A prayer from Father Joseph Cardone, Chief Mission Officer

Most holy, gracious and merciful God, we celebrate the one-year anniversary of our coming together as Bon Secours Mercy Health.

We give you thanks for your providence that brought us together and accompanied us throughout the past year. We give you thanks for our growth and the impact we have on the communities we serve.

Without you, we can do nothing. So, we ask for your continued guidance and blessing as we continue the more than 280-year legacy of caring for the sick in mind, body and spirit.

And we ask you to keep us ever mindful of who we are: people united in extending the compassionate ministry of Jesus by improving the health and well-being of our communities and bringing good help to those in need, especially people who are poor, dying and underserved.

Amen
Dear Bon Secours Mercy Health Team Members,

This week, across our ministry, we’re recognizing the first anniversary of two heritage-rich organizations coming together. In one short impactful year, we’ve succeeded in aligning Bon Secours and Mercy Health into a unified ministry. We’ve established the foundation of a common culture for us all and have begun embracing a vision of spirituality that reinforces our ties to our Catholic heritage and identity and to one another.

Change can be challenging, even when it is the right thing to do in support of our patients and in fulfillment of our Mission. Amidst the dynamic backdrop of our ministry’s evolution, you and your colleagues have maintained your commitment to what is at the heart of our ministry: serving our patients with compassion and excellence and supporting the health of our communities and area residents, especially people who are poor, vulnerable and at risk. This journey has demanded much of us and will continue to do so as we address the opportunities and requirements of a changing health care environment.

I am grateful for you and your dedication to furthering Jesus’ healing ministry. I am thankful that you have chosen to give your talents, expertise and time in support of the precious, life-changing work entrusted to us by our sponsoring congregations: The Sisters of Bon Secours, the Sisters of the Humility of Mary and the Sisters of Mercy.

As reflected by our recent merger with Bon Secours Health System, Ireland’s largest private provider, we will continue to embrace opportunities to grow our ministry in service to more people and communities. Just as we will maintain our commitment to improving quality, expanding access to our services, positively affecting the health and wellness of communities and their residents, and influencing legislative and regulatory thinking around health delivery policy.

The future holds many opportunities for our ministry and for us. Please take a moment to reflect on all that you have accomplished and that we have accomplished together in the past year. This booklet highlights a few.

I am proud of your achievements and those of your colleagues as you embody our Values and extend Jesus’ care ministry through fulfillment of our Mission. Thank you for all you do for our patients and on behalf of Bon Secours Mercy Health.

With gratitude,

John Starcher
President and CEO
KEY HIGHLIGHTS OF OUR FIRST YEAR

OUR NUMBERS

ONE OF THE 5 LARGEST
Catholic health care systems in the US, the LARGEST private provider in Ireland

OVER 1,000 SITES OF CARE IN THE US AND IN IRELAND

MORE THAN $8 BILLION in net operating revenue

NEARLY $2 MILLION A DAY IN COMMUNITY BENEFITS

48 HOSPITALS

“Our Mission means that I get to practice medicine in an environment that encourages me to be the hands and feet of God through the care I give to my patients. And not just the physical needs of the patient, but the spiritual and emotional needs of the patients and their families. There is nowhere else I’d rather practice medicine.”

Primary Care Physician

“I have to be agile to care for every patient that comes through our doors. No condition, no injury, no two patients are alike. Being agile ensures that our patients get the care they need and deserve.”

Registered Nurse, Emergency Department
"As I reflect on the past year, it’s amazing to see how much we’ve accomplished. Among many successes, the harmonization activities across CarePATH and ConnectCare stand out. This great work has been accomplished by a highly effective I&T leadership team – truly the best team with whom I have ever worked."

Laishy Williams-Carlson, Chief Information Officer

"I started cleaning rooms on a different floor this year and had a patient ask me if I would pray with her before she had a test that she was worried about. I realized that I can extend that question to all my patients. Some may not want to, but so many do. I see my role as more than just a housekeeper; I can be a listening ear and a prayer partner for my patients."

Housekeeper
KEY HIGHLIGHTS OF OUR FIRST YEAR

STRONGER AS ONE

Through a strategy of growth, innovation and operational excellence, we are furthering our organization’s ability to bring our compassionate, high-quality and cost-effective health services to more patients and communities in a highly dynamic health care industry.

