Facilities & Services

Chattanooga (55 acres), Built in 1952
Expansion complete in 2014
2525 deSales Ave, Chattanooga
Seven-story patient tower, 1.8 million sq. feet

Hixson (18 acres), Purchased in 1998
Renovations complete in 2014
2051 Hamill Rd, Hixson
Two-story, 167,000 sq. feet

Ooltewah (3 acres, 49 yet to be developed),
Built in 2010
6401 Mountain View Rd, Ooltewah
Single-story, 29,000 sq. feet

CHI Memorial Child Care Center
Opened in 1979, new building in Jan 2012
Hours: 5:45 am – 8pm (Mon-Fri)
More than 515 children have graduated from the Super Stars Pre-K class
152 children currently enrolled with 28 professionals providing care

Cornerstone Medical Center
CHI Memorial entered into a management agreement with Cornerstone in August 2017
100 Gross Crescent, Ft. Oglethorpe, GA

Emergency Department

CHI Memorial Hospital – Chattanooga
• 34 treatment rooms
• 4 trauma/critical care rooms
• 6 fast track/quick care rooms
• Accredited as a Primary Stroke Hospital
• Leader in Code STEMI care

CHI Memorial Hospital – Hixson
• 20 treatment rooms
• 6 fast track/quick care rooms

CHI Memorial Payor Mix

- 61.5% Medicare
- 4.6% Medicaid
- 28.9% Managed Care
- 1.2% Commercial
- 3.0% Self-pay
- 0.8% Other

CHI Memorial Payor Mix Statistics

<table>
<thead>
<tr>
<th>STATISTICS</th>
<th>CHATTANOOGA</th>
<th>HIXSON</th>
<th>MHCS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>19,743</td>
<td>4,046</td>
<td>23,789</td>
</tr>
<tr>
<td>OR Surgeries</td>
<td>9,875</td>
<td>1,009</td>
<td>10,884</td>
</tr>
<tr>
<td>OP Surgeries</td>
<td>9,353</td>
<td>2,166</td>
<td>11,519</td>
</tr>
<tr>
<td>Total Surgeries</td>
<td>19,228</td>
<td>3,175</td>
<td>22,403</td>
</tr>
<tr>
<td>Total ER Visits</td>
<td>46,786</td>
<td>32,965</td>
<td>79,751</td>
</tr>
<tr>
<td>Total OP Visits</td>
<td>277,841</td>
<td>92,628</td>
<td>370,469</td>
</tr>
<tr>
<td>Physician Visits</td>
<td></td>
<td></td>
<td>561,597</td>
</tr>
<tr>
<td>Home Health Visits</td>
<td></td>
<td></td>
<td>42,213</td>
</tr>
<tr>
<td>Case Mix</td>
<td>2.08</td>
<td>1.40</td>
<td>1.96**</td>
</tr>
</tbody>
</table>

ACUTE INPATIENT BEDS | % OCCUPANCY

<table>
<thead>
<tr>
<th>BED TYPE</th>
<th>CHATTANOOGA</th>
<th>HIXSON</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical/Surgical</td>
<td>274</td>
<td>59</td>
<td>336</td>
</tr>
<tr>
<td>Intensive Care</td>
<td>62</td>
<td>10</td>
<td>72</td>
</tr>
<tr>
<td>Clinical Decision*</td>
<td>30</td>
<td>6</td>
<td>36</td>
</tr>
</tbody>
</table>

*Not included in licensed bed count.
**Consolidated numbers for case mix and percentage occupancy are not a simple average of the two facilities. CHI Memorial Chattanooga has higher volume so their number is weighted more heavily than CHI Memorial Hixson.

