Forum

The annual Trustee Forum was held virtually in October 2020. During the meeting, a formation program titled, "Catholic Healthcare: What is My Role as a Leader?" was presented. In addition, a missioning ceremony was held for all Covenant PJP Board members as well as a recommissioning of each facility's board and leadership teams.

St. Marguerite d'Youville

Mission Fund Grants

Thanks to a generous endowment from the Grey Nuns, Covenant Health is able to make grants available to member organizations. The goal is to continue the healing mission of Jesus, 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. Funds are provided in amounts up to \$10,000 per request. In late 2019, five grants were awarded from the St. Marguerite d'Youville Grant Fund for 2020. Although COVID-19 delayed or slowed the implementation of several programs funded by our grants, we are confident progress will continue in 2021.

\$9,650

Personalized Care Comfort Package

**St. Joseph Home Care
and Hospice,
Bangor, Maine**

This project aims to provide home care and hospice patients with comfort items needed to support their safety, dignity and independence – and to keep patients as comfortable as possible in their own homes. Through detailed in-home assessments, each hospice patient's assigned case manager will work to determine opportunities to improve their end-of-life care experience. In addition, the program will work to support patients admitted to the hospital and ensure families are as comfortable as possible. The goal is an improved quality of life and fewer emergency department visits and hospitalizations.

The funding supports St. Joseph Homecare and Hospice Personalized Care Comfort Packages (PCCP) for patients. The care team also completed a thorough assessment to identify the safety and comfort needs of patients, with safety being the primary focus. When patients were determined to be financially unable to purchase recommended safety and comfort items, supplies were ordered for them. The full amount of the grant was spent on comfort care items, such as super-soft microfiber bed sheets, chair pads, weighted lap blankets, sound machines and baby monitors.

\$10,000

Fish and Loaves Project

**Penacook Place,
Haverhill,
Massachusetts**

Grant funding provided backpacks that includes food for dinner on Friday, and breakfast, lunch and dinner for Saturday and Sunday for the children of Haverhill Head Start, who live in a home or shelter with an unstable food source. Funding also provides for 50 bag lunches once a month for the area homeless. Grant money was also used to create a logo and purchase bags that were given out each week. Initially, the intention was to purchase backpacks that would be returned weekly, but it was determined this would not be feasible. Bags were purchased and given out with the intention of not being returned to be refilled. The effort has provided between 15-20 bags of food for children each week since March 2020. Approximately 750 people children have benefited.

\$9,942 St. Joseph Hospital Faith Community/ Parish Nursing

**St. Joseph Hospital,
Nashua,
New Hampshire**

St. Joseph Hospital piloted a new Parish Nurse Program in two area parishes. The project includes a trained parish nurse who will be available for up to four hours per week at both sites, and the primary services include blood pressure screenings, education programs, advocacy, prayer and presence. This grant will be used to purchase blood pressure cuffs, stethoscopes and portable weight scales. Informed by the Congregational Health Assessments, the parish nurse or a clinical expert (i.e., a pharmacist or dietitian) will prepare and present topics identified by the assessment. Topics include substance use disorders, weight loss programs, family-based programs, children's health, medication education, dementia and more.

\$10,000 Helping Hands

**St. Mary's Villa,
Elmhurst Township,
Pennsylvania**

In 2019, St. Mary's Villa was certified by the American Heart Association to become a teaching garden. Through the grant, St. Mary's Villa promotes healthy eating habits and fosters intergenerational relationships through a partnership with local elementary schools and churches. The schools receive educational programs on sustainable gardening, and prior to COVID-19, St. Mary's welcomed school-aged children onto the campus to garden with residents. The churches then distribute the fresh produce to area homebound individuals who do not have access to food. Monthly harvest meals are also shared on the Villa's campus and in local churches for those in need of nourishment, fellowship and faith.

St. Mary's Villa utilized \$4,000 of the allocated grant dollars in 2020, but COVID-19 prevented the delivery of fresh produce to homebound individuals. As an alternative, St. Mary's Villa will use the remaining funds to purchase fruits and vegetables for the local food pantry, providing food to families affected by the pandemic. This will fulfill a huge need for proper nutrition for young children and families in our community. St. Mary's Villa will also provide educational materials on sustainable gardening and the value of eating healthy fruits and vegetables to local schools. This project will continue as the garden begins to produce vegetables and schools return to in-person activities.

\$10,000 Addressing Youth Vaping

**St. Mary's
Health System,
Lewiston, Maine**

St. Mary's is using its grant to work with local substance use disorders counselors from the Lewiston-Auburn school systems to identify youth who want to be involved in education, prevention and treatment efforts related to youth vaping. In addition, St. Mary's plans to partner with Bates College students who are engaged in public health courses and programs. The money will be used to engage students and to fund a student-selected media campaign to increase vaping awareness, provide educational materials at community events and provide food for healthcare provider training sessions.

St. Mary's marketing campaign will use evidence-based materials from the state of Maine, including the Center for Tobacco Independence, and the CDC. The campaign will reach teenagers and young adults in several ways, including a texting app. St. Mary's also plans to increase youth participation with a creative project and will offer an incentive for participating. They will focus on youth-based community programs and the hospital's junior volunteer program.

A group of healthcare workers in full PPE (goggles, masks, gowns) holding signs in a hospital setting. The image is overlaid with a blue tint.

“

**FAITH IN ACTION IS
LOVE —
AND LOVE
IN ACTION IS
SERVICE**

— SAINT TERESA OF CALCUTTA

Community Benefit Report

COVID-19 challenged all of us during 2020, and much of our focus was on helping our patients, residents and staff endure through unimagined times. 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.

Table of Contents

Covenant Health	26
Fanny Allen	27
Maristhill Nursing and Rehabilitation Center	28
Mary Immaculate Health/Care Services	30
Mount St. Rita Health Centre	32
Penacook Place	34
St. André Health Care	36
St. Joseph Healthcare	38
St. Joseph Hospital	40
St. Joseph Manor	42
St. Mary Health Care Center	45
St. Mary's Health System	46
St. Mary's Villa	50
Youville House	52
Youville Place	54
Our Environmental Impact	56

Covenant Health

TEWKSBURY, MASS.

Covenant Health is an innovative Catholic regional health delivery network and a leader in values-based, not-for-profit 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 and in Pennsylvania. 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

Faithful to 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 facility in the system.
- » **Christmas:** Each year, Covenant Health's home office provides support for struggling employees in one of our system facilities. This year, we supported the teams of Youville Place in Lexington, Massachusetts and Youville House in Cambridge, Massachusetts.
- » **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 time of crisis or emergent need. Its purpose is to assist those in a temporary emergency financial situation by providing 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 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 human resources.



- » **Love Thy Neighbor Campaign:** In conjunction with the Catholic Health Association, Covenant Health Systems actively engaged staff and community members in the Love Thy Neighbor campaign. To reduce the spread of COVID-19, we encouraged everyone to wear a mask, practice social distancing, engage in proper hand hygiene and to get a vaccine when available. These actions expressed our solidarity with one another as we worked together to overcome these challenging times.



Fanny Allen

BURLINGTON, VT.

In 2020, the Fanny Allen Corporation contributed \$147,800 in grants and sponsorships supporting non-profit 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
Chart ANEW Path	\$10,000
Feed More Kids	\$5,000
Northwest Family Foods	\$7,500
COTS Housing Resource Center	\$15,000
2020 Home Builds for Low-Income Working Families	\$7,500
Afterschool Excellence	\$10,000
Armed to the Teeth: Sustaining Infrastructure in our Dental Program	\$7,800
Summer Food for Children	\$7,500
Pathways Vermont	\$7,500
Nurturing Parenting Programs	\$5,000
Elementary Summer Camp	\$10,000
Shelter + Housing and Economic Justice Programs	\$10,000
LeRoyer Employee Emergency Fund	\$10,000
Emergency Aid Program	\$25,000
Food & Farm	\$10,000



Maristhill Nursing and Rehabilitation Center

WALTHAM, MASS.

