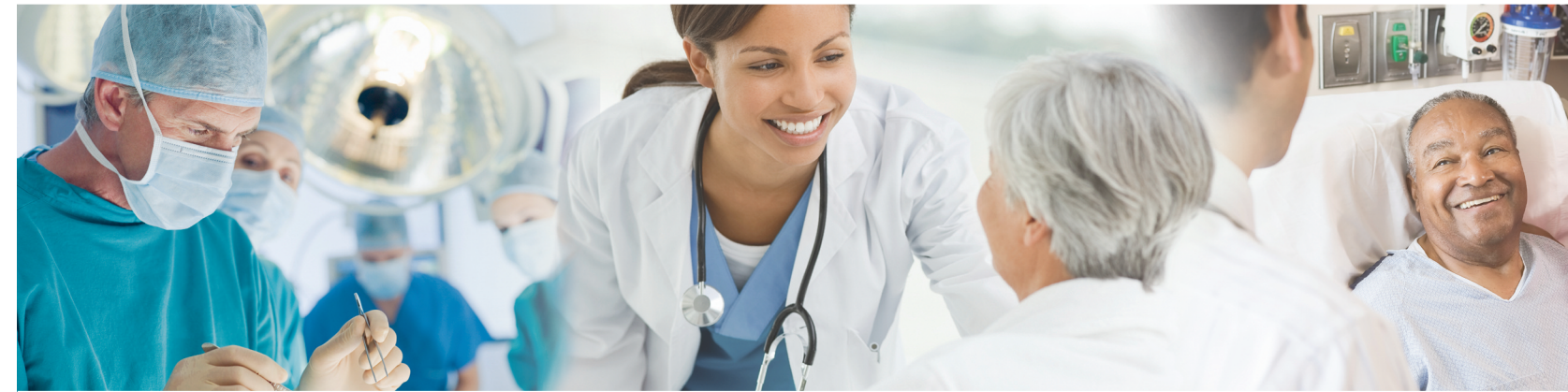


CharterCARE.

An Essential Part of the Rhode Island Health Care Landscape.



CharterCARE
HEALTH PARTNERS

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ROGER WILLIAMS MEDICAL CENTER

ST. JOSEPH HEALTH SERVICES OF RHODE ISLAND



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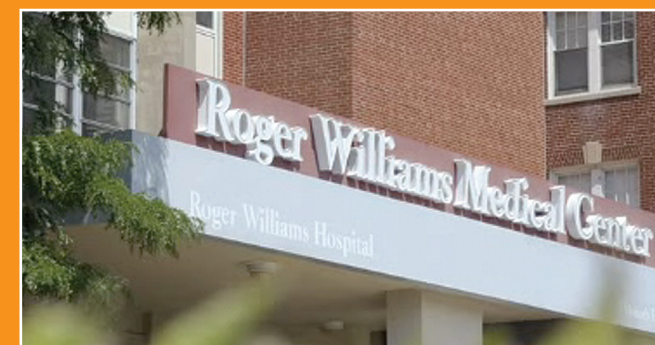
Charting The Way to a Healthier Rhode Island

ROGER WILLIAMS MEDICAL CENTER | ST. JOSEPH HEALTH SERVICES OF RHODE ISLAND



CharterCARE
HEALTH PARTNERS

A Health System for Today... and Tomorrow



Ever since CharterCARE Health Partners was established in 2010, through the affiliation of Roger Williams Medical Center and St. Joseph Health Services of Rhode Island, our mission has remained clear: to preserve consumer choice in accessing quality health care services for Rhode Islanders.

We pursue this mission through intelligent collaboration between our heritage hospitals and the physicians who choose to practice at our facilities. The result is a partnership for community-based acute and specialty care focused on reducing costs, sustaining our core clinical services, introducing new clinical initiatives and, most important, increasing access to quality health care for the community.

The Importance of a Multi-System Market

Because today's health care organizations operate in an extremely challenging economic environment, consolidation of providers is accelerating. In Rhode Island, CharterCARE is one of three health systems that, together, preserve consumer choice and that serve as an effective counterbalance to potential market domination by a single health provider.

That's important, in our view. Market competition is fundamentally important in any industry segment. Even in a regulated industry like health care, competition ultimately benefits the consumer by preserving choice of a provider best suited to the needs of the individual.

This does not mean that consolidation is a negative. At CharterCARE, we have achieved more than \$20 million in expense reductions through the integration of operations and infrastructure of two former competing hospitals. These savings allow us to reinvest in new medical technology and programs that benefit the community.

But like any good thing, too much consolidation can have negative effects. The health care consumer is not well served when consolidation eliminates competition and choice. We believe that quality, consumer choice and costs can be equally served in a multi-system market... and that is a role we are committed to playing.

CharterCARE's overarching goal is to ensure that the people of our communities can continue to choose acute hospital care in a community hospital setting... one that blends the best technology and clinical expertise with the personal care that has been the hallmark of our hospitals.

CharterCARE provides a strong financial, administrative and strategic planning framework within which Roger Williams Medical Center and Our Lady of Fatima Hospital provide high quality care to the communities we serve. The CharterCARE system includes close to 3,000 employed health professionals, an operating budget of more than \$330 million. It captures one quarter of hospital service market share in the Providence metropolitan area.

A Continuing Pledge to the Community

Just as important as what we do is how we do it. Our services are designed and delivered within the framework of the following guiding principles:

- We will be financially and ethically responsible
- We will seek efficiencies that strengthen quality, reduce cost, and optimize our resources
- We will provide high quality care that is easily accessed by all
- We will focus on patient safety, performance improvement and patient satisfaction
- We will demonstrate how academic and community medicine can partner in pursuit of clinical excellence, medical research and innovation
- We will be a health system that is responsive to the needs and interests of our business community
- We will provide our employees with opportunities for career growth and advancement

Our Mission: Collaboration and Innovation in Pursuit of a Healthy Future.

CharterCARE has embarked on a multi-year strategic initiative that focuses on the development of several centers of clinical excellence. These clinical areas include cancer care, orthopedics, neurosurgery, urology, geriatric medicine and behavioral medicine. Each center of excellence will blend the established strengths of both Roger Williams and Fatima, including physician expertise and technology assets.

Our vision statement reinforces our commitment to bring better health care to the people of our community:

To collaboratively lead our community to a healthier tomorrow through exemplary clinical care, compassion and innovation.

CharterCARE Governance

Roger Williams has continued its status as a secular, academic organization, while Fatima has continued to operate under the sponsorship of the Roman Catholic Diocese of Providence and continues to meet the requirements of Catholic Church canonical law governing health care.

Roger Williams and Fatima maintain separate hospital licenses and governing boards, which in turn are overseen by a 15 member CharterCARE board that has oversight of system finances and strategic planning. The individual hospital boards monitor patient care quality, credentialing of the medical staff and related responsibilities.

The medical staffs of the two hospitals remain separate but will actively collaborate on clinical service line leadership, quality management and new service development. In addition, cross-credentialing of the two medical staffs will begin next year.

Membership of the CharterCARE Board of Trustees

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