Here are highlights since the merger of our two health systems, Bon Secours and Mercy Health, just one year ago:

- **Organizational structure and accountability processes support operational and clinical excellence and efficiency** - We introduced one common operating model to ensure that leaders and associates understand the important roles we play in fulfilling our goals and accountabilities of our functions and the ministry as a whole. Within 30 days of finalizing our agreement, we selected the top 20 leaders, and within 90 days selected the top 120 leaders across the ministry. By January, all shared services structures were in place. By June 2019, all process changes in shared services had been initiated. Today, all leaders and managers are in place.

- **More empowered** - With the approval of 2019 – 2021 Strategic Plan and harmonization of Key Performance Indicators, we are a more empowered ministry. We see improved financial and quality performance in our hospitals and facilities. Patient experience is also trending up. We have established the ground work to use standard metrics, functions and reporting across the ministry in 2020.

- **Leading as one** - Our new Core Culture Behaviors are being introduced to guide our work as we stay focused on our Mission. A new ministry-wide Code of Conduct was created to make sure we always do the right thing. This will be rolled out to all associates in the fall of 2019.

- **Agile through technology** - We have become a more agile organization through the use of common technology. We have one instance of Epic across the ministry in each legacy organization and have reconciled the maintenance of each. We have selected one enterprise resource platform for use across HR, finance and supply chain.

- **Stronger for our communities** - Realizing our strengths, we made some decisions that put external providers in positions to better support the needs of local communities and residents. In 2013, Mercy Health made an investment in Summa Health System in Akron, Ohio to ensure financial viability of the health system, while supporting it with technical and operational expertise. In May, Beaumont Health, Michigan’s largest health system, announced its intent to buy Summa Health. The transition of Baltimore Hospital to LifeBridge this year strengthens a local provider while enhancing our ability to provide
affordable housing and workforce development programs to residents of West Baltimore.

- **Innovating health care for our patients** - We launched Access 360, a multi-year initiative, to create a seamless, connected consumer experience that will improve access to care and engagement with easier, more effective, yet flexible scheduling for providers. It will improve booking effectiveness by triaging patients to direct them to the appropriate disposition of care.

- **An international ministry** - In July 2019, Bon Secours Mercy Health merged with Bon Secours Health System in Ireland, the largest private health system in the country. Our international ministry has 48 hospitals, more than 1,000 care sites, 60,000 associates, 2,100 physicians in the U.S. and 450 consultants in Ireland. We average more than $2 million per day in community benefit.

- **Financial strength** - One year in, our ministry continues to grow with more than $8 billion in net operating revenue, more than $300 million operating income and improved days cash on hand from 185 days to more than 250 days. We received $1.18 billion in cash from the 51% sale of Ensemble to Golden Gate Capital this summer with long-term cash flow expected in 2020 and beyond.

“Our first anniversary is notable because of the ministry’s positive embrace of change and our excitement about the amazing growth occurring across the organization. I am most grateful for how the cultures of the two legacy ministries have come together to support our combined Mission.”

David Cannady, Chief Strategy Officer

“It’s exciting to see the partnership and alignment between day-to-day operations and clinical activities. Our new operating model ensures we are performing effectively and efficiently together for improved quality to those we serve.”

Brian Smith, Chief Operating Officer

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**KEY HIGHLIGHTS**

- Affordable housing and workforce development programs to residents of West Baltimore.
- **Innovating health care for our patients** - Launched Access 360, a multi-year initiative, to create a seamless, connected consumer experience.
- **An international ministry** - Merged with Bon Secours Health System in Ireland in July 2019.
- **Financial strength** - One year in, ministry continues to grow with $8 billion in net operating revenue, $300 million operating income.

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**MARCH**
- First monthly KPI report published

**JULY**
- Shared Services Org Design completed

**SEPTEMBER 1**
- One-year anniversary of Bon Secours Mercy Health

**2019**
- **MARCH** Stories of Grace introduced to further our Mission and Core Culture Behaviors
- **MAY** 51% equity sale of Ensemble
- **JULY** Bon Secours Health System Ireland joins Bon Secours Mercy Health
Mercy Serves is grooming the next generation of leaders in health care by exposing them to some of the most fragmented and challenging experiences in patient care. This unique partnership between Mercy Health and AmeriCorps leverages the infrastructure and momentum of the national service movement to respond to a critical community health need. Every year, the program places up to 10 Mercy Serves Corps members in a one-year service learning program to work alongside emergency department staff and provide critical support to patients with opiate-use disorders. They screen for illicit drug and alcohol abuse, provide brief interventions and referrals to treatment, and follow patients after discharge, serving as a supportive resource throughout the treatment process. They also receive extensive professional development and networking opportunities through Mercy Health and its community partners.

