



COMMON  
*values*

COMMON  
*beliefs*

UNCOMMON  
*passion*

OUR **NEW** Tenet

Forward > Together



# Welcome to...

## OUR **NEW** Tenet

*Tenet Healthcare and Vanguard Health Systems have become one company; it is an enormously proud moment for every one of us. We are united by a common purpose — to provide high quality care to people in the communities we serve. And together we have the resources and expertise to meet the healthcare challenges of the 21<sup>st</sup> century.*


*We are moving rapidly into a new world, one in which healthcare delivery will be fundamentally different from the past. We are ready for that future. Our caregivers and facilities are providing greater value and a wider range of services, from wellness to primary care to chronic care management, as well as urgent care, advanced diagnostics, outpatient surgery, rehabilitation, and of course, our core service, acute hospital care. Our health plans are providing affordable coverage options for families and employers, and Conifer Health Solutions is helping hospitals, employers and health plans improve the efficiency of their operations and the health of the populations they serve.*

*You, our more than 100,000 colleagues, are the heart of our company. You are working hard to provide compassionate care and great service every single day. Whether you are on the front lines of patient care or working to support those who are, my personal commitment to you is to provide a superior work environment and the resources you need to make a positive impact in the lives of those we serve.*

*We've chosen the phrase "Our New Tenet" to convey our optimism about our future. We are now among the largest healthcare service providers in the country, operating in nearly every state. This brochure provides an introduction to the new Tenet, but it only scratches the surface. I invite you to visit the new website we've created, [www.OurNewTenet.com](http://www.OurNewTenet.com), to see and hear more about who we are and what we stand for.*

*It is my privilege to lead this company. Thank you for everything you do every day. And welcome to Our New Tenet!*

*Sincerely,*



**Trevor Fetter**  
PRESIDENT & CEO





# OUR **NEW** Tenet is

## IMPROVING

# Healthcare Delivery Across the Country

Our people and facilities are providing high quality care and innovative services that are improving the health of communities and the efficiency of the U.S. healthcare system.

Today, we are a company of:

- **Acute Care Hospitals —** academic, community and specialty hospitals serving the critical needs of our communities 24/7.
- **Rehabilitation Services —** world-class facilities helping patients recover from spinal cord injury, stroke and other devastating conditions.
- **Outpatient Centers —** providing convenient care for patients through ambulatory surgery centers, imaging centers, urgent care centers and satellite emergency departments.
- **Physician Practices —** delivering primary and specialty care to patients and partnering with facilities to improve quality and outcomes.
- **Health Insurance Plans —** operating five health insurance plans that provide healthcare security to families in our communities.
- **Conifer Health Solutions —** empowering hospitals and business clients through revenue cycle management, patient communications and value-based care solutions to better connect at every point of patient engagement.
- **Home Health —** providing highly personalized care for homebound patients delivered in the comfort of their homes.

*“This merger of two great organizations solidifies our position as a leading healthcare services company. We’re focused on providing great care and innovative solutions to the challenges facing our entire care delivery system.”*