Maristhill Nursing and Rehabilitation Center responds 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.

Responding to COVID-19

Unique COVID-19 Visit

The most difficult part of the pandemic was seeing residents separated from those they love in order to prevent the spread of the virus. Prior to COVID-19, Nick Avtges visited his wife each day. After 60 years of marriage and weeks of not seeing her due to heightened visitor restrictions, Avtges rented a bucket truck to lift him to his wife's second-floor window so he could visit with her. Maristhill's facilities department and administrator worked with the family and truck company to facilitate this unique visit. The couple's love story was picked up by local and national media and was an inspiration to many.

Strength in Prayer

Prayer is vital to so many residents. Before the pandemic, daily Mass was well attended. To fill that void, members of the Maristhill team would come together in the chapel and record a prayer service, complete with Spiritual Communion each day. Before the broadcast, team members would visit rooms and turn on the televisions for interested residents. It was just one way residents could witness the Maristhill team praying together for them. It was also something residents and team members could count on daily.

COMMUNITY BENEFIT HIGHLIGHTS

Faithful to 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 chaplain, offered blessings for the hands of those team members who do such important work with our residents, team members and families. Team members were also treated to ice cream, bagels and sandwiches in gratitude of the work they do every day in bringing Maristhill's mission to life.

Faithful to Our Residents

Spiritual Care

Because of the pandemic, Maristhill recognized the need to increase spiritual care for employees and residents. Although our small community experienced loss and isolation, the spiritual care that was provided fostered hope, healing and resiliency.

- » **Good Friday Celebration:** A solemn service was celebrated, the Passion of the Lord was read and we prepared for the Celebration of Easter.
- » **Easter Sunday of the Resurrection of the Lord:** Our Spiritual Care and Activities team used Chapel TV and an iPad to share Easter Sunday service with patients and residents.
- » **May Events:** During May, we looked for ways to honor Mary and connect with our residents. We were able to accomplish a May Procession, complete with a crowning, and the Rosary. These events were recorded and played for the residents on our Maristhill channel.
- » **Honoring Residents:** One of our residents is a long-time member of the Greek Orthodox Church in her town. His Eminence Metropolitan Methodios, the spiritual leader of the Greek Orthodox Church of Boston, came with several representatives of her parish to honor her. She was the first nurse in the parish, and hosted blood pressure clinics for the community every Friday for many years. She is a well-loved member of her parish, and we were pleased to come together and honor this special woman who is so committed to service.
- » **Feast of the Nativity of our Blessed Mother:** In 1970, the Missionary Sisters of the Society of Mary were founded. To celebrate the 50th anniversary of this feast, our neighboring Marist

Sisters came to celebrate. One of our residents, also a Marist Sister, was delighted to join her sisters in song and prayer honoring our Blessed Mother.

- » **The Feast of All Souls:** This year we held our annual Ecumenical Memorial Service virtually. Our CEO, James Tracy, gave an opening reflection as we prepared to remember those residents and patients who were gone from sight, but not from our hearts and minds. Bells were tolled and candles were lit as each resident's name was read. Many families joined the commemoration and appreciated being able to virtually see the participation of many team members as we remembered their loved ones. It was meaningful for all to be able to connect for All Souls Day.

Other resident activities:

- » **Veterans Day:** We honored our veterans for their sacrifice and selfless service. We were proud of our veterans as they shared stories from their time abroad. Our hospice partners provided pins and certificates for our annual pinning service.
- » **Food Donation:** During the pandemic, the need for food in the community was supported by our local parish in conjunction with the Boston Food Bank. Father Michael and a few employees made food donation drop-offs to the family members of residents and our team members at Maristhill.
- » **Christmas in July:** To help lighten the mood and bring joy to our residents, Santa Claus made a surprise off-season visit. Residents were delighted to see Santa and celebrate Christmas in July.

Mary Immaculate Health/Care Services

LAWRENCE, MASS.

Mary Immaculate Health/Care Services is a continuum of care community comprised of low-income independent senior housing, assisted living, adult day health programs, a transportation company with wheelchair-accessible buses as well as 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 Sisters of Charity of Montreal, the Grey Nuns, began their legacy in Lawrence when they were called to begin a mission then known as the Protectory of Mary Immaculate in 1868.

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.

Responding to COVID-19

This global pandemic resulted in many challenges and much loss at Mary Immaculate. Not only did Mary Immaculate lose beloved residents to the virus, but safety protocols inhibited and sometimes prevented team member participation in many longstanding community outreach programs. The main focus of 2020 was protecting residents and team members while also providing for their physical, emotional and spiritual needs.

Mary Immaculate team members' support of the community included:

- » Donating to a coat and food drive for Lazarus House Ministries
- » Participating in a virtual Walk to End Alzheimer's disease
- » Providing medical supplies to the Greater Lawrence Family Health Center

Mary Immaculate hopes to return to established programs and discover new opportunities to serve the community in 2021.



COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Communities

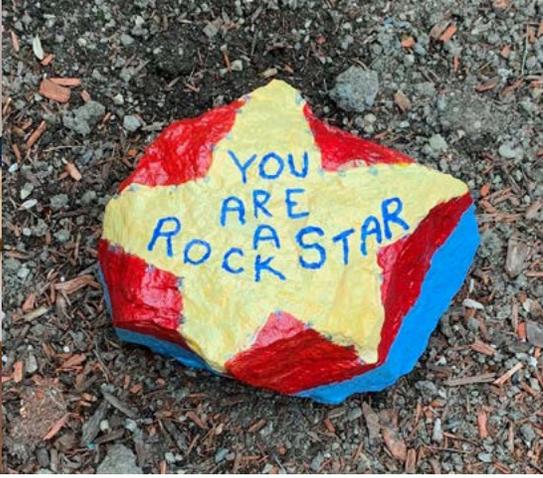
- » **Notre Dame Student Certified Nursing Assistants (CNAs):** Student CNAs from Notre Dame Academy were able to participate in job shadowing opportunities at Marquerite's House in January and February before the pandemic.
- » **Lazarus House Soup Kitchen:** Each month a group of Mary Immaculate team members volunteer at the Lazarus House Soup Kitchen during the noon meal. This was suspended in March due to the pandemic.
- » **Join the Journey Support Group:** This support group is for people providing care to relatives who suffer from any type of dementia. It is led by a team member of Marguerite's House, and monthly meetings are open to the community and consist of approximately eight to 15 caretakers ranging in age from 40 to 85. The meetings offer education, information, techniques for handling difficult behaviors and, more importantly, support for caretakers dealing with the decline or loss of their loved one. For those with dementia, the grieving process starts early and can go on for many years.
- » **The Giving Tree:** Team members donated gifts at Christmas to 10 families so they could experience a joyful holiday.
- » **Earthquake Fund:** Mary Immaculate had a fundraiser in January and February 2020 to support those affected by devastating earthquakes in Puerto Rico in 2019. Team members and residents donated to help the cause.

Faithful to Our Residents

- » **Daily Communal Prayer:** Aside from bringing Communion to residents in their rooms and offering hallway rosary, a "Pause for Prayer" was provided at noon over the speaker system for both residents and staff to be mindful of God's loving presence throughout the pandemic. Typically, the prayer was followed by an inspirational song.
- » **"Good Day MI":** Due to Covid restrictions, residents were spending more time in their rooms watching TV. So, members of the Spiritual Care team felt it would be beneficial to offer an in-house TV show every Monday morning called "Good Day MI." The co-hosted segment consisted of a discussion of the Sunday Gospel, the saint of the day, prayer, music, and a joke of the day. On special occasions there might be a raffle, with the winner receiving the gift immediately after name was drawn.