In its inaugural year, Mercy Serves provided nearly 1,000 patients with education or treatment referrals. The program had a 100% retention rate and a 100% post-service placement rate. The second class of Mercy Serves Corps members will graduate in September 2019, having provided more than 9,500 hours of coverage in six Mercy Health emergency departments and supporting over 1,300 patients (data through quarter 3).

Success in this program is measured one patient, one story at a time and shared with colleagues, donors and leaders to exemplify the essence of the Bon Secours Mercy Health Mission.
Meet Joe

Joe, a retired teacher, former college football player and caregiver to his mother, has had 17 surgeries. He was prescribed an opioid pain medication after his last back surgery. The problem? He was still taking it — 11 years later. Joe decided that enough was enough. He needed help with pain management.

After Joe’s mother died, he decided it was time to become more active and take care of himself. He knew getting healthy meant getting off his prescribed drug and finding new ways to cope with pain.

Because of generous gifts to the Foundation that support various programs across Bon Secours Mercy Health, Joe had a team of experts to help him with the physical symptoms and emotional aspects of managing his pain. He was able to see physicians, a psychologist and physical therapists.

“The psychologist showed me how to manage my life and how to schedule my days,” Joe said. “And physical therapy was great in getting my body going again. The holistic approach they took of going after the body, the mind and the medication was wonderful.”

Joe is off of opioid pain meds and feeling great, thanks to you.

“We are a ministry of ‘God’s people serving God’s people.’ Reflecting on our first year together, I am grateful and privileged to serve with the dedicated associates of our ministry who are reaching outside the walls of our facilities. We are listening to the needs of residents in our communities to improve their health and well-being.”

Sr. Anne Lutz, CBS, Chief Sponsorship and Mission Officer

“I am most grateful for being part of an organization that prides itself on health care innovation. Bon Secours Mercy Health is often spearheading new technologies to help aid those underserved and in need.”

IT Relationship Manager
Access to better food options for improved health

Bon Secours Mercy Health partnered with community leaders and residents to address a very specific need in one local neighborhood, lack of healthy food access. The team believed increasing the availability, affordability and diversity of healthy food options could transform the health and wellness of the community.

Preliminary community assessments and engagement with community stakeholders revealed the food access points within the community had no available produce and very limited healthy food options. The closest grocery store with fresh produce was six miles away along a busy thoroughfare.

This year, the team launched innovative and comprehensive strategies to strengthen the food system and drive positive changes in dietary behaviors, dietary intake and health outcomes. Early successes include enrolling 51 residents in a nutrition prescription program, creating a fresh produce SNAP benefits program in a nearby food mart and bringing a weekly farmer’s market to the neighborhood.

In 2020, the team looks forward to expanding these programs and integrating technology and training to allow efficient enrollment and use of the program benefits for the community. Partners also plan to help the community in identifying viable options for community-based food production including urban farming and community gardens.

“\textit{I am most grateful for the opportunity to help and positively impact so many lives. I live the culture of agility by figuring out how to work smarter not harder, coming up with creative solutions to problems, and maintaining a positive mindset.}”

RN | Interim Director of Clinical Services

“I am blessed to be a part of a team that strives to live our Mission and Values. Over this first year we have embraced our role as servant leaders. We continue to respond to the call to care for individuals and communities in traditional as well as new and innovative ways.”

Sam Ross, MD, Chief Community Health Officer
Making social change through Care-A-Van

Andres and his family came to the United States with few resources. One of the first places they felt welcome was at the Care-A-Van, where he and his brothers received their school physicals and vaccines. In his quest to find his purpose, Andres now uses his bilingual skills as a full-time interpreter there. He credits Bon Secours for the flexibility and support to attend community college and will soon be enrolled in a university. He says, “My path has been shaped by the Care-A-Van. It plays a vital role in our community. I want to be a social change agent. I owe it to my family, and to the community that has refused to give up on immigrants like me.”

The Care-A-Van recently celebrated 25 years in service and, thanks to generous Foundation donations, added a new vehicle to its fleet with special customizations that keep care providers and patients in mind.

“I am so grateful to be part of a ministry where I can bring my spiritual self to work. The ability to work towards a higher good enabled us to truly form one new fully integrated system in record time. We have so much to be proud of. Bon Secours Mercy Health is the most profitable of the large Catholic systems. Yet, it truly is a mission-driven ministry of the Catholic Church.”

