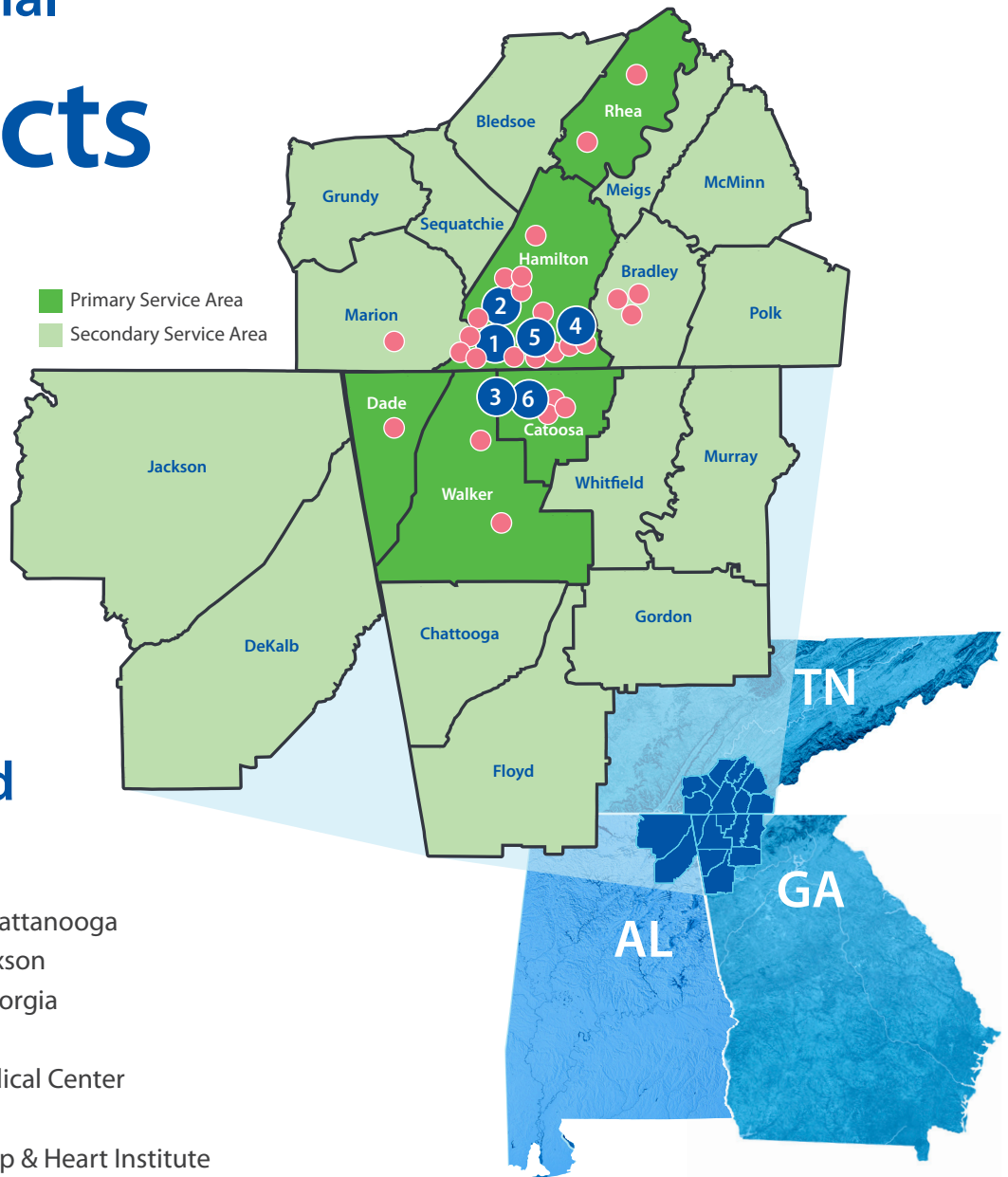


# Fast Facts

FY 2023



## Service Area and Clinic Locations

- 1 CHI Memorial Hospital – Chattanooga
- 2 CHI Memorial Hospital – Hixson
- 3 CHI Memorial Hospital – Georgia
- 4 CHI Memorial – Ooltewah
- 5 CHI Memorial – Atrium Medical Center
- 6 CHI Memorial – Parkway
- CHI Memorial Medical Group & Heart Institute  
Dots represent nearly 70 clinic locations.

