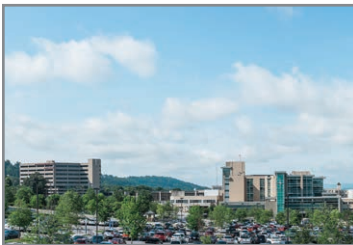


FACILITIES

CHI Memorial Hospital – Chattanooga



2525 deSales Avenue
Chattanooga, TN
(423) 495-2525

Licensed Beds: 349
Percent Occupancy: 73.3

CHI Memorial Hospital – Georgia



100 Gross Crescent Circle
Ft. Oglethorpe, GA
(706) 858-2000

Licensed Beds: 179
36 operating
Percent Occupancy: 11.1

CHI Memorial Hospital – Hixson



2051 Hamill Road
Hixson, TN
(423) 495-7100

Licensed Beds: 74
Percent Occupancy: 70

CHI Memorial Ooltewah Imaging Center



6401 Mountain View Road
Ooltewah, TN
(423) 495-5900

*Comprehensive,
technologically advanced
diagnostic outpatient
imaging services*

CHI Memorial – Parkway



4700 Battlefield Parkway
Ringgold, GA

*Multi-specialty clinic for
cancer, heart, breast,
urology, surgery, lung care,
women's health, and family
and pediatric medicine*

CHI Memorial – Atrium Medical Center



1949 Gunbarrel Road
Chattanooga, TN
(423) 498-5980

*Convenient care, primary
and pediatric care, cardiac,
sleep center, imaging,
corporate home health, and
Memorial Health Services*

CHI Memorial Community Health



3905 Hixson Pike
Chattanooga, TN
(423) 756-1506

*Primary care for
underserved teens and
adults, well-woman care,
physicals, screenings,
and chronic disease
management*

CHI Memorial Child Care Center



2525 deSales Avenue
Chattanooga, TN
(423) 495-2525

*556 children have
graduated from the Super
Stars Pre-K class*

*175 children enrolled with
33 professional caregivers*

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 ST Elevation Myocardial Infarction care

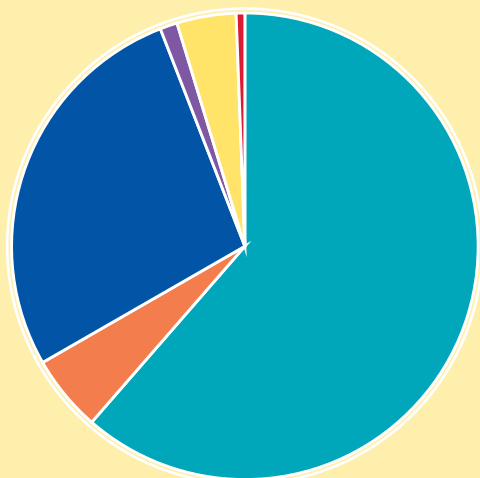
CHI Memorial Hospital – Hixson

- 20 treatment rooms
- 6 fast track/quick care rooms

CHI Memorial Hospital – Georgia

- 18 treatment rooms
- 4 fast track/quick care rooms

CHI MEMORIAL PAYOR MIX



- 61.4% Medicare
- 5.3% Medicaid
- 27.4% Managed Care
- 1.2% Commercial
- 4.1% Self-pay
- 0.6% Other

BED COUNT

Bed Type	Chattanooga	Hixson	Georgia
Medical/Surgical	287	64	36
Intensive Care	62	10	
Clinical Decision*	30	6	

*Not included in licensed bed count.

STATISTICS

	Chattanooga	Hixson	Georgia	MHCS
Admissions	18,358	4,027	439	22,824
IP Surgeries	9,776	1,146	7	10,929
OP Surgeries	9,296	2,370	65	11,731
Total Surgeries	19,072	3,516	72	22,660
Total ER Visits	42,867	30,524	22,161	95,552
Total OP Visits	300,226	74,345	30,266	404,837
Physician Visits				629,278
Home Health Visits				52,647
Case Mix	2.13	1.48	1.00	1.99

SERVICE LINE VOLUME

Physical Therapy (physical, speech, occupational therapy)	64,882
Continence Center	1,093
Diabetes & Nutrition	5,173
Emergency Transport	15,366
Guerry Heart & Vascular Center (patient days, surgeries, cath lab and short stay)	43,514
Orthopedic Center (surgeries and joint camp)	7,431
Rees Skillern Cancer Institute (radiation oncology and oncology unit)	89,331
Robotic Surgery (gyn, urologic, cardiothoracic, general, orthopedic)	1,131
Sleep Center	3,136
Weight Management	491
Wound	6,955
Imaging	268,328

*Data obtained from stats file.