Faithful to Our Team Members

- » **Trauma/PTSD Committee:** New this year, a joint effort from Mary Immaculate's social workers and the spiritual care team provided opportunities for interested team members to meet weekly during the spring to discuss pandemic stressors and to learn coping strategies. Moving forward, there will be a Trauma/PTSD committee working to serve the needs of residents and team members.
- » **Thanksgiving Gift:** During Thanksgiving, we gave turkeys and gift cards to 20 team members in need to help them celebrate the holiday with family.
- » **Helping Hands Fund/Mary Immaculate's United Fund:** The program's purpose is to respond – on behalf of all Mary Immaculate employees – with excellence, timeliness and compassion to any employee who is experiencing a crisis. Each situation is handled individually and confidentially. All employees may make a voluntary deduction from their checks to assist other employees in their time of need. This year, 12 individuals were assisted by the Helping Hands Fund in the form of rent payments, gas payments, food vouchers, payment for health insurance as well as referrals to outside agencies.



Mount St. Rita Health Centre

CUMBERLAND, R.I.

COMMUNITY BENEFIT HIGHLIGHTS

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 healthcare 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.

Faithful to Our Community

- » **Recognizing Our Fathers:** We wanted to make Father's Day extra special in 2020. Given that social distancing made larger indoor events nearly impossible, we decided to honor and recognize fathers through a special parade. The parade was well attended, and it meant so much to the fathers who call Mount St. Rita home.

Faithful to Our Team Members

- » **Painted Rocks with Hopeful Messages:** Throughout the pandemic, members of our community and family members of our residents have gone above and beyond to recognize the bravery, hard work, compassion and dedication of our team members. In 2020, one of our families painted rocks for the gardens around Mount St. Rita with words of encouragement.
- » **Mercy Day:** Every September, Mount St. Rita celebrates Mercy Day, which is an opportunity for staff members to nominate another staff member who most reflects what it is to be merciful. Management then selects the person who most reflects the definition for mercy below. This year, the management team decided everyone on staff at Mount St. Rita would receive the Mercy Award based on the many acts of mercy they demonstrated over this past year. Each staff member received a small gift in appreciation for their dedication, along with a ceremony for the staff who were celebrating milestone years of service.

MERCY IS...

to listen, to lend a hand, to encourage, to comfort, to respond gently, to smile, to share a worry, to forgive, to speak honestly, to understand, to stand with, to pray, to seek justice, to receive and reflect the compassion of God.



REFLECTING ON MOUNT ST. RITA'S RESPONSE TO COVID-19

There was a stillness after our first resident passed away from COVID-19. The reality was shocking, and a sense of helplessness soon followed.

What were we to do?

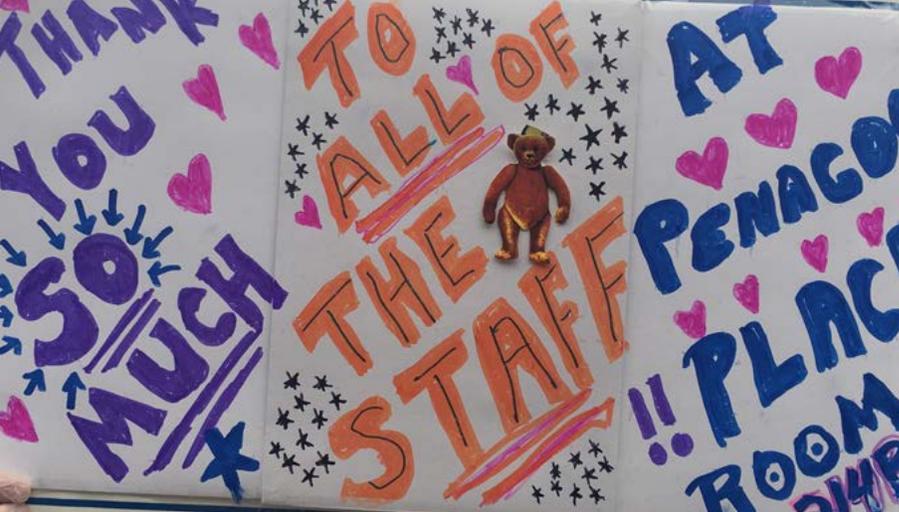
Signs of suffering were visible all around—suffering caused by illness, limitations and fear of the unknown.

Each day provided a unique experience. Those that we worked with and cared for one day could be gone the next. When reality settled like dust around us, it seemed fear had cleared the room. Only a core group of staff remained, and we were called to serve with courage and compassion in these times.

Mount St. Rita's leadership team asked early on that we allow prayer and reflection to be part of our day. Before each morning meeting, we took the time to pray and to reflect, reminding ourselves that God was present amidst the grief and chaos that came along with the pandemic. This time of prayer and reflection became a lifeline for many.

In addition to recalling God's presence, we began to reflect on the call of our mission and heritage. It became very clear to me that the gift of our mission and heritage was given from God through the Church. This would be the well that we would draw from.

Our residents embodied the cry of the helpless, and we knew we were called to serve them no matter the circumstances. Our mission and heritage are printed on paper, but they were brought to life as our team embodied them.



Penacook Place

HAVERHILL, MASS.

Penacook Place was founded in 1968 by the local clergy of Haverhill, Massachusetts. They were concerned that there was no place for the aging and sick of their community to reside where dignity and respect would always be the cornerstone of their care.

HERITAGE STATEMENT

Penacook Place, is a 160-licensed 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 Kolkata, 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."

Responding to COVID-19 with Spiritual Care

During the pandemic, Penacook Place's chaplain and spiritual care team had to modify spiritual care activities as COVID-19 guidelines continued to change. At first, residents would come down to the chapel to pray the rosary with the chaplain one at a time. During the height of the pandemic, when there was no movement within the facility at all, Penacook Place's chaplain connected with residents via Zoom from her office to pray the rosary and to check-in on their emotional and spiritual well-being. As community spread subsided, residents were able to gather in small groups to pray.

- » **Spiritual Cart:** On the Memory Care unit, the program director took a spiritual cart from room to room. Once a week, the chaplain would go to the unit and meet with the residents one on one in their rooms to pray, read or just spend time with them. When residents couldn't gather together, they would be in the doorways of their rooms and the chaplain would walk up and down the hall to pray with them. This doorway rosary was also done on the long-term care unit with residents who wanted to participate.
- » **Eucharistic Blessing:** Sacred Hearts Parish's Fr. John Delaney, Betty Desjardins, pastoral associate and Fr. Joe Almeida, parochial vicar, brought the Blessed Sacrament to offer comfort, support and blessings. They gathered in the parking lot and patio so team members could come outside, and residents could see from their windows. The Blessed Sacrament was displayed in the monstrance, and a blessing was conferred over team members, residents and the physical building. Those who participated reported feeling a sense of grace and calm once the blessing was finished.

COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Team Members

- » **Penacook Pause:** Every day at 11 a.m., a prayer is read over the intercom system for all to hear. Staff and residents are asked to pause for a moment of prayer.
- » **Post-Acute Care Week:** During Post-Acute Care Week, one of our hospice providers handed out goodie bags that contained hand sanitizer, pens, paper, tissues, candy, snacks and an inspirational note.
- » **Mission Week:** During Mission Week, breakfast was provided for one day to all staff and lunch was provided on another day for all shifts.

