February 6, 2014

Announcement of Enterprise Reorganization
From Kevin Lofton, Chief Executive Officer, Catholic Health Initiatives

For some time, we've been working together to prepare for the radical changes in health care that we knew would have an impact on Catholic Health Initiatives. We’ve faithfully confirmed our Mission to build healthier communities across the country. We’ve explored new programs and services to better meet the needs of patients, residents and consumers. We’ve focused on operational excellence and performance to strengthen our entire system. And with each step, there has been an unwavering commitment to nurture the health ministry which has been entrusted to us so it has a viable and sustainable future, despite the turmoil which characterizes the health care landscape today.

When I meet with staff across the system, some of the frequent questions I’m asked is, “What is our strategic direction,” and, “What are we doing as an organization to achieve our vision?” Today, I'd like to share with you several significant changes to our organizational structure that will make CHI even stronger and better prepare us to not just survive, but to thrive, as we move forward to achieve our Mission and Vision.

During the past several months, we’ve talked about the Next Era of Healthy Communities and defined the Next Era work in four key areas: Bold Approaches, New Services, Stronger System and Customer Focus. As you learn more about the enterprise reorganization, it is my hope that you will understand how these changes help to ensure our future success. This new structure will allow for increased focus on operational excellence while strengthening our capabilities in external connections, such as new partnerships, that are increasingly important to CHI. A key change in this restructuring affects the role of the Chief Executive Officer (CEO). Going forward, more of my time and responsibility will be dedicated to CHI’s strategic direction and growth, including partner and stakeholder relationships with current partners, potential health systems or hospitals that want to be part of CHI, and other health-related organizations that share CHI’s vision for integrated health services under new models of care, such as consumer health services. In addition, this change will provide an opportunity for the CEO to invest more time and attention to relationships with Church officials and on key advocacy priorities; and to focus on governance, especially during a time of radical change within health care. One example of this is my current appointment to the Catholic Health Association Board of Directors, where I am able to ensure that CHI has a voice and presence in the continuing debate over health care and help to advance the advocacy priorities of both CHI and Catholic health care in the U.S.

It is also my hope that you will recognize how important it is for each and every one of us to do our jobs with excellence every day as we serve patients, residents and customers.

Among the changes represented in the new structure, I am establishing and will chair the Enterprise Council, which will provide more direct executive oversight for CHI’s partnerships, stakeholder relationships and growth.
Some members of the top executive team have been promoted to Executive Vice Presidents: John DiCola, Paul Edgett, Tom Kopfensteiner, STD, Mitch Melfi, and Pat Webb. Along with Michael Rowan, Dean Swindle and Cliff Deveny, MD, Senior Vice President, these individuals will comprise the Enterprise Council. The President’s Council, which Michael will lead in the near future, will include the members of the Executive Council listed above, along with Stephen Moore, MD, Senior Vice President and Chief Medical Officer, and Kathy Sanford, RN, DBA, Senior Vice President and Chief Nursing Officer.

To heighten our organizational focus on our core business line – regional health care delivery – Michael Rowan has been named President of Health System Delivery and continues as Chief Operating Officer. These areas will now report to Michael: Market Operations; Mission; Physician Services and Clinical Integration; Chief Nursing Officer; Chief Medical Officer; Information Technology Services and Corporate Responsibility. A new position, Executive Vice President for CHI Market Operations, will report to Michael. Adding this new position will create more opportunity to support market operations and leverage operational efficiency and synergy within our markets. As a result of the addition of this position, the Senior Vice Presidents for Operations will report to the new Executive Vice President, CHI Market Operations.

Dean Swindle has been named President of Enterprise Business Lines and continues as Chief Financial Officer. These areas will now report to Dean: Capital Finance; CHI Connect Support Centers; Operational Finance and Accounting; Payer Strategies and Operations; Revenue Cycle Management; Supply Chain and Clinical Engineering. A new Senior Vice President for Enterprise Business Lines position will report to Dean. This new position will have oversight for CHI’s market-facing business lines, such as Consolidated Health Services (CHS), Pathology Associates Medical Laboratories (PAML), and Virtual Health Services (VHS), to make sure new business ventures are identified, developed and have the resources necessary to achieve both growth and operational objectives.

In addition to Michael and Dean, five individuals will report directly to me as the Chief Executive Officer: John DiCola, Executive Vice President, Enterprise Strategic Development; Peggy Martin, OP, JCL, Senior Vice President, Sponsorship and Governance; Pat Webb, Executive Vice President/Chief Administrative Officer and Chief Human Resources Officer; Mitch Melfi, Executive Vice President, Corporate Affairs and Chief Legal Officer; and Paul Edgett, Executive Vice President, Growth and Business Acquisitions. Paul’s position is a promotion which will allow him to focus exclusively on the acquisition of health systems, hospitals and related health services businesses and organizations that will help CHI achieve its growth goals while expanding the products and services we offer across the continuum of care. As the newly-appointed Chief Administrative Officer, Pat Webb will have oversight for ensuring that corporate support functions provide high-quality, consistent services across the enterprise.

There are several groups that have a change in reporting relationships: Mission and Corporate Responsibility will report to Michael Rowan, President of Health System Delivery and Chief Operating Officer; Advocacy will remain a distinct service and function within CHI but will report to Tom Kopfensteiner, Executive Vice President, Mission; and Communications will report to Pat Webb, Executive Vice President and Chief Administrative/Human Resources Officer.

Detailed organizational charts illustrating the new enterprise structure are available on Inside CHI: CHI Enterprise Reorganization Management Structure.

Thank you for your continuing support and dedication to CHI, its Mission and health ministry.

Reminder: Use CHI Email for Business Purposes Only

CHI's ITS Technical Services reminds employees to be thoughtful when adding attachments to emails.
The General Responsibilities and General Use section of CHI's Acceptable Use of IT Assets Policy states, “Limited, occasional, or incidental personal use of CHI IT Assets for electronic mailing is permitted, provided that it is conducted in a manner that does not negatively affect work performance, and is in compliance with this policy.”

Although up to 10 MB can be sent as attachments, as good email practice documents 2 MB or larger should be placed in Collaboration Communities or SharePoint sites and provided as links in emails, instead of attached to emails.

**IT Discounts for CHI Employees**

CHI employees are eligible for discounts on computers and tablets (for personal use) from CHI’s IT vendors. To see the available discounts, go to the [ITS Services and Resources](#) page on Inside CHI and click on the Computer Discounts link (scroll to the bottom of the page to see the link). Check this folder regularly; discounts are posted as soon as they are received from vendors.

**People on the Move**

**National Leaders**

Rosalyn Carpenter to VP of diversity and inclusion from director of supplier diversity, effective Jan. 30.

Aaron Stapp to VP of revenue cycle management from net revenue and reimbursement leader for Exempla Healthcare and SCL Health System, Denver, CO, effective Jan. 21.