

*Good Help...*  
*Our Promise*<sup>TM</sup>

CARING FOR  
OUR COMMUNITIES...

CARING FOR  
OUR WORLD

FISCAL YEAR  
*2009 annual  
report*  
TO THE COMMUNITY



BON SECOURS HEALTH SYSTEM

## Our Mission

The Mission of the Bon Secours Health System is to bring compassion to health care and to be Good Help to Those In Need®, especially those who are poor and dying.

As a system of caregivers, we commit ourselves to help bring people and communities to health and wholeness as part of the healing ministry of Jesus Christ and the Catholic Church.

## Our Vision

Inspired by the healing ministry of Jesus Christ and the Charism of Bon Secours...

As a prophetic Catholic health ministry we will partner with our communities to create a more humane world, build health and social justice for all, and provide exceptional value for those we serve.

## A FUTURE FILLED WITH *Hope*

Bon Secours Health System continues to be faithful to the Charism of the Sisters of Bon Secours and Bon Secours Ministries and is committed to a Future Filled with Hope. On the following pages we share with you our accomplishments over the past year and key plans for our future.

Despite the downturn in the national economy and its negative effect on so many charitable organizations, Bon Secours Health System increased its care for the poor and marginalized in our communities. The health system doubled its community benefit dollars and focused its efforts on women and children. We advocated for national health reform, and each of our local systems participated in healthy community initiatives.

Of particular note is the Community Investment Program that Bon Secours Health System created this past year to provide low cost loans through financial institutions and organizations. This program promotes and enables access to workforce training, affordable housing, education and child care services, as well as economic development, in the communities we serve.

Going beyond our own communities, our Global Ministries Initiative has established an international outreach for supporting and delivering health care and social services in developing countries with a special focus on Peru, Haiti, and South Africa. We also made great strides in our efforts to reduce the health system's ecological impact on the earth and our natural resources through increased recycling and waste stream management, reducing the use of toxic chemical and energy use, and moving toward the use of sustainable products and resources.



Sr. Patricia A. Eck, C.B.S.



Richard J. Statuto

One of our primary goals as a health system is to create an extraordinary patient and resident experience, and to this end, we raised our own standards for the quality of care. Bon Secours Health System has been on a Clinical Transformation journey focused around system-wide improvements in patient care to include our new electronic medical records system, known as Bon Secours ConnectCare, systemic peer review, the practice of evidence-based medicine, and the establishment of system-wide interdisciplinary teams and clinical collaboratives. We are striving to be a model of excellent quality care that coordinates the best resources available to serve the needs of our patients, residents and families. The results speak for themselves, and we are very pleased with the number of awards for quality care and clinical excellence that our hospitals have achieved this year.

Our co-workers are the health system's most important resource, living out our mission every day. Through the Center for Ministry Leadership and Bon Secours Institute there continues to be a strong focus on the development of competent and confident Catholic health care leaders for the future. We strive to create a diverse, world-class workforce and an environment that enables co-workers to experience Bon Secours as a place of ministry and meaning.

We are grateful for the guidance and leadership of Bon Secours Ministries, the Sisters of Bon Secours, the Bon Secours Health System Board of Directors, the health system leadership, and each and every one of our dedicated co-workers. You make it possible for our health system to fulfill its promise of Good Help to Those in Need® and provide those we serve with a Future Filled With Hope.

SINCERELY,



**Sr. Patricia A. Eck, C.B.S.**  
Chairperson, Board of Directors  
Bon Secours Health System



**Richard J. Statuto**  
President and CEO  
Bon Secours Health System



## CLINICAL TRANSFORMATION

Clinical Transformation is an interdisciplinary approach to achieving care delivery excellence across the system that is designed to create an extraordinary patient experience. It creates improved safety and quality and a holistic patient-centered experience. This past year, Bon Secours Health System created the Center for Clinical Excellence which brings together clinical leaders across the health system to set the strategy and direction for patient care. Revolving around relationship-based care at the bedside, patient centeredness is at the heart of the model of care.