**Britt T. Reynolds**

PRESIDENT, HOSPITAL OPERATIONS

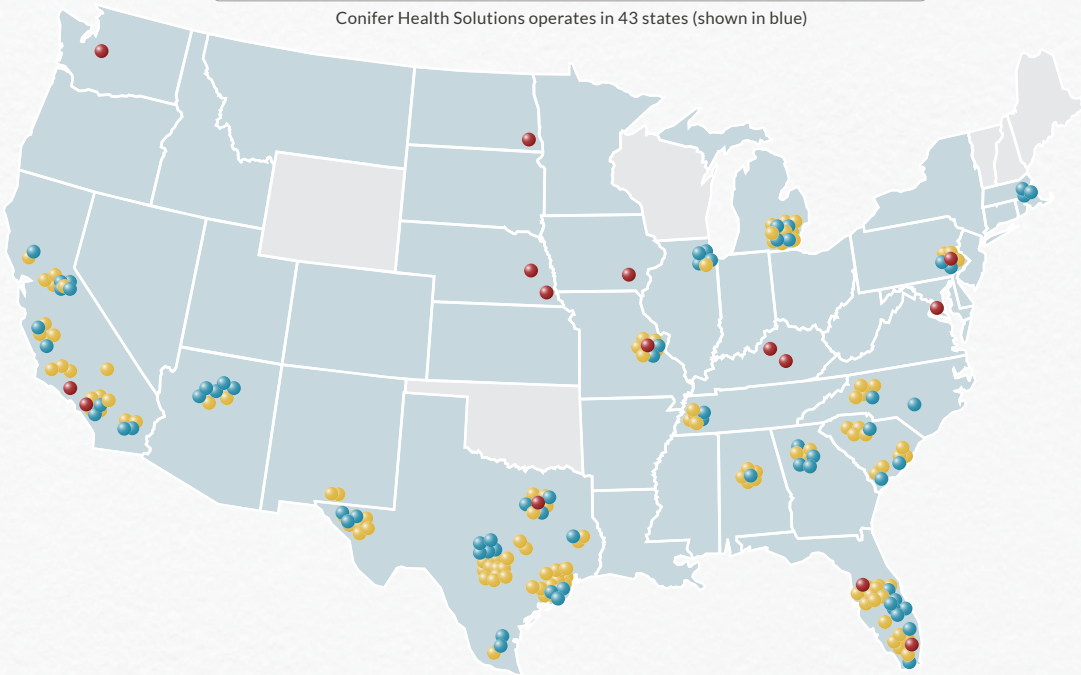
St. Mary's Medical Center — West Palm Beach, FL



# Providing Healthcare Coast to Coast



Conifer Health Solutions operates in 43 states (shown in blue)



100,000+ COLLEAGUES

600+ CONIFER HEALTH CLIENTS

78\* HOSPITALS

NEARLY 4 Million PATIENTS

23,000+ AFFILIATED PHYSICIANS

5 HEALTH PLANS

MORE THAN 170 OUTPATIENT CENTERS

6 ACCOUNTABLE CARE ORGANIZATIONS

OPERATING IN 43 STATES

\*Includes Resolute Health Hospital and Wellness Campus under construction in New Braunfels, Texas  
Note: The above information is current as of 10/1/13.



# OUR **NEW** Tenet is



## DEFINED BY

# Our Core Values

As we seek to improve the quality of patient lives, serve our communities, and provide an exceptional environment for our colleagues and affiliated physicians, we are guided by these five core values:

1

## Quality

*Quality is at the core of everything we do and every decision we make.*

2

## Integrity

*We manage our business with integrity and the highest ethical standards.*

3

## Service

*We have a culture of service that values teamwork and focuses on the needs of others.*

4

## Innovation

*We support a culture of innovation that creates new solutions for our patients, physicians and employees.*

5

## Transparency

*We operate with transparency by measuring our results and sharing them with others.*

**“It’s an exciting time to be in healthcare and an even more exciting time to be part of an organization with the scale and innovative expertise that will transform the way healthcare is delivered in the future.”**

**Keith Pitts**

VICE CHAIRMAN

**“Our ethics and compliance philosophy is ‘See It. Say It. Fix It.’**  
*This means that all of us have an individual responsibility  
to uphold our company’s commitment to integrity.”*

**Vanessa Benavides**  
CHIEF COMPLIANCE OFFICER

## COMMITTED TO

# Doing the Right Thing

Our commitment to ethics is essential to maintaining the trust of our patients and partners, and guides us in how we treat our patients and others every day.

The Quality, Compliance and Ethics Program is part of the foundation of our corporate philosophy. It provides the roadmap for ensuring that we maintain the highest standards for ethical behavior and quality.

## ACCOUNTABLE FOR

# Our Performance

We know that strong operational performance is one of the keys to quality patient care and long-term success.

We evaluate the performance of our hospitals, facilities and business units using criteria that balance financial, quality and service measures. We participate willingly in public reporting initiatives, and use the results to continuously improve our quality and service.





# OUR **NEW** Tenet is

**DEDICATED TO**

## Quality Patient Care

Our *Commitment to Quality* honors the trust that our patients and communities place in our hospitals, outpatient centers, physician practices and other care facilities each day.

It is our commitment that we will work together to continuously improve the quality, safety, service and outcomes of the care and services that we provide. The *Commitment to Quality* pledge below describes the standards that guide each of us in the delivery of care to our patients.