FINANCIALS

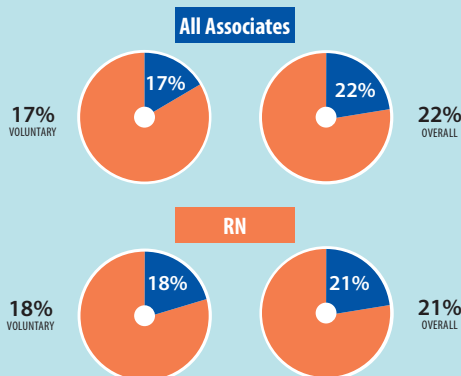
FY2019 Annualized

Net Patient Services Revenue	\$ 666,473
CHI Memorial Hospital – Chattanooga	\$ 472,734
CHI Memorial Hospital – Hixson	\$ 73,498
CHI Memorial Hospital – Georgia	\$ 14,232
CHI Memorial Medical Group	\$ 106,009
Nonpatient Revenue	\$ 26,081
Total Revenue	\$ 692,554

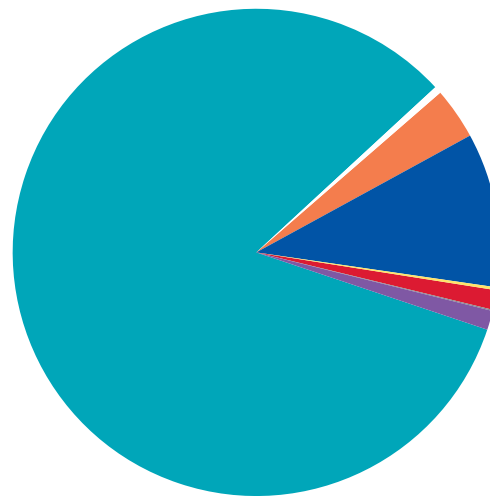
In FY2019, CHI Memorial provided more than \$32 million in community benefit including more than \$10 million in financial assistance.

Charity Care	\$ 10,872,963
Unpaid Cost of Medicaid	\$ 13,195,185
Mission Driven Health Services	\$ 783,042
Community Health Services	\$ 2,014,959
Health Professionals Education	\$ 2,654,090
Research	\$ 17,839
Contributions	\$ 1,397,815
Community Building	\$ 1,162,673
Community Benefit Operations	\$ 174,710
Total	\$ 32,273,276

12 MONTH TURNOVER



EMPLOYEES



ETHNICITY

- 82.1% White
- 0.4% American Indian
- 2.8% Asian
- 10.8% Black
- 0.3% Choose Not to Identify
- 1.3% Hispanic / Latino
- 1.0% Native Hawaiian or Pacific Islander
- 1.3% Two or More Races

WORKFORCE DEMOGRAPHICS

	# Employees	RN (Patient Care Only)	Avg Age - All Employees	Avg Age - RNs (Patient Care Only)
CHI Memorial Hospital Chattanooga	2,726	811	42	39
CHI Memorial Hospital Hixson	392	163	42	41
Mountain Management	817	20	45	43
CHI Memorial Medical Group	276	0	48	0
Chattanooga Heart Institute	286	42	40	37
CHI Memorial Hospital Georgia	244	64	45	45
TOTAL # EMPLOYEES	4,741	1,100	43	34

GENDER

	# Female	% Female	# Male	% Male	TOTAL
CHI Memorial Hospital Chattanooga	2,120	78%	606	22%	2,726
CHI Memorial Hospital Hixson	321	81%	71	19%	392
Mountain Management, CHI Memorial Health Partners, CHI Memorial Georgia, Chattanooga Heart Institute	1,340	83%	283	17%	1,623
Chose not to identify	0 / 0%	0 / 0%			

SERVICES

Convenient Care

Atrium at Gunbarrel, Cleveland,
Signal Mountain, LaFayette, GA
CHI Memorial Community Health
CHI Memorial Medical Group
Diabetes and Nutrition Center
Emergency Centers with Fast
Track

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

surgical, non-surgical and
rehabilitation for joints, spine,
shoulders, ankles and hands