Faithful to Our Residents

- » **New Chapel:** In 2020, Penacook Place completed a renovation of our main floor to provide a dedicated space for praying the rosary and spiritual care. The chapel also provides team members a place to enjoy a moment of peace before or following their shifts. It is always open, and anyone is welcome to step in for a moment of prayer and solitude. We are grateful for the tabernacle donation from the All Saints Parish in Haverhill to be used to reserve the Holy Eucharist for distribution to the residents. The tabernacle has been placed in the chapel along with a sanctuary light, which was donated by a resident's family. We look forward to the formal blessing of the chapel by the local Bishop in 2021.
- » **Holy Week:** Sacred Hearts Parish in Bradford helped coordinate Holy Week events during the height of the pandemic. Sacred Hearts created a video of parishioners washing the feet of their family members and venerating the cross. Many of our residents participated in this meaningful ritual.
- » **Secret Santa:** Sacred Hearts supported our community through their parish school by adopting each resident and providing gifts from Santa. At a time when families could not visit, this visible sign of love and support from our community helped make a difficult time a little more bearable.

- » **Virtual Visits:** Our activities staff coordinated many FaceTime or Zoom video calls with families to keep them in touch with their loved ones when they could not visit. The video calls were made possible by a generous donation of tablets from Mass Senior Care. As visitor restrictions were at their tightest, video visits allowed some families to see their loved ones one last time before they passed.
- » **Parking Lot Visits:** Many families participated in parking lot visits with their loved ones. They brought signs, balloons and visited with family members at a distance through the residents' windows. The community also got involved by placing ribbons, signs or pinwheels on our fence as visual reminders to residents that they were loved and supported.
- » **Let the Music Play:** CD players were generously donated by staff, families and the community so residents could listen to music to help combat loneliness during the pandemic.
- » **Halloween:** For Halloween, our management team members dressed in costumes and went through the building 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.
- » **Haircuts:** Once outside vendors offering services were allowed back into the building, our hairdresser came in to give the residents haircuts. This activity was greatly missed by the residents as many of them were used to going to the hairdresser weekly. Those who were able to have their hair done were extremely grateful and happy to have a new haircut.

Faithful to Our Community

- » **Fishes and Loaves Project:** This is a Community Action Haverhill Head Start project in which 15-25 bags of food are provided for children with unstable food resources in their homes. The children and their families were extremely grateful to receive this food each week. The staff at Head Start chose the families to receive the food and it was all made possible through the St. Marguerite d'Youville grant.

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 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, the Good Shepherd Sisters of Quebec, Canada.



Responding to COVID-19

- » **COVID-19 Car Parade:** In June and September, St. André invited families to participate in car parades. More than 70 vehicles were in each parade as 100+ family members responded to the opportunity to see their loved ones for the first time since precautionary measures began in March. More than 40 residents lined up on the parade route and waved to their family and friends as they drove by.
- » **Mission Week:** Celebrate JOY was the chosen theme for Mission Week. Each day we held an event to bring joy to residents and team members. The Good Shepherd Sisters, our founding congregation, could not join us this year due to COVID19; however, our residents sent an Angel Card to each of them.



COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Residents

- » **Church on Wheels:** Due to COVID-19 prevention restrictions, we were unable to offer Mass or Protestant services. As an alternative, Spiritual Care offered prayer services on each unit and as restrictions increased, we developed the Church on Wheels program. Church on Wheels allows Spiritual Care to come to each resident for prayer services, rosary, and faith-sharing group.
- » **Ecumenical Remembrance Service:** Each year, we hold an Ecumenical Remembrance Service to honor the residents who died during the past year. Unfortunately, we could not invite families to attend this year, so we filmed the service and posted it on our Facebook page. Each family received the service booklet in the mail.
- » **Joyful Singers:** Our resident choir, The Joyful Singers, sang a medley of songs to lift the spirits of our employees while wearing masks and socially distancing.

Faithful to Our Team Members

- » **Food Pantry:** Dining Services provided a food pantry for team members during the pandemic, which contained hard-to-find items, reduced their number of trips to the supermarket and saved them considerable money as items were provided at cost without any mark-up.
- » **Christmas Dinners:** Dining Services offered each employee a family-sized Christmas “dinner-to-go” with all the trimmings.
- » **“Share the Warmth” Clothing Exchange:** Employees donated more than 70 gently used winter coats and accessories. Items were cleaned by the St. André team and made available to team members in early December.
- » **St. André COVID-19 Relief Fund:** Provided more than \$1,500 to employees in need of assistance with groceries, gas, transportation and child care.
- » **A Scoop of Joy:** A Scoop of Joy brought ice cream sundaes to each unit. The week-long celebration concluded with a complimentary Panera boxed lunch for all team members.

St. Joseph Healthcare

BANGOR, MAINE

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 healthcare. 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

Faithful to Our Community

- » **The Barka Foundation:** St. Joseph partnered with the Barka Foundation to treat a gentleman who could barely walk and was in constant pain. Following a diagnosis of spinal stenosis, St. Joseph provided spinal surgery and post-op care, and the operation was a resounding success. Today, the gentleman is walking tall and is no longer in excruciating pain.
- » **Migrant Workers' Event:** St. Joseph Healthcare provided gift cards for The Haitian Network of Maine. They purchased necessary items and ingredients to cook for about 40 people. The people were shocked and overwhelmed by such an unexpected act of kindness and could not stop expressing their appreciation and gratitude.
- » **Mission Week 2020:** During Mission Week, cookies and notes were sent to the Sisters of Charity of Montreal.
- » **Good Shepard Food Bank:** St. Joseph Healthcare collaborated with the Good Shepherd Food Bank to distribute food in the community.

Faithful to Our Patients

- » **Christmas Gifts and Cards:** Christmas gifts were distributed to each patient in the hospital and extras were provided to Emergency Department (ED) patients on Christmas Day. The event was organized by Kristina Wheaton, R.N., an ED nurse, with the help of family and friends. Some items were donated and others were purchased with donated funds.

Faithful to Our Team Members

- » **Mask Donations:** Volunteers donated more than 1,500 masks for the benefit of the immigrant community that St. Joseph serves.
- » **St. Joseph's Pantry:** Stocked by St. Joseph team members for their co-workers, the pantry helps minimize anxiety and maintains anonymity when accessing it. In addition, phone access is provided so employees may 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 call-in line.



Pictured are members of The Barka Foundation and St. Joseph Healthcare. February 2020.





St. Joseph Hospital

NASHUA, N.H.

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.

Responding to COVID-19

Mobile Health Clinic (MHC)

St. Joseph's Mobile Health Clinic is a mobile medical bus operated by the mission department, which provides free healthcare to the underserved in the community. These services include medical checkups, urgent care visits, dental services, mental health evaluations and health education.

As COVID-19 hit the community in March, the MHC team worked with local and internal leadership on a strategic plan to deploy a COVID-19 satellite testing site. MHC leadership assisted in the emergency department and worked with local leadership and government to build a COVID-19 incident command center. During this time, the clinic was present at Milford Urgent Care and available as a backup COVID-19 surge site. Leadership also joined local law enforcement, fire and Emergency Medical Services (EMS) in a joint effort to combat COVID-19 and were featured on ABC News' "World News Tonight."

Nashua Department of Public Health Joint Initiatives: In the summer, the MHC team contracted with the City of Nashua Department of Public Health on two different initiatives:

- » **Mobile Immunization Clinic:** Mobile clinics launched in September bringing flu vaccine to many throughout the City of Nashua. The MHC team vaccinated 600 patients in the first six days. After a bi-weekly schedule, they eventually progressed to a monthly schedule- seeing nearly 1,000 patients each month.
- » **Elementary School Pilot Program:** The program was developed to offload high volumes of student traffic in the nurse's offices at local elementary schools. The MHC will be on-site as a mobile extension to the nurse's offices, and will help cover student overflow; in 2021, additional services will be added that are outside the scope of the school nurses.



COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Community

- » **Sock Drive:** In January, the St. Joseph team collected 452 pairs of socks and 38 pillows, and an additional \$204 from a raffle which was used to purchase additional socks and pillows. Items were donated to Nashua Soup Kitchen & Shelter (NSKS), Boys & Girls Club of Greater Nashua and Southern New Hampshire Rescue Mission.
- » **Lent Drive:** From February through April, the hospital collected over 300 non-food-related items, such as paper and personal care products. These items were donated to NSKS, Corpus Christi Food Pantry and the Salvation Army.
- » **School Drive:** In July, St. Joseph collected 1,105 school supplies such as backpacks, pencils and crayons. All items were donated to NSKS, which delivers the largest backpack giveaway for the Greater Nashua area.
- » **Christmas Basket Project:** Out of all of St. Joseph's community drives, the 61st annual Christmas Basket Project was perhaps the most affected by COVID-19. Many team members found themselves in need of help as schools were all remote and many parents were working from home. This made it difficult to determine the families' needs. The community, including the Nashua Police Athletic League and several school districts, came together to help St. Joseph reach 59 families, including 120 children, 16 youth who aged out of foster care and many staff members. Everyone shared they were deeply grateful for the extra support during a difficult time.

Faithful to our Team Members

- » **Employee Food Pantry:** Beginning in March, the pantry doubled its availability for staff from bi-weekly to weekly, which meant that St. Joseph's resources and finances were being used twice as fast. In the eight years it has been open, the food pantry has always been fully supported financially by St. Joseph Hospital staff. When the pandemic hit, the public came out in full force to support St. Joseph's team members. Local companies donated hundreds of meals from Panera Bread, Panda Express and Greenleaf. St. Joseph also received several large donations of dry goods from companies and individuals. During this time, the Greater Nashua Food Council and United Way of Greater Nashua also gifted a new commercial freezer, allowing St. Joseph to stock up on more essential frozen protein items. In 2020, St. Joseph's employee food pantry had a total of 643 visits. This is 256 more visits than 2019.
- » **Mission Week:** Although the St. Joseph's team had to adjust its "normal" way of doing things they were still able to have a successful Mission Week with the help of their Mission Activities Committee. St. Joseph delivered carnations to patients, sold a record number of 740 "Cookie Connections," provided snacks to all staff during all shifts and had a beautiful Mass with Bishop Libasci.

St. Joseph Manor

BROCKTON, MASS.

Keeping with the mission and vision of Rev. Alphonsus Maria, the Sisters of Jesus Crucified, Covenant Health and St. Joseph Manor continue to respond to the needs of residents, clients and external community members with a focus on the elderly and underserved.

With heads up and wings out, St. Joseph Manor's team came together as a family in response to the pandemic to do whatever was needed to support residents and each another.

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.

Responding to COVID-19 with Spiritual Care

Throughout this difficult year, spiritual care was even more important to St. Joseph Manor's team members, residents and patients. The Spiritual Care team continued regular visits with residents during COVID-19, providing spiritual companionship, prayer and Holy Communion. Team members continued supporting residents at the end of life, shepherding them home to God. The St. Joseph Manor team also continued to use their Wrapped in Love quilts when accompanying those residents who passed from the building with dignity, respect and prayer. Team members assisted families with funeral preparations, and in some cases, provided financial support to families that had no resources.





COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Residents

- » **Visitation:** St. Joseph Manor's activities director and other team members helped to facilitate as many window visits as possible and helped residents celebrate milestone birthdays. Their team also coordinated a marriage proposal during an outside visit for a resident so he could see his son propose to his future daughter-in-law.
- » **Appointment Navigation:** Due to COVID-19 restrictions, it was difficult for family members to escort their loved ones to necessary medical appointments. The facility chaplain accompanied residents to their appointments, providing not only support, but also comfort and companionship.

Faithful to Our Team Members

- » **Thank You Video:** St. Joseph Manor leadership coordinated with team members and residents to produce a video thanking team members for their care, compassion and dedication.
- » **Giving Back:** The Manor provided meals, home-baked goodies and gift cards to team members during the spring months and beyond.



“

We are all called to something – to reach out to others no matter who we are and no matter what our life situation is.”

- Sister June Ketterer, SGM



St. Mary Health Care Center

WORCESTER, MASS.

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.

“We shall continue to love and serve.” —St. Marguerite d'Youville

Recognizing Our Team Members

At St. Mary Health Care, our team members are the heart of our ministry, and they boldly answered their call to serve during this season of sadness, sorrow and brokenness. We honor and recognize our team for spending countless hours serving residents and walking them through the storm. They brought comfort and love to families and colleagues, and they lived out our mission each day by always thinking of, serving and walking alongside 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.

COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Residents

- » **Christmas Ornaments:** As part of our Christmas celebration, we bought Christmas ornaments and inscribed them with the first name of residents that passed away this year. We mailed these ornaments to our former residents' families, and they were so happy to receive these simple, yet heartfelt gifts.

Faithful to Our Team Members

- » **Thanksgiving Giving:** At Thanksgiving, we gave turkeys and thank you cards to our team members for their hard work.
- » **Christmas Pies:** For Christmas, we provided pies and St. Mary Health Care T-shirts to team members.
- » **Christmas Cards:** We took pictures of our residents, used them to make Christmas cards and sent the cards to their families.

St. Mary's Health System

LEWISTON, MAINE

St. Mary's Regional Medical Center includes a 233-bed acute care hospital, a primary care provider network, urgent care and emergency department, behavioral and mental health services and outpatient specialty practices that combine talented and compassionate caregivers with state-of-the-art technology to meet the healthcare needs in the Androscoggin County area and beyond.

St. Mary's d'Youville Pavilion is one of Maine's largest nursing homes, providing skilled long-term care and nursing services.

St. Mary's Residences include 128 private, non-smoking apartments reserved exclusively for the independent elderly and disabled seniors.



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.

KEY MILESTONES

St. Mary's d'Youville Pavilion Long-term Care Facility

St. Mary's d'Youville Pavilion (DYP) is one of the largest long-term care facilities in the state. Even during the pandemic, this facility had a deficiency-free survey—all regulations and quality indicators were met. The team at DYP worked creatively to ensure residents had contact with their families as much as possible through technology as well as window and outdoor visits throughout the year. Through video technology, some families and residents were able to see each other for the first time in years. Another new technology, the IN2L Device, enabled us to do room-to-room activities to play games, listen to stories, relax and enjoy music.



Fill the GAP

The St. Mary's Grocery Assistance Program

Fill the GAP: Grocery Assistance Program

Due to high rates of food insecurity in our community, St. Mary's created the "Fill the GAP- Grocery Assistance Program" for patients and employees. Patients are screened for food security and, if needed, a dietitian meets with them to assess their needs. Upon discharge, vulnerable patients are provided with a bag of groceries along with community resources to increase food access. Employees can also confidentially request a free bag of groceries. The program was created in partnership with Nutrition Center Food Pantry and Metz Food Service and St. Mary's dietary office, case management and mission integration teams. In 2020, food assistance was provided to six employees and 38 patients.

Hearts United Daily Email and Prayer

To support employees, a daily Hearts United email and prayer were instituted, which was broadcast over the hospital intercom at noon. The email included an inspirational quote, wellness/resilience tips, appreciation, acknowledgements and a prayer. The prayer was read by senior hospital administration, chaplains, management and members of the Mission Advisory Committee.

COVID-19 Respiratory Clinic and Keeping Our Patients Safe

As COVID-19 reached the community, St. Mary's established a respiratory clinic for patients with COVID-19 symptoms that was up and running within 24 hours. Treating symptomatic patients in a separate location helped to ensure the safety of other patients without symptoms. This clinic was operational for two months. In addition, St. Mary's population health specialists reached out to vulnerable patients to ensure they were safe and receiving the care they needed, including virtual visits for continuity of care. St. Mary's also focused on ways to ensure access to testing for those in the underserved community, along with offering testing sites for local large employers.





COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Community

- » **Emergency Wellness Shelter:** In conjunction with community partners, the City of Lewiston opened a 60-bed emergency wellness shelter at the Lewiston Armory to house some of the city's homeless during the COVID-19 pandemic in the spring of 2020. Community Concepts managed the shelter while the city, the Maine Department of Health and Human Services, St. Mary's Regional Medical Center and the other local hospital provided support.
- » **Mission Week Departmental Basket Donations:** During St. Mary's annual Mission Week celebration, departments selected a community non-profit that shares the organization's mission and put together a gift basket for clients. In 2020, 14 departments donated gift baskets to agencies that serve elderly patients, vulnerable children, at-risk teens and homeless students.
- » **St. Mary's Nutrition Center:** The center was founded by St. Mary's Health System in 2006 to promote community health through organizing, advocacy and education. It also houses the Lots to Gardens program, which has provided gardening and food access programming in Lewiston since 1999. St. Mary's Health System is a key partner in this endeavor and hospital leadership also serves on the planning committee. The project cultivates community inclusion and interaction across race, class and ability. It nurtures children while itself growing greener, more connected, safer and stronger through shared stewardship, resources and a thriving economy.



- » **Sisters on the Frontline - Sr. Anne-Marie Bourque, RSM:** In the fall of 2020, St. Mary's Chaplain, Sr. Anne-Marie Bourque, was selected to receive a \$1,000 grant from Catholic Extension's Sisters on the Frontlines. Frontlines gives 1,000 direct-service Catholic sisters \$1,000 each for their use in helping those suffering the adverse effects of the pandemic. Sr. Anne-Marie is assigned to St. Mary's d'Youville Pavilion, and she donated \$700 to St. Mary's Nutrition Center, which operates a food pantry, community gardens and offers fresh food access points in Lewiston. The remaining funds were donated to assist a family at d'Youville Pavilion.
- » **Food Pantry:** Before COVID-19, 2,470 unique households received food support through the St. Mary's Food Pantry, one of the largest in the state. Historically, St. Mary's has given out more than 500,000 pounds of food annually. In the last nine months, over 800 households had first-time visits at the on-site distribution, and another 300 were added to the new delivery program. The food pantry primarily serves food-insecure households in Lewiston and Auburn, with a majority located in downtown Lewiston. Food pantry guests comprise diverse demographic groups, including people who are elderly, disabled, coping with mental health issues and substance abuse disorder as well as households with children, immigrants, refugees and asylum seekers. Working alongside ethnic-led partner organizations, the pantry helped ensure access to culturally preferred foods and offered food deliveries to households where someone had COVID-19 or the household was required to quarantine.

St. Mary's Villa

ELMHURST TOWNSHIP, PA.

St. Mary's Villa had one of its 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 and women and their children in the area of Scranton, Pennsylvania. Reverend Alphonsus and the religious order 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.

Key Milestones

- » **Founder's Day:** St. Mary's Villa celebrated the 96th anniversary of Founder's Day in September.
- » **Community Garden Project:** The St. Mary's Villa team embarked on a massive gardening project to feed the poor and vulnerable. Besides food production, St. Mary's Villa also created self-contained gardens for families to have their own gardens, enjoy the outdoors and God's creation and learn the benefits of organic, sustainable gardening. The garden produced a record of 2,000 pounds of fresh produce for the North Pocono Food Pantry this year. This project has improved the morale of our team members and drove us to serve more individuals and families. The Villa team created a new wheelchair accessible pathway for all its residents.

COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Community

- » **Sirium Prescription Drug Recycling:** St. Mary's Villa Nursing Home embarked on a prescription drug recycling program in 2019. St. Mary's Villa Nursing conducted the drug recycling program again in 2020, and it was a huge success.
- » **Go Little Joe:** St. Mary's Villa provided a cash donation for the St. Joseph's Center after hosting its own fundraiser.
- » **NEPA Youth Shelter:** St. Mary's Villa provided a donation through funds raised for the Northeastern Pennsylvania (NEPA) Youth Shelter, which provides emergency shelter and essential resources to unaccompanied youth throughout counties in northeast Pennsylvania.
- » **Sponsoring Families in Need at Christmas:** St. Mary's Villa Mission Committee coordinated two fundraisers to support families in need over the Christmas holiday.
- » **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 our immediate community. It provides a nourishing meal or two to get a family in need through until payday. It is heavily utilized and has been well-received by the community.



- » **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.
- » **North Pocono Ministerium:** St. Mary's mission director has been a member of the North Pocono Ecumenical group, which addresses the needs of our community and builds partnerships among the many different religions in our region.

Youville House

CAMBRIDGE, MASS.

Youville House is a faith-based, non-profit skilled nursing community located in the heart of Cambridge, Mass. Youville House has a tradition of care rooted in the life and legacy of Saint Marguerite d'Youville, an 18th 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 House and Youville Place are communities grounded in the spirit of St. Marguerite d'Youville, foundress of the Sisters of Charity of Montreal, the Grey Nuns. Trusting in God's love, each community serves all those in need with compassion and respect.

COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Community

- » **COVID-19 Testing:** Youville House provided free COVID-19 testing for private aides of several residents during COVID-19 surges in the community.
- » **Lesley University Interns:** Youville House's director of programs supervised three graduate students from Lesley University for the first two months of 2020. Each student applied their learning of expressive therapies, theory and methods through programs with residents.
- » **Neighborhood Tai Chi Group:** Youville House provided space for a weekly class for the first two months of 2020 for Cambridge residents.
- » **Parkinson's Disease Support Group:** The Youville mission director provides a support group for family and caregivers of people living with Parkinson's disease. The support group transitioned to virtual online meetings in 2020.
- » **Parkinson's Annual Conference:** Community members and Youville House residents attended the conference via Zoom in September.
- » **St. Paul's Catholic Church:** Space was provided for local church prayer and potluck group meetings.
- » **Shalom Catholic Missionary Community:** Youville House provided meeting space and paired residents with Brazilian missionaries who are English Language Learners (ELL) seeking to practice English.
- » **Transition Wellness Center Cambridge:** Youville House partnered with Spaulding Rehabilitation in Cambridge to provide winter clothes and coats for area people who are without housing.
- » **Cradle to Crayons:** Residents and team members donated school supplies, books and clothes for children in need.
- » **First Responders Lunch:** Youville House employees provided lunch as a thank you to Cambridge Fire Department.



Youville Place

LEXINGTON, MASS.

Youville Place is a faith-based, non-profit 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 House and Youville Place are communities grounded in the spirit of St. Marguerite d'Youville, foundress of the Sisters of Charity of Montreal, the Grey Nuns. Trusting in God's love, each community serves all those in need with compassion and respect.

COMMUNITY BENEFIT HIGHLIGHTS

Faithful to Our Community

- » **Ethical Will Presentation:** Team members held a presentation to educate the public on the importance of an ethical will and how to write one.
- » **Palliative Care Presentation:** The Archdiocese of Boston held a presentation to educate Youville Place residents and the public on resources for living with chronic or terminal diseases.
- » **COVID-19 Testing:** Youville Place provided free COVID-19 testing for private aides of several residents during virus surges in the community.
- » **Lesley University Interns:** Youville Place's director of programs supervised three Lesley University graduate students for the first two months of 2020. Each student applied their learning of expressive therapies, theory and methods to residential programs.
- » **Supervision of Seminarians:** The director of mission and spiritual care provided formation supervision for two Catholic seminarians for the first two months of 2020.
- » **Alzheimer's Support Group:** The Youville Place mission director provided a support group for family and caregivers of people living with Alzheimer's disease via online meetings in 2020.
- » **First Responder Lunch:** Youville Place team members provided lunch as a thank you to the Lexington Fire Department.
- » **Cradle to Crayons:** Youville Place, its residents and team members donated school supplies, books and clothes for children in need.
- » **Saint Valentine's Day Celebration:** The staff provided Saint Valentine's Day cupcakes to Pelham Academy students.