“Our *Commitment to Quality* is one of the ways that we join together as a team, in service to others, to make life better – one person at a time.”

**Kelvin Baggett, M.D.**  
CHIEF CLINICAL OFFICER

*“Nothing is more important to our organization  
than keeping patients safe  
while they are under our care.”*

**Mark Montoney, M.D.**

CHIEF MEDICAL OFFICER

## Raising the Bar

We aim to provide a quality of care that surpasses the industry standard.

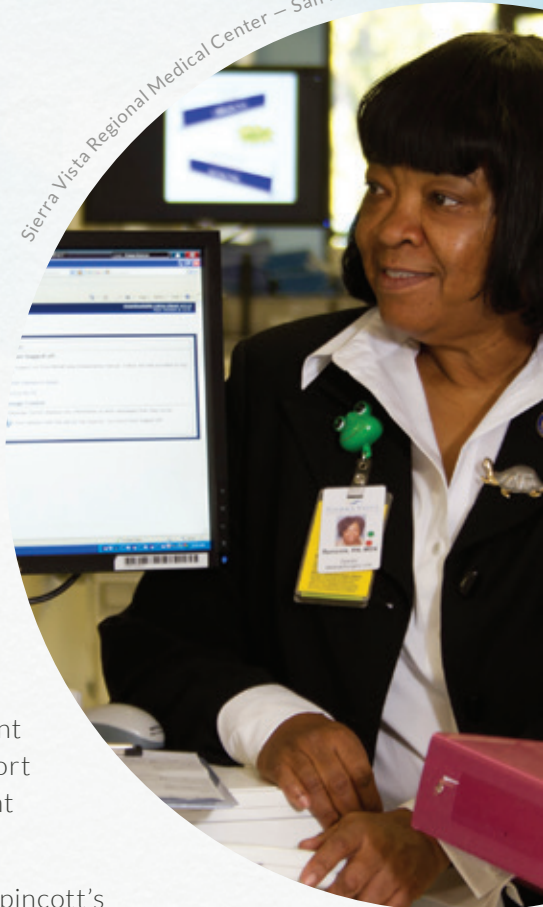
Creating a positive patient experience is crucial to our success. We support our caregivers with technology and tools to provide high quality, comprehensive patient care.

### ENHANCED RESOURCES

The resources available to our frontline caregivers range from the latest technologies for addressing patient outcomes, to individual and group support for sharing best practices around patient care. Examples of those efforts include:

- **Online Nursing Advisor** — using Lippincott’s Nursing Advisor, an online program that provides quick, evidence-based answers to deliver the right care at the right time.
- **Electronic Medical Records** — improving the patient experience through the use of advanced health information technology.
- **“Stop the Line”** — improving patient outcomes by empowering colleagues to make the right decision at the right time.
- **Critical Events Analysis** — providing guidelines and tools to distinguish between system and human error in healthcare processes.
- **Clinical and Quality Councils** — creating and sharing knowledge through best practice councils across the system.

Sierra Vista Regional Medical Center — San Luis Obispo, CA





# OUR **NEW** Tenet is

## **SUPPORTING**

# Our People

You are the most important part of Tenet. Without you, we could not deliver the care and other services that our patients and communities expect from us.

Understanding that exceptional patient care and customer service require a supportive work environment, we commit to providing you with the tools, encouragement and recognition you deserve.



## **LEARNING**

### **Leadership Development**

Offers development opportunities to our leaders through our Leadership Academy and Foundations of Leadership programs.

### **Career Growth**

Offers more than 3,000 online courses, simulations and certification tracks for career growth.

### **Versant RN Residency Program**

Provides a safe learning environment to help new nursing graduates become successful in patient care settings.

### **Baptist School of Health Professions**

Offers nurses courses in a variety of allied health fields.

## **RECOGNITION**

### **Tenet Heroes**

Our national recognition program honors colleagues who demonstrate extraordinary service to their patients, families, peers and communities. Since 2007, more than 700 colleagues have been recognized. Meet our Tenet Heroes by visiting [TenetHealth.com/people/pages/tenetheroes](https://TenetHealth.com/people/pages/tenetheroes).