One of the goals Bon Secours Health System has set forth to achieve is reducing preventable deaths to zero and achieving 100 percent compliance

A MODEL OF EXCELLENT  
QUALITY CARE THAT COORDINATES  
THE BEST RESOURCES TO SERVE THE  
NEEDS OF THE PATIENTS, RESIDENTS  
AND FAMILIES ENTRUSTED TO US,  
WITH A SPECIAL CONCERN FOR  
THOSE WHO ARE DYING.

with evidence-based medicine. To this end, the health system began focusing on systemic peer review and improving compliance with the Centers for Medicaid and Medicare Centers (CMS) evidence-based bundles of care. All Bon Secours Health System facilities have shown dramatic



increases in their CMS/Premier Hospital Quality Incentive Demonstration scores in saving lives, reducing length of stay, improving patient satisfaction, and ultimately reducing hospital costs, and many local systems have received national awards for these achievements.

Over \$11 million in savings were realized from Clinical Transformation efforts this past year.

Other initiatives focused on reducing mortality by preventing hospital-acquired infections and a more active determination of when palliative care is appropriate, bringing palliative care in earlier during a patient's stay. In both cases, the results were impressive with a dramatic decrease in hospital-acquired sepsis and a significant increase in palliative care consults.

These examples made evident the importance of system-wide interdisciplinary teams. As a result, a Clinical Collaborative of Chief Nursing Officers, Chief Medical Officers, and Chief Financial Officers was assembled to lead the Clinical Transformation initiative and identify areas with quality outcomes and financial improvement opportunities.

An important element of Clinical Transformation is employee, physician, and patient engagement, and aligning people, processes and technology. For the past eight years, Bon Secours Health System has conducted annual employee engagement surveys. This year saw a dramatic increase moving from the 65th to 74th percentile on Gallup's overall database between 2008 and 2009, with nurse engagement moving from the 67th to 79th percentile.

## CONNECTCARE CELEBRATED ONE-YEAR ANNIVERSARY

A key tool in Clinical Transformation is Bon Secours ConnectCare, the new computerized clinical information system/electronic medical record with consistent, system-wide patient order sets. Clinical Transformation is supported by the ConnectCare process to drive evidence-based practice and make doing the right thing every time easier for clinicians at the bedside. In June 2009, Bon Secours Health System celebrated the one-year anniversary of ConnectCare going live at Bon Secours St. Francis Health System in Greenville, S.C., the first ConnectCare site. Since then, the acute care system has been fully implemented in Bon Secours St. Francis Health System and the oncology arm of ConnectCare, called Beacon, was implemented at Bon Secours St. Francis Louis P. Balson, Jr., Cancer Care Center.

The ConnectCare ambulatory care electronic record system was first implemented in a physician practice in Bon Secours Virginia-Richmond in January 2009, and other practices in Richmond have been going live at a pace of one every three weeks. Bon Secours Virginia-Hampton Roads implemented its first physician practice in November 2009. The ConnectCare acute care system is expected to be implemented in Bon Secours Virginia-Richmond in the spring of 2010.



## INSTITUTE FOR CHRONIC HEALTH LAUNCHED

A focus on serving people with chronic diseases is also a part of the health system's Clinical Transformation journey, and in August 2009, Bon Secours St. Francis Health System in Greenville, S.C., in partnership with Michelin, opened the Institute for Chronic Health on its Millennium Campus.

The Institute offers a coordinated approach to the treatment of diabetes and other chronic conditions such as congestive heart failure, chronic obstructive pulmonary disorder, coronary artery disease, and vascular diseases, providing individualized medical management. Patients typically are left to navigate the often complex health care system for themselves, while this new approach assembles all the health care providers a patient needs in one location. The team includes a coach who not only guides the patient through the health care system, but helps them with their activities of daily living, even visiting the patient's home or workplace.



## EMERGENCY DEPARTMENTS INITIATE 30-MINUTE GUARANTEES TO ENHANCE PATIENT EXPERIENCE

Bon Secours Virginia-Hampton Roads offers a guarantee that patients will start getting treatment within 30 minutes of walking in the door of any of its emergency departments. Patients who do not get this guaranteed service will get free movie tickets and a letter of apology. Bon Secours Virginia-Richmond implemented this policy in all four of its hospitals, and Our Lady of Bellefonte Hospital, part of Bon Secours Kentucky Health System, implemented it as well. Emergency Department patient satisfaction scores have increased in these facilities with the 30-Minute Guarantee.