Our Environmental Impact

Through thoughtful initiatives over the past five years, Covenant Health Systems has made significant advances in better stewarding, preserving and protecting our natural resources. God calls us to be resourceful stewards and to protect our planet, and we have worked to ensure our organizations have the resources and tools they need to continue making environmentally conscious decisions.

IMPACTFUL ENVIRONMENTAL INITIATIVES

2016

St. Joseph Healthcare: In 2016, St. Joseph Healthcare won the Partners for Change Award for recycling efforts and reducing its environmental footprint. The hospital created a new protocol for recycling medical equipment and also provided “zero” sort bins to reduce personal waste throughout its community.

2017

Penacook Place: In 2017, Penacook Place installed a new roofing system to allow reflective light to assist in cooling the building while melting snow to reduce ice dams and eventual leaks. Our investment into reflective roofing with solar panels has a huge impact on our environment such as reducing energy bills by decreasing air conditioning needs and decreasing roof temperature to help with the longevity of the roof.

2018

St. André Health Care: In 2018, the director of food and nutrition services at St. André and the Green Team collaborated with Maine Waste Solution, LLC. In 2018, we saw a 10% increase in the yield, a total weight of 11,950 pounds of food scraps were removed—equaling 5.98 tons.

2019

St. Joseph Hospital: In 2019, St. Joseph Hospital embraced recycling throughout the facility. The staff saved energy and reduced waste through recycling items such as batteries, light bulbs, used oil, lead PPE and metals, mercury thermometers and thermostats. For metal recycling, they used local warehouses, while all other items were thrown in designated recycling dumpsters and bins throughout their centers. St. Joseph also made a point to recycle all papers, magazines, plastics, glass and aluminum in its offices.

2020

St. Mary's Villa: In 2020, St. Mary's Villa embarked on a massive gardening project to feed the poor and vulnerable. Besides food production, the team created self-contained gardens so families could have their own gardens and enjoy the outdoors and God's creation while also learning the benefits of organic, sustainable gardening. The community garden produced a record of 2,000 pounds of fresh produce for the North Pocono Food Pantry this year.



Wherever God has put you, that is your vocation. It is not what we do but how much love we put into it.”

-Saint Teresa of Calcutta



Faithful

IN SERVICE

ANNUAL REPORT 2020



**COVENANT
HEALTH**

Dear Friends

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

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

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

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

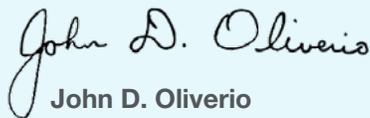
As we look back on the year, we feel deep pride in and gratitude for our team and all we have accomplished. Together, we honored our faith and our foundresses' legacy, we strengthened our organizations' operations, extended compassionate and high-quality care to patients and fostered hope in our communities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

With gratitude and hope for a bright future,



Stephen J. Grubbs, MBA

President/CEO



John D. Oliverio

Board Chair

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.

Table of Contents

Our 2020 Accomplishments	64
<i>Impacting Those We Serve</i>	64
<i>Keeping Quality, Safety and Experience at the Forefront During the Pandemic</i>	66
<i>Enhancing Our Infrastructure to Improve Experience</i>	70
<i>Honoring Our Past by Focusing on Our Future</i>	72
<i>Expanding Access to Primary & Specialty Care</i>	74
Faithfully Stewarding Our Resources in Service to Our Mission	76
Our Leadership Team	78
Faithful in Service to Our Organizations	82
A Note of Gratitude to Our Communities	85