*“Our Commitment to People philosophy ensures that every colleague fits their position, knows what is expected of them, receives and gives timely feedback, is recognized and rewarded for their efforts, and grows and learns in their job.”*

**Cathy Fraser**  
SVP, HUMAN RESOURCES

## WELLNESS

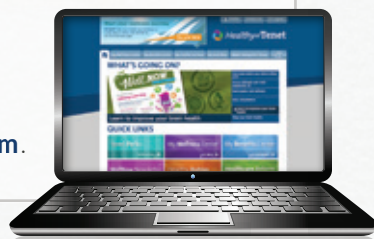
### Healthy at Tenet



Helps you and your family lead healthier lives by providing information and encouragement. Program information and activities focus on six dimensions of wellness:

- Physical
- Community
- Environmental
- Financial
- Emotional
- Learning

For more information visit [HealthyatTenet.com](https://HealthyatTenet.com).



## ASSISTANCE

### The Tenet Care Fund

Provides financial assistance to colleagues when events beyond their control result in hardship beyond their means.

The Tenet Care Fund is a charity funded by employees for employees.

Since 2010, more than:

- \$900,000 has been granted to colleagues in need.
- 500 colleagues have received assistance.

For additional information on how to donate or request assistance, please visit [TenetCareFund.org](https://TenetCareFund.org).





# OUR **NEW** Tenet is

## MAKING A

# Positive Impact

Through active involvement, we are making a difference in our communities.



### **Environmental Impact**

We are using cleaner energy, making smarter purchases and reducing waste. Tenet is a proud sponsor of the Healthier Hospitals Initiative.



### **Healthy Lifestyles**

We encourage colleagues, patients and visitors to lead a healthy lifestyle. We offer healthy options at all cafeterias and vending machines and partner with local produce vendors. Our wellness program offers resources, seminars and challenges.

We are a proud sponsor of the Clinton Foundation Health Matters Initiative.



### **Underserved & Underinsured**

We support the overall health and well-being of our communities and focus on addressing unmet or underserved medical needs.

We serve as an advocate for uninsured and underinsured patients in our communities, and assist them in applying for a variety of government programs that may provide financial assistance for their healthcare needs.

We led the industry in establishing a comprehensive financial counseling and assistance program called the Compact with Uninsured Patients.



### **Educational, Service & Civic Organizations**

We support many local and national educational, service and civic organizations such as the American Heart Association and Habitat for Humanity.

Read more about Tenet's commitment to making a positive impact in our annual sustainability report available at [TenetHealth.com/community](https://TenetHealth.com/community).



# Community Initiatives

Across the country, Tenet colleagues are out in the community meeting needs that go far beyond healthcare. Below are just a few examples:

## Habitat for Humanity — Conifer Health Solutions — *Nationwide*

As part of its Corporate Social Responsibility program, Conifer Health colleagues have the opportunity to participate in Habitat for Humanity *build days* at sites close to their work locations.

Conifer Health — Habitat for Humanity Build Day



## RiverWalkers — Detroit Receiving Hospital — *Detroit, Michigan*

Now in its fifth year, the Detroit RiverWalkers program encourages seniors to stay active, energetic and healthy. This program, a social experience the community has come to love, enables seniors to walk the trails around the newly restored Detroit riverfront.

## Center for the Urban Child — St. Christopher's Hospital for Children — *Philadelphia, Pennsylvania*

This community-focused initiative is designed to break the cycles of hunger, violence and illness in children and address critical social needs. Tenet is constructing two new buildings to enhance the hospital's commitment to high quality pediatric care. The centerpiece of the expansion will be a new 135,000 square-foot critical care tower that will include 50 new critical care beds and 60 Level IIIC NICU beds.

## SOW Healthy — Resolute Health — *New Braunfels, Texas*

Students learn healthy behaviors and senior citizens maintain an active lifestyle while passing on their wisdom to the younger generation.

With the SOW Healthy Intergenerational Garden, students harvest their vegetables and take them home, along with a healthy recipe.

SOW Healthy — Resolute Health — New Braunfels, TX





# OUR **NEW** Tenet is

**EXCITED TO**

## Welcome Our New Vanguard Colleagues

Our goal is to answer your questions and provide resources to ensure a smooth transition.