Michael Bezney, Chief Legal Officer

“We’ve accomplished great harmonization related to strategic organizational, operational and clinical goals. Our focus on quality, safety and reliability positions our ministry to continue improving patient access and patient experience, delivering on our Mission and impacting the lives of those in the communities we serve. It’s been an honor to work with talented clinicians across our ministry and support their daily work of caring for patients.”

Wael Haidar, MD, Chief Clinical Officer
We now have more than 17,000 nurses across our ministry who lead and advance the practice of professional nursing in Catholic health care. We’re building a community of extraordinary nurses, committing leadership time and resources to advance the science and art of professional nursing practice, our Mission and our vision to provide the highest quality, compassionate care.

Andrea Mazzoccoli, Chief Nursing and Quality Officer

ASSOCIATE STORIES

ONE MISSION IN ACTION

Focusing on the Big Picture: A Nurse’s Story

As a certified registered nurse practitioner, Amanda makes sure to look at each patient’s “big picture” while treating them. It’s her number one priority.

“I love to look at holistic care,” she says. “I want to be able to take care of the entire family.”

Amanda’s patients range from infants to seniors. For her, it is important to know each patient’s full story in order to best treat them.

“I want to take my time with every patient,” she explains.

To Amanda, holistic care means helping patients figure out the most affordable medication for their condition. It also means advocating for them on phone calls and connecting them with community resources. Education is an important part of being a nurse for Amanda as well. She is a firm believer in empowering patients to make positive changes and she finds it very rewarding to see them improve their own health.

The work can be challenging, but “it’s the best job in the world,” she says. Amanda was recently chosen as a recipient of Mercy Health’s Extraordinary Advanced Practice Registered Nurse Award. This award recognizes advanced practice nurses who exemplify the Mission and Values of Mercy Health based on their qualities as a care coordinator, educator, role model, and community advocate.

While Amanda is excited about this recognition, she is quick to point out she doesn’t do her work alone.

“We are an absolute team. My staff is amazing,” says Amanda. “Nurses are one of the most trusted professions in the world, and it’s because of who we are and how we care about patients.”

CORE CULTURE BEHAVIORS: Agile and Unified
Why They Work in Medicine

Recently some Bon Secours Mercy Health associates shared with students why they have chosen careers in health care. While their stories differ, each one reflects a commitment to service and changing people’s lives for the better.

Dr. Tedros Andom’s interest in a medical career began with a doctor treating his brother for a seizure disorder. The way that the doctor was able to help his brother left a lasting impression on him. He saw the amount of good a single person in medicine can do. Dr. Andom is now a general and robotic surgeon. This means that he can perform many different operations, on many different parts of the body. This versatility allows him to help many more members of the community.

Dietician and Weight Management Program Coordinator, Jackie Dahlberg’s interest in diet and nutrition began her medical career. After her grandfather was diagnosed with diabetes, she witnessed his health improve as he changed his diet. Later in life, Jackie would learn how nutrition can help with more than weight loss or diabetes. Her time spent in hospitals showed her how nutrition can improve a patient’s immune system or even help a burn victim heal faster. Today Jackie helps patients every day improve their lives through her knowledge of diet and nutrition.

Nurse Practitioner Kaylene Blalock wanted to be in the medical field for a long time but was unsure of what role she wanted. She went on two different medical mission trips, one to Mexico and one to Malawi, Africa, while pursuing her undergraduate degree in nursing. While on these mission trips, Kaylene saw the difference the physicians made to the lives of individuals and to the community. Kaylene’s medical career led her to become a Family Nurse Practitioner so she could spend more one-on-one time with her patients and get to know them.

Each of these medical professionals realized the potential they have to change people’s lives through medicine. Their work affects more than just their patients. To work in medicine is to save someone’s mother, son, grandfather, sister or other loved one. Every person who is a medical professional helps affect the lives of countless others. For many, that is why they chose to give their talents, expertise and gifts in service to others through a career in medicine.

“...I’m grateful for the opportunity to create something new, to build on the foundation of the countless individuals who came before us, to set a new standard in Catholic health care, for what it means to improve the health and well-being of our communities, especially for those on the margins. I am inspired by this higher calling.”