Total Service Area Population = 1,066,548

## Services Provided

- Breast Care
- Cancer Care
- Convenient Care
- Diagnostic Imaging & Radiology
- Digestive Health
- Emergency Care
- Endocrinology
- Geriatric Care
- Heart & Vascular Care
- Home Health
- Lung Care
- Metabolic & Bariatric Care
- Neurosciences
- Orthopedic & Spine Care
- Outpatient Rehabilitation
- Primary Care
- Rheumatology Care
- Sleep Medicine
- Surgical Services
- Urology Care
- Virtual Care
- Wound Care

# Facility Overview

## CHI Memorial Hospital – Chattanooga



2525 deSales Ave  
Chattanooga, TN 37404  
423.495.2525  
Licensed Beds: 357  
Operating Beds: 357  
Percent Occupancy: 76.0

## CHI Memorial – Atrium Medical Center



1949 Gunbarrel Road  
Chattanooga, TN 37421  
*Primary and specialty care, sleep lab services, corporate home health*

## CHI Memorial Hospital – Hixson



2051 Hamill Rd  
Hixson, TN 37343  
423.495.7100  
Licensed Beds: 74  
Operating Beds: 74  
Percent Occupancy: 72.3

## CHI Memorial – Parkway



4700 Battlefield Parkway  
Ringgold, GA 30736  
*Primary and specialty care, outpatient imaging center, breast center, radiation oncology center*

## CHI Memorial Hospital – Georgia



100 Gross Crescent Circle  
Ft. Oglethorpe, GA 30742  
706.858.2000  
Licensed Beds: 179  
Operating Beds: 35  
Percent Occupancy: 19.5

## CHI Memorial Community Health



3905 Hixson Pike, Suite 103  
Chattanooga, TN 37415  
*Primary care for underserved adults and families, screenings and chronic disease management*

## CHI Memorial – Ooltewah



6401 Mountain View Rd  
Ooltewah, TN 37363  
*Advanced diagnostic outpatient imaging services, primary and multi-specialty care*

## CHI Memorial Child Care Center



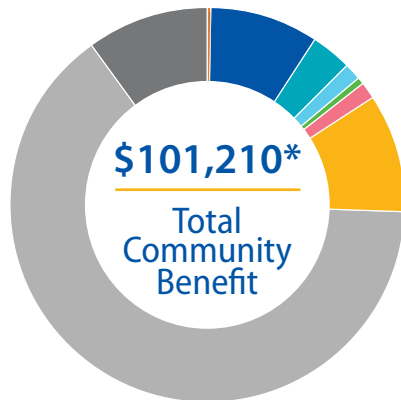
2675 Robbins Street  
Chattanooga, TN 37404  
*Over 150 children currently enrolled, with nearly 700 pre-K graduates*

*Percent occupancy includes inpatient days and observation days.  
All values as of August 15, 2023.*

# Market Overview and Financials

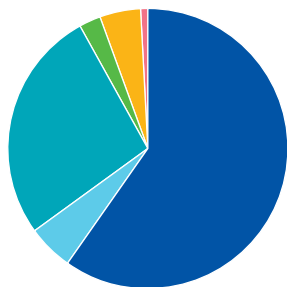
## Service Line Volume

| Revenue                      |                  |
|------------------------------|------------------|
| FY 2023                      | in Thousands     |
| Net Patient Services Revenue | \$730,365        |
| Hospitals                    | \$604,612        |
| Medical Group                | \$125,753        |
| All Other                    | -                |
| Nonpatient Revenue           | \$51,959         |
| <b>Total Revenue</b>         | <b>\$782,324</b> |



- Subsidized Services
- Financial assistance
- Community health improvement services
- Health professions education
- Cash and in-kind contributions donated to community
- Community building activities
- Community benefit operations
- Unpaid cost of Medicare
- Unpaid cost of Medicaid

\*in thousands



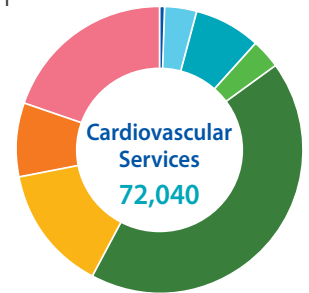
### Payor Mix

- Medicare: 59.8%
- Medicaid: 5.2%
- Managed Care: 27%
- Commercial: 2.7%
- Self Pay: 4.5%
- Other: 0.8%

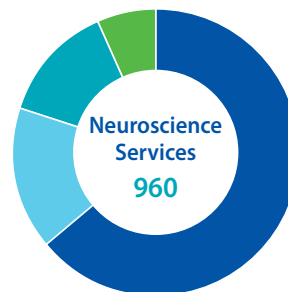


- Cardiovascular/ Cardiothoracic Surgery: 3,139
- Colorectal: 565
- ENT: 1,796
- General: 4,251
- Neurosurgery: 191
- Orthopedics: 3,820
- Spine: 789
- Urology: 3,906
- All Other: 1,635

- Surgeries – CABG: 471
- Surgeries – Other CV/Thoracic: 2,668
- Procedures – Cath Lab: 5,436
- Procedures – EP Lab: 2,333
- Imaging – Cardiac Echo: 30,799
- Imaging – Advanced Cardiac\*: 10,124
- Imaging – Cardiac Nuclear: 6,137
- Imaging – Vascular Ultrasound: 14,072



\*Includes cardiac PET, MRI, CT and Amyloid imaging



- Ischemic Strokes: 614\*\*
- Hemorrhagic Strokes: 155\*\*
- Neurosurgeries: 129
- Thrombectomies: 62