Completing the integration process will take some time, and ensuring you have the right resources is a top priority. The following information is provided to answer some commonly asked questions. We've also developed a special website, **[OurNewTenet.com](http://OurNewTenet.com)**, that will be updated frequently with information about our company and the integration.

## Joining the Tenet Team

### WHEN DOES MY TENET EMPLOYMENT BEGIN?

*You automatically become a Tenet colleague upon the completion of the merger.*

### DOES TENET RECOGNIZE MY PREVIOUS HIRE DATE?

*YES. Tenet will recognize your original hire date with Vanguard.*

### WILL MY PAY RATE CHANGE?

*NO. Tenet will maintain your base rate of pay. Unless you are in a position covered by a collective bargaining agreement, you will be considered for a merit-based compensation increase in 2014.*





Detroit Medical Center — Detroit, MI

## WILL MY HEALTH INSURANCE STAY THE SAME?

*YES. Through June 30, 2014, your health insurance (medical, dental, vision) will remain the same as you selected during Vanguard's annual enrollment earlier this year.*

## WILL MY PAID TIME OFF TRANSFER TO TENET?

*YES. Paid time off and extended illness balances will be transitioned to Tenet. The Vanguard plans are currently being reviewed and any changes will be communicated.*

## WHAT HAPPENS TO MY CURRENT 401(k)?

*If you participate in the Vanguard 401(k) plan, your investments will continue in effect through December 31, 2013. Effective January 1, 2014, Vanguard investments will transition to Tenet 401(k) investment fund choices.*

*Your 2013 employer match, as determined by the Vanguard profit plan, will be made in March 2014. Effective January 1, 2014, you will be eligible for the Tenet employer match program.*

## I'M CURRENTLY COVERED BY A COLLECTIVE BARGAINING AGREEMENT. HOW DOES THAT AFFECT MY TRANSITION?

*If you are covered by a collective bargaining agreement, your contract will transition to Tenet. No action is required on your part.*





## Making Decisions

### AS A TENET COLLEAGUE, WHAT OTHER BENEFITS AND RESOURCES ARE AVAILABLE?

#### WELLNESS

*You are invited to participate in the Tenet Total Wellness Program. The program offers fun challenges and activities, targeting all aspects of your total wellness. Learn more at **HealthyAtTenet.com**.*

#### STOCK PURCHASE

*You will be eligible to enroll in the Tenet Employee Stock Purchase Plan (ESPP) in November for participation starting January 2014. The ESPP is a great way to invest in Tenet stock [NYSE:THC] at a discounted price with no fees.*

#### ASSISTANCE

*The Tenet Care Fund is available immediately. Contribute — for as little as one dollar per paycheck — or apply for a grant at **TenetCareFund.org**.*

# What Happens to the Vanguard Corporate Office, Brands and People Programs?

## WHAT WILL HAPPEN TO THE NASHVILLE OFFICE?

*Tenet will maintain a significant corporate office in Nashville, a community that has a tremendous amount of healthcare industry talent and expertise.*

## WILL MY HOSPITAL NAME CHANGE?

*NO. Our hospitals have built exceptional reputations under their existing names.*

## WHAT WILL HAPPEN TO VANGUARD PEOPLE PROGRAMS?

*Tenet applauds the focused programs created by Vanguard such as the Quality and Clinical Councils and Vanguard Leadership Academy.*

*We plan to retain and expand these programs.*

Weiss Memorial Hospital — Chicago, IL





# OUR **NEW** Tenet is

**DEDICATED TO**

## Providing Support

We are committed to sharing information and responding to your inquiries. In addition to talking to your facility HR teams and leadership, we encourage you to access these online resources that are available 24/7.



### **OurNewTenet.com**

OurNewTenet.com provides you with current information, fun facts and answers to questions you may have about our company and the integration. Information on the site will be updated frequently, so check back often.



Have a question? Need an answer?  
Go to **OurNewTenet.com**.

## Additional Resources

Fountain Place – Tenet Healthcare Home Office – Dallas, TX

### **HealthyAtTenet.com**

Your source for health and wellness resources and activities



### **TenetHealth.com**

The public website for information about Tenet Healthcare Corporation



### **TenetCareFund.org**

Your source for information about donating to co-workers in need or requesting assistance from the Tenet Care Fund