Jeff Oak, Chief Enterprise Risk Officer

CORE CULTURE BEHAVIOR:
Committed to the Ministry

CORE CULTURE BEHAVIOR FOR ALL:
Unified
Value, Trust, Respect, and Include Others
Seek Diverse Opinions to Find the Best Solution
Coach Each Other to Be Great

Committed to the Ministry
Extend the Compassionate Ministry of Jesus
Embody Our Values in All that We Do

Empowered
Share Ideas with Honesty and Compassion
Represent Our Ministry in Voice and Heart
Be Accountable for Actions and Decisions

Agile
Embrace Change Innovate with Courage
Represent Our Ministry in Voice and Heart
Be Accountable for Actions and Decisions

CORE CULTURE BEHAVIOR: ASSOCIATE STORIES | 11
Giving back through nursing

Michael, a dedicated six-year veteran nurse with the ministry, has made giving back a priority. “I love giving back and being involved with nonprofit events,” he explains. He adds that learning about philanthropic efforts that we support in our ministry helped him make his decision regarding where he should practice. He joined the team and hasn’t looked back.

Michael created a medical supply recycling program. Instead of throwing unused items in the trash after medical procedures, staff members collect these uncontaminated medical supplies which are then donated to an accredited medical supply recovery organization.

In one year, the staff has collected 11,000 pounds of medical supplies, which translates to about $220,000 in community benefit. Thanks to these donations, clinicians at the recipient facilities in Ecuador and Africa were able to perform sterile surgeries for the first time.

Michael also created a $50,000 nursing scholarship fund with an academic partner. He sells snacks in his unit for “Michael’s Scholarship Fund.” His fellow nurses are happy to donate in exchange for a mid-afternoon pick-me-up.

Hope and humor

Michael works as a staff nurse in the medical/surgical & oncology unit. It’s a place that he finds both rewarding and challenging. Michael’s mother lost her battle with colon cancer less than two years ago. He copes, and helps his patients cope, through laughter. “I try to make sure everything I do brings humor,” Michael says. “You will have days where you are the sole reason that someone is alive. You won’t find that in any other career.”

CORE CULTURE BEHAVIORS:
Committed to the Ministry and Empowered

“It’s amazing to see our empowered, unified and agile culture behaviors come to life in just one year. We’ve made great strides and I’m most excited to see us continue to leverage technology that will make our patient’s journeys easier.”

Sandra Mackey, Chief Marketing Officer
Meet three siblings who all work for Bon Secours

The sisters, two of whom are twins, come from a large family and are the youngest of seven children. Lisa was the first to work for the ministry and just celebrated her 10th anniversary. In fact, Lisa, who works as a training representative in the system support and training department, enjoys her work here so much she referred her twin and younger sister.

Lisa’s twin, Janice, and their younger sister, Joan, work in different departments. Janice is in transaction posting and Joan is in the self-pay department. However, they are all in close proximity in the same office park. When their schedules allow, they make time to share a bite to eat and catch up over lunch.

Besides the perk of working with her sisters, Janice enjoys being a part of a faith-based workplace.

“I am very driven by my faith and I enjoy the work I am doing,” says Janice. Lisa mentioned that she enjoys what she does because she is able to help others.

Lisa, Janice and Joan often look for opportunities to get involved in their communities. They have volunteered at a hospice location nearby and Janice knits prayer shawls for those in need, including patients in our ministry hospitals and those with cancer or in hospice care.

Choosing to work together in our Bon Secours Mercy Health ministry blesses them with meaningful work, and also provides built-in best friends that double as sisters.

Keeping it in the Family

CORE CULTURE BEHAVIOR:
Committed to the Ministry

“Early on, we discovered our ‘common ground’ that informed our Mission Statement in the stories of the three communities of sisters: Sisters of Bon Secours, Sisters of the Humility of Mary, and the Sisters of Mercy. Over 1,600 leaders participated in Stories of Grace this year to hear these stories. Together the legacy of these women guides us to be people of true good help by embracing a humble posture in order to live lives of mercy.”

Thom Morris,
Chief Sponsorship and Theology Officer

“Our people have really come together as one team. We quickly formed strong relationships which propelled our progress in integration this year. That’s the power of inclusion and unity.”

Joe Gage,
Chief Human Resources Officer
Our Mission
We extend the compassionate ministry of Jesus by improving the health and well-being of our communities and bring good help to those in need, especially people who are poor, dying and underserved.

Our Values
Human Dignity
Integrity
Compassion
Stewardship
Service

Our Vision
Inspired by God’s hope for the world, we will be a ministry where associates want to work, clinicians want to practice, people seek wellness and communities thrive.