Service Line Volumes

<table>
<thead>
<tr>
<th>SERVICE LINE VOLUMES*</th>
<th>CHATTANOOGA</th>
<th>HIXSON</th>
<th>MHCS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Rehab (physical, speech, occupational therapy)</td>
<td>56,223</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continence Center</td>
<td>702</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diabetes &amp; Nutrition</td>
<td>6,713</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Transport</td>
<td>10,494</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guerry Heart &amp; Vascular Center (patient days, surgeries, cath lab, and short stay)</td>
<td>43,764</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orthopedic Center (surgeries and joint camp)</td>
<td>7,998</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rees Skillem Cancer Institute (Radiation Oncology and Oncology Unit)</td>
<td>87,428</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robotic surgery (gyn, urologic, cardiothoracic)</td>
<td>596</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sleep Center</td>
<td>4,390</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weight Management</td>
<td>722</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wound</td>
<td>8,801</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Imaging</td>
<td>246,627</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Data obtained from stats file.
Financials
FY2017 Annualized

Net Patient Services Revenue  $633,633
- CHI Memorial Chattanooga  $472,991
- CHI Memorial Hixson  $71,547
- CHI Memorial Medical Group  $89,095
Total Revenue  $654,742

In FY2017, CHI Memorial provided more than $28 million in community benefit, including more than $9 million in financial assistance.

12 Month Turnover

<table>
<thead>
<tr>
<th>Location</th>
<th># Employees</th>
<th>RN (Patient Care Only)</th>
<th>AVG AGE - All Employees</th>
<th>AVG AGE - RNs (Patient Care Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHI Memorial Chattanooga</td>
<td>2,487</td>
<td>820</td>
<td>42</td>
<td>39</td>
</tr>
<tr>
<td>CHI Memorial Hixson</td>
<td>388</td>
<td>146</td>
<td>43</td>
<td>41</td>
</tr>
<tr>
<td>Mountain Management</td>
<td>229</td>
<td>0</td>
<td>47</td>
<td>0</td>
</tr>
<tr>
<td>CHI Memorial Medical Group</td>
<td>201</td>
<td>0</td>
<td>49</td>
<td>0</td>
</tr>
<tr>
<td>The Chattanooga Heart Institute</td>
<td>232</td>
<td>35</td>
<td>42</td>
<td>39</td>
</tr>
<tr>
<td><strong>Total # Employees</strong></td>
<td><strong>3,537</strong></td>
<td><strong>1,001</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ethnicity

- 83% White
- 0.48% American Indian
- 3.42% Asian
- 10.26% Black
- 0.19% Choose Not to Identify
- 1.3% Hispanic/Latino
- 0.08% Native Hawaiian or Pacific Islander
- 1.27% Two or More Races

Gender

<table>
<thead>
<tr>
<th>Location</th>
<th>Female/%</th>
<th>Male/%</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHI Memorial Chattanooga</td>
<td>1,936 / 78%</td>
<td>549 / 22%</td>
</tr>
<tr>
<td>CHI Memorial Hixson</td>
<td>313 / 81%</td>
<td>75 / 19%</td>
</tr>
<tr>
<td>Mountain Management, CHI Memorial Medical Group, and The Chattanooga Heart Institute</td>
<td>497 / 75%</td>
<td>165 / 25%</td>
</tr>
<tr>
<td>Chose not to identify</td>
<td>2 / &lt;.001%</td>
<td></td>
</tr>
</tbody>
</table>
Physicians

**PHYSICIANS**
- 661 Physicians on staff

**CHI MEMORIAL MEDICAL GROUP**
- 134 MDs / DOs
- 38 practices including hospitalists, specialists and corporate health within a 75-mile radius: Chattanooga, Cleveland, Dayton, Harrison, Hixson, Ooltewah, Signal Mountain, Soddy Daisy, Spring City, TN; Chickamauga, Lafayette, Ringgold and Trenton, GA.

**SPECIALTIES**
- Breast Surgical Oncology
- Cardiothoracic Surgery
- Family & Internal Medicine
- Infectious Disease
- Integrative Medicine
- General & Laparoscopic Surgery
- Geriatrics
- Gynecology
- Metabolic & Weight Loss Surgery
- Pediatrics
- Pulmonology
- Rheumatology
- Thoracic Surgery
- Urology

**PRACTICE PROVIDERS**
- Primary Care: 62
- Specialists: 24
- Advance Practice Clinicians: 47

**HOSPITAL MEDICINE PROVIDERS**
- Hospitalists: 41
- Intensivists & Specialists: 7
- Advance Practice Clinicians: 13

**THE CHATTANOOGA HEART INSTITUTE**
- 25 Cardiologists, 3 Cardiothoracic Surgeons
- Advance Practice Providers in six locations: Chattanooga, Cleveland, Hixson, Jasper, Ooltewah, TN; Ringgold, GA.