Pelvic Health Care

Pharmacy

Physical Therapy

Rees Skillern Cancer Institute

Buz Standefer 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

Weight Management Center

Workplace Health

Wound Healing Center with
hyperbaric oxygen (HBO)
therapy

Hixson, Ooltewah, Signal
Mountain, Soddy Daisy,
Spring City, TN; Chickamauga,
LaFayette, Ringgold and
Trenton, GA

Specialties

- Breast Surgical Oncology
- Cardiovascular Surgery
- Family & Internal Medicine
- Infectious Disease
- Integrative Medicine
- General & Laparoscopic
Surgery
- Geriatrics
- Metabolic & Weight Loss
Surgery
- OB/GYN
- Pediatrics
- Pulmonology
- Rheumatology
- Thoracic Surgery
- Urology

New Practices FY2019

- CHI Memorial Urology
Associates – Holtzclaw
- CHI Memorial Family Practice
Associates – Cleveland
- CHI Memorial Family Practice
Associates – Northgate
- CHI Memorial Convenient Care
– Atrium

Practice Providers

- Primary Care Physicians: 63
- Specialists: 36
- Primary Care Advanced
Practice Clinicians: 48
- Specialist Advanced Practice
Clinicians: 13

Hospital Medicine Providers

- Hospitalists and Intensivists: 45
- Advanced Practice Clinicians: 15

The Chattanooga Heart Institute

- 27 Cardiologists, 3
Cardiothoracic Surgeons
- Advanced Practice Clinicians
in six locations: Atrium on
Gunbarrel, Chattanooga,
Cleveland, Hixson, Jasper, TN;
Ringgold, GA

PHYSICIANS

628 Physicians on staff

CHI Memorial Medical Group

- 144 MDs
- 46 practices including
hospitalists, specialists and
corporate health within a
75-mile radius: Chattanooga,
Cleveland, Dayton, Harrison,

EXECUTIVE TEAM

Janelle Reilly, *market chief executive officer*

Diona Brown, *VP, cardiovascular services*

Tod Erickson, *VP, Mission Health Care Network*

Paul Farmer, *president, The Chattanooga Heart Institute*

Sherry Fusco, *SVP, surgical & ambulatory services*

Rhonda Hatfield, *CNO, SVP, clinical operations*

Anthony Houston, *chief operating officer*

Glyn Hughes, *president, Mountain Management Services*

Angie Hullander, *administrator, special operations leader,
CHI Memorial Hospital Georgia*

Patrick Johnson, *administrator, CHI Memorial Hospital Hixson*

Lisa McCluskey, *VP, marketing & communications*

Andrew McGill, *SVP, strategy, business development & government
relations*

Debra Moore, *VP, oncology services*

Jennifer Nicely, *president, CHI Memorial Foundation*

Bob Scheri, *VP, mission integration*

Jeanie Smith, *VP, surgical services*

Michael Sutton, *market chief financial officer*

BOARD OF DIRECTORS

*Incoming FY2020

William Warren, MD, *cardiologist, The Chattanooga Heart Institute;
board chair*

Jill Aplin, *retired, Catholic Health Initiatives; board vice chair*

Corinne Allen, *The Benwood Foundation consultant; board secretary*

John Boxell, MD, *physician advisor, cancer services; governance
committee chair*

Christopher Crimmins, *co-owner, The Chattanooga Land Company*

Davey B. Daniel, MD, *oncologist, Tennessee Oncology*

Arlene J. Donowitz, MD, *internal medicine physician,
Drs. Heinsohn, Donowitz, Rybolt and Nguyen*

Marilyn Helms, DBA, *professor, Dalton State College School of Business*

Sister Dorothy Jackson, *Sisters of Charity of Nazareth*

MaryStewart Lewis, *McGriff Insurance Services*

John Nash, MD, *orthopedic surgeon, Center for Sports Medicine;
quality and value committee chair*

Cynthia Nesson, *retired senior VP, Grady Health System; audit and
compliance committee chair*

Sister Judith Raley, *Sisters of Charity of Nazareth*

Janelle Reilly, *market chief executive officer*

Larry Schumacher, *SVP, divisional operations*

Mary Tanner, PhD, *retired, UTC interim provost; physician transaction
review committee chair*

Aaron Webb, JD, *executive vice president, Morning Pointe Senior
Living*

Jeffery Wilson, DMin, *pastor of New United Missionary Baptist Church*

James Zellner, MD, *cardiothoracic surgeon, The Chattanooga Heart
Institute; president, CHI Memorial Medical Staff*

Steven Perlaky, MD, *president, CHI Memorial Hospital Georgia
Medical Staff*