\*\*Annualized based on 11 months of stroke registry data

| Statistics                                   |               |                                       |                                       |                         |                 |                    |                    |                     |              |             |
|--|---------------|---------------------------------------|---------------------------------------|-------------------------|-----------------|--------------------|--------------------|---------------------|--------------|-------------|
|  | Admissions    | IP Surgeries<br><i>excluding endo</i> | OP Surgeries<br><i>excluding endo</i> | IP/OP Endo<br>Surgeries | Total Surgeries | Total ER<br>Visits | Total OP<br>Visits | Physician<br>Visits | ADC          | Case<br>Mix |
| CHI Memorial Hospital – Chattanooga          | 16,109        | 5,774                                 | 10,324                                | 14,429                  | 16,098          | 35,140             | 270,041            |                     | 274.4        | 2.2         |
| CHI Memorial Hospital – Hixson               | 3,447         | 673                                   | 3,266                                 | 4,610                   | 3,939           | 25,850             | 72,789             |                     | 53.3         | 1.5         |
| CHI Memorial Hospital – Georgia              | 537           |                                       | 55                                    | 270                     | 55              | 19,824             | 34,374             |                     | 6.8          | 1.27        |
| CHI Memorial Medical Group + Heart Institute |               |                                       |                                       |                         |                 |                    |                    | 662,977             |              |             |
| <b>Total</b>                                 | <b>20,093</b> | <b>6,447</b>                          | <b>13,645</b>                         | <b>19,309</b>           | <b>20,092</b>   | <b>80,814</b>      | <b>377,204</b>     | <b>662,977</b>      | <b>334.5</b> | <b>1.66</b> |

# Workforce Overview



CHI Memorial Medical Group and the Chattanooga Heart Institute at CHI Memorial offer a network of primary and specialty care providers serving at over 65 clinic sites across a 90-mile radius, serving Southeast Tennessee, Northwest Georgia and Northeast Alabama.

- 179 Physicians
- 121 Advanced Practice Clinicians

### Practice Providers

- Primary Care Physicians: 60
- Specialists: 63
- Primary Care Advanced Practice Providers: 38
- Specialist Advanced Practice Providers: 53

### Hospital Medicine Providers

- Hospitalists: 56
- Advance Practice Providers: 30

## Clinical Education

### Nursing Education

- RN Residency
  - Five Tracks – LPN, ICU, ED, Med/Surg and OR
  - > 65 RNs enrolled in the residency program in FY23
- Accredited Critical Care Nursing Fellowship
- Partnerships with 11 nursing/allied health schools

### Physicians and APPs

- More in Common Alliance (partnership with Morehouse School of Medicine)
  - <20 MD students since inception of the program
  - Six specialty offerings
- Partnerships with four additional schools for Medical and APP student rotations

### Other

- PGY-1 Pharmacy Residency
  - Four pharmacy residents in FY23
  - 2022 Tennessee Health System Pharmacy Residency Program of the Year
- “Grow Your Own MA” training program within Mountain Management
- Future Ready Institutes - partnerships with four high schools to provide exposure to medical careers
- Clinical Pastoral Education
  - Five residents in FY23
  - Accredited location

For more information, please visit [Memorial.org](http://Memorial.org)

## Clinically Integrated Network (CIN)

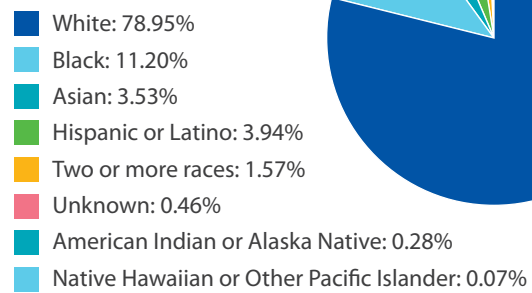
### Mission Health Care Network

Approximately  
**53,000**  
Member Lives

**832**  
Network Providers

Mission Health Care Network supports employed and aligned independent providers in their efforts to advance value-based care and enable future success. MHCN serves as a CIN for the CHI Memorial Employee Health Plan, an accountable care organization (ACO) for the Medicare Shared Savings Program, and a population health services organization (PHSO) for CHI Memorial’s value-based contracts.

## Workforce Ethnicity



**4.21** Employee Engagement Score  
Based on a 1-5 Scale, Press Ganey.

**65.8%** FYBER | First Year Benefited Employee Retention

| Workforce Demographics              |             |       |
|-------------------------------------|-------------|-------|
| Facility/Process Level              | # Employees | RN    |
| Market – Overall                    | 4,589       | 1,487 |
| CHI Memorial Hospital – Chattanooga | 2,588       | 1,199 |
| CHI Memorial Hospital – Hixson      | 382         | 233   |
| CHI Memorial Hospital – Georgia     | 132         | 55    |
| CHI Memorial Medical Group          | 278         | —     |
| Heart Institute                     | 316         | —     |
| Mountain Management Services        | 893         | —     |

All values as of August 15, 2023.