OUR 2020 ACCOMPLISHMENTS

Impacting Those We Serve

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

A 2020 SNAPSHOT OF OUR IMPACT

454,908

Total Patients
Served

2,286

COVID-19 Positive
Patients Served

8

COVID-19 Test
Sites Established

21,134

COVID-19 Tests
Administered

12,669

COVID-19 Vaccines
Administered

36,825

Emergency Patients
Cared For

89,847

Virtual Health
Visits Conducted

NOTES OF GRATITUDE FROM OUR COMMUNITIES

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

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

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

- St. Mary Health Center Resident Family

In Service to Our Communities

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

In Service to Our Colleagues

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

In Service to Our Residents

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

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

- St. Joseph Manor Resident Family

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

- St. André Health Care Resident Family

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

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

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

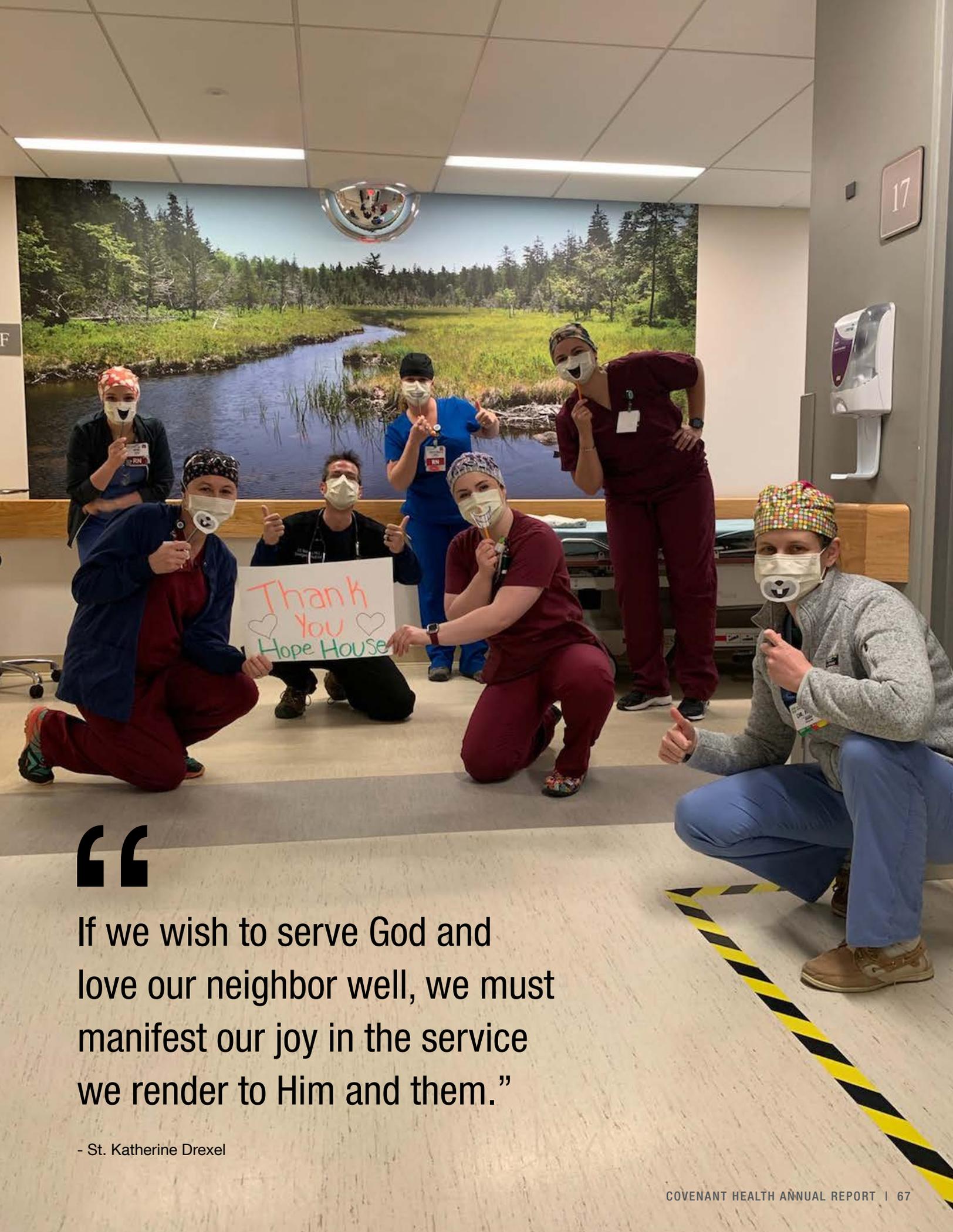


Covenant Health's Role in Preparing for the Many Unknowns Presented by COVID-19

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

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





“

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

- St. Katherine Drexel

Quality, Safety & Experience Across Our Acute Care Organizations

Helping Patients Avoid Unnecessary Readmissions

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

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

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

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

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

Enhancing Communication with Patients Through AIDET®

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

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

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

A	Acknowledge	Greet the patient by name. Make eye contact, smile and acknowledge family or friends in the room.
I	Introduce	Introduce yourself with your name, skill set, professional certification and experience.
D	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.
E	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.
T	Thank You	Thank the patient and/or family. You might express gratitude to them for choosing your hospital or for their communication and cooperation. Thank family members for being there to support the patient.

Quality, Safety & Experience Across Our Post-Acute Organizations

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

The Critical Role of Information Technology in Our Crisis Response

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

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

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

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

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

Enhancing Our Infrastructure to Improve Experience

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

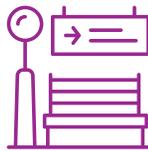
KEY INFRASTRUCTURE PROJECTS INCLUDE:

Enhanced Memory Care Unit at Mary Immaculate Health/Care Services

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



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



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



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

New Chapel for Penacook Place

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



NOW OPEN

New Infusion Center for St. Mary's Health System

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

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

Honoring Our Past by Focusing on Our Future

The Year of the Nurse

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

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



A Bright Future for Nursing at Covenant Health

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

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

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

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

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

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

“

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

Florence Nightingale

Expanding Access to Primary & Specialty Care

Integrated Medical Group Highlights

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



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

Ensuring Safe and Accessible In-Person Care

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



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



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



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

A SNAPSHOT OF IMG'S PROGRESS IN 2020

23,999

New Patients Received Care

49,500

Completed Medicare Annual Wellness Visits

51,000+

Virtual Visits Were Conducted in 2020

79

New Physicians and Advanced Practice Providers Joined IMG



Advocating for our Communities

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

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

Some highlights include:

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

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

Faithfully Stewarding Our Resources in Service to Our Mission

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

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

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

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

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

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

Our 2020 Financials

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

Financial Activities (in thousands)

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

Financial Ratios

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

Board of Directors



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



Mark Anthoine
President/Managing
Partner
BGA Financial



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



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



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



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



John A. Isaacson
Chief Executive Officer,
Lee Management
Company



Thomas Kelly
Retired CEO,
HealthSmart



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



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



Thomas Mortimer
President & Chief
Executive Officer
Haverhill Bank



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



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



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

Board Committees

Audit Committee

John Oliverio, Chair
William Lucy
Kenneth Arnold
Thomas Kelly

Compensation Committee

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

Executive Committee

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

Finance Committee

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

Investment Committee

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

Quality and Safety Committee

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

Sponsorship & Governance Committee

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

Our Leadership Team

Stephen J. Grubbs, MBA

President/CEO

Stephen W. Forney, MBA, CPA, FACHE

Senior Vice President & Chief Financial Officer

Katherine L. Bechtold, RN, MHA

Senior Vice President & Chief Nursing Officer

Steven C. Jorgensen

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

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

Senior Vice President of Mission Integration
and Ethics

Timothy J. Juergensen

Vice President and Chief Employee Experience
Officer

Karen A. Bowling, MBA

Senior Vice President & Chief Information Officer

John A. Jurczyk, FACHE

Senior Vice President and President,
St. Joseph Hospital

J. Bradford Coffey, Esq.

Senior Vice President & President,
Covenant Health Foundation

John D. Newman, Esq.

Senior Vice President & General Counsel

John M. Emerson

Senior Vice President, Integrated Medical Group

Mary B. Prybylo, RN, MSN, FACHE

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

Gerard J. Foley, Esq., FACHE

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

Douglas C. Waite, MD

Senior Vice President and Chief Medical Officer



JOINING OUR JOURNEY:
NEW LEADERSHIP TEAM MEMBER

Tim Juergensen,
Vice President and Chief Employee
Experience Officer

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

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

FAITHFUL IN SERVICE

To Our Organizations

Sponsored/Member Organizations

Fanny Allen Corporation
BURLINGTON, VERMONT

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

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

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

Penacook Place
HAVERHILL, MASSACHUSETTS

St. André Health Care
BIDDEFORD, MAINE

St. Joseph Healthcare
BANGOR, MAINE

St. Joseph Hospital
NASHUA, NEW HAMPSHIRE

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

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

St. Mary's Health System
LEWISTON, MAINE

St. Mary's Villa
ELMHURST TOWNSHIP,
PENNSYLVANIA

**Youville House Assisted
Living**
CAMBRIDGE, MASSACHUSETTS

**Youville Place Assisted
Living**
LEXINGTON, MASSACHUSETTS

Affiliated Organizations

Fall River Jewish Home
FALL RIVER, MASSACHUSETTS

Regina Cleri Residence
BOSTON, MASSACHUSETTS

Salemhaven, Inc.
SALEM, NEW HAMPSHIRE

Organizations Covenant Health Provides Management Services

Bangor Nursing & Rehabilitation Center
BANGOR, MAINE

To Our Congregations & Dioceses

Congregations Who Have Trusted Their Mission to Covenant Health

Missionary Sisters of the Society of Mary

WALTHAM, MASSACHUSETTS

Poor Sisters of Jesus Crucified and the Sorrowful Mother

BROCKTON, MASSACHUSETTS

Religious Hospitallers of St. Joseph

COLCHESTER, VERMONT

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

BIDDEFORD, MAINE

Sisters of Charity of Montreal "Grey Nuns"

LEXINGTON, MASSACHUSETTS

Sisters of Charity of St. Hyacinthe

QUEBEC, CANADA

Sisters of Mercy-Northeast Community

CUMBERLAND, RHODE ISLAND

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

BEAVER FALLS, PENNSYLVANIA

Dioceses in Which Covenant Health Sponsored Organizations Provide Services

Roman Catholic Archdiocese of Boston

BOSTON, MASSACHUSETTS

Roman Catholic Diocese of Burlington

BURLINGTON, VERMONT

Roman Catholic Diocese of Manchester

MANCHESTER, NEW HAMPSHIRE

Roman Catholic Diocese of Portland

PORTLAND, MAINE

Roman Catholic Diocese of Providence

PROVIDENCE, RHODE ISLAND

Roman Catholic Diocese of Scranton

SCRANTON, PENNSYLVANIA

Roman Catholic Diocese of Worcester

WORCESTER, MASSACHUSETTS





A NOTE OF GRATITUDE TO OUR COMMUNITIES

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

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

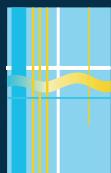
Even on the darkest of days, you took time to support our healthcare heroes, to reach out to neighbors in need, to exchange smiles under your masks and to work together to find solutions to challenges.

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

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

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





**COVENANT
HEALTH
SYSTEMS**

CovenantHealth.net

978.312.4300

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

521:150