Services

- Center for Rehabilitation
- Community Health Center
- Convenient Care
- CHI Memorial Medical Group
- Diabetes and Nutrition Center
- Emergency Centers
- Emergency Transport Services
- Foundation
- Guerry Heart & Vascular Center
- Interventional, open-heart, robotic surgery, valve clinic, cardiac rehab
- Health at Home
- Imaging
- Lifeline
- MaryEllen Locher Breast Center
- Metabolic and Bariatric Care
- Orthopedic Center
- Pelvic Health Care
- Pharmacy
- Rees Skillern Cancer Institute
- Buz Standefor Lung Center
- Cancer Risk & Survivorship Center
- Center for Cancer Support
- Genetic Counseling & Testing
- Radiation Center of Excellence
- Robotic Surgery for urologic, gynecologic, cardiothoracic, bariatric and ENT conditions
- Sleep Center
- The Chattanooga Heart Institute
- Weight Management Center
- Women's Center
- Workplace Health
- Wound Healing Center with hyperbaric oxygen (HBO) therapy

Executive Team

**Larry P. Schumacher**, RN, FAAN, CEO & SVP operations S/E division
**Cheri Ballard**, S/E division CRO
**Diona Brown**, VP, cardiovascular services
**Todd Erickson**, VP, Mission Health Care Network
**Paul Farmer**, president, The Chattanooga Heart Institute
**Sherry Fusco**, VP, outpatient, ambulatory & orthopedic services
**Troy Hammett**, CFO, SVP, finance & CFO, S/E Division
**Glyn Hughes**, president, Mountain Management Services
**Helen Kuroki**, MD, CMO
**Lisa McCluskey**, VP, marketing & communications
**Andrew McGill**, SVP, strategy & business development
**Debra Moore**, SVP, oncology services & administrator, CHI Memorial Hospital Hixson
**Jennifer Nicey**, VP, Foundation, chief development officer
**Brad Pope**, SVP, human resources & SVP/CAO S/E division
**Rhonda Poulson**, CNQ, SVP, clinical operations
**Janelle Reilly**, COO
**Melissa Roden**, VP, quality
**Bob Scheri**, VP, mission integration
**Jeanie Smith**, VP, surgical services
**Michael Sutton**, VP, finance

Board of Directors

*INCOMING FY2018*

**James Pesnell**, retired Cigna executive, board chair
**Jill Aplin**, retired, Catholic Health Initiatives, vice chair and quality and value committee chair
**Corinne Allen**, The Benwood Foundation consultant, secretary
**Sister Judith Raley**, Sisters of Charity of Nazareth, immediate past chair
**Sister Elizabeth Blanford**, Sisters of Charity of Nazareth
**John Boxell**, MD, physician advisor, cancer services
**Christopher Crimmins**, co-owner, The Chattanooga Land Company
**Arlene J. Donowitz**, MD, internal medicine physician, Drs. Laramore, Heinsohn, Donowitz and Rybolt
**Robert Greving**, retired executive VP, CFO & chief actuary of Unum Group, audit and compliance committee chair
**James L.E. Hill**, retired past president of TN Aquarium; former board chair
**Sister Dorothy Jackson**, Sisters of Charity of Nazareth
**Matthew H. Kodsi**, MD, medical staff president
**Cynthia Nesson**, retired senior VP, Grady Health System, physician transaction review committee chair
**Larry Schumacher**, CEO and SVP, operations, S/E division
**Mary Tanner**, PhD, retired, UTC interim provost
**William Warren**, MD, cardiologist, The Chattanooga Heart Institute
**Jeffery Wilson**, pastor of New United Missionary Baptist Church