## NURSE NAVIGATOR PROGRAM STARTED AT OUR LADY OF BELLEFONTE HOSPITAL

Our Lady of Bellefonte, part of the Bon Secours Kentucky Health System, started a Nurse Navigator Program to provide support and direction to patients in stressful situations. At Our Lady of Bellefonte Hospital, nurse navigators work with breast cancer patients to help them through the process of diagnosis and treatment. The nurse navigator serves as both the conduit for patient guidance and explanation and a resource, providing the knowledge women need to make informed decisions. Bellefonte Women's Center also helps to reduce some of a woman's anxiety by making it possible to complete the diagnosis process in one day. Women can typically go to the Center one day after discovering a lump and receive all the services they need the same day.

## LIBERATING THE POTENTIAL OF PEOPLE

*A strong focus on the development of competent and confident healthcare ministers steeped in the richness of Catholic social teachings and the heritage of Bon Secours.*

Bon Secours Health System is committed to building a world-class workforce to give Good Help to Those in Need® and knows that its co-workers are the health system's most important resource, living its mission every day. One of the health system's mandates from its sponsoring organization, Bon Secours Ministries, is to be responsible for developing ministry leaders for the future, providing leadership development and training for its work force, and creating and fostering organizational spirituality.

To this end, the **Bon Secours Institute** provides training focused on areas that have system-wide impact on the growth and education of leaders. Both in-person workshops and online eLearning programs are available through the Institute. This past year, the Institute implemented a new six-month comprehensive learning experience, Great START Good Help, to help first-time leaders succeed during their first six months of leadership. The Bon Secours Institute also provides a range of courses to support the education and growth of management staff with a Core Leadership Curriculum.

**The Center for Ministry Leadership** is the resource center for ministry formation at Bon Secours Health System, providing programs and processes for personal, professional, and spiritual development of leaders. The Center offers programs from the introductory to the intensive level that range from helping individuals access their own spirituality in the work setting to sustaining the ministry by developing the next generation of ministry leaders. In fiscal year 2009, the Center for Ministry Leadership offered leadership development programs on four ministry levels: Ministry Resources, Ministry Community, Ministry Leadership and Ministry Transformation. Over 3,400 Bon Secours Health System leaders participated in these programs.



A WORKPLACE THAT  
SUPPORTS AND SUSTAINS  
INDIVIDUAL AND  
ORGANIZATIONAL  
SPIRITUALITY GROUNDED  
IN A FUNDAMENTAL TRUST  
IN GOD'S LOVE, CREATING  
AN ENVIRONMENT THAT  
ENABLES CO-WORKERS TO  
EXPERIENCE BON SECOURS  
HEALTH SYSTEM AS A PLACE  
OF MINISTRY AND MEANING.

## VALUING DIVERSITY

AN INCLUSIVE COMMUNITY OF SERVICE THAT ENCOURAGES DIVERSITY AND AFFIRMS ALL PERSONS AND THEIR UNIQUE GIFTS TO BRING ABOUT THE GOOD WORK GOD HAS ENTRUSTED TO US IN RESPONDING TO THE NEEDS OF THE COMMUNITIES WE SERVE.

The mission of Bon Secours Health System speaks to inclusion and values human differences within the organization and in the communities it serves. The health system seeks to educate its co-workers on the value of divergent perspectives. Although diversity is much more than just differences in race and gender, when initiating a meaningful change in the organization, ensuring diversity of race and gender in the workplace is the first place to start. During 2009, the health system initiated a study on the diversity of race and gender in its top leadership roles with the goal being to increase diversity and inclusion in senior and executive leadership positions within local systems and at the health system office.



### Nursing Received Magnet Recognition® at St. Mary's Hospital and Memorial Regional Medical Center

Bon Secours St. Mary's Hospital and Memorial Regional Medical Center, both part of Bon Secours Virginia-Richmond received Magnet Recognition® this year. Magnet Hospital designation by the American Nurses Credentialing Center (ANCC) recognizes hospitals and health care organizations that provide excellence in nursing. Only about five percent of the nation's health care organizations have achieved Magnet Recognition® status. The designation comes after several years of planning and strategic development and submission of more than 3,000 pages of written documentation, as well as a rigorous three-day appraisal visit by the ANCC.

### Bon Secours Virginia Receives National Awards

- For the third consecutive year, Bon Secours Virginia-Richmond and Bon Secours Virginia-Hampton Roads have been named to the national Companies That Care Honor Roll. The Center for Companies That Care, based in Chicago, developed the list as a way of recognizing companies that excel in safeguarding and promoting the well-being of their employees and their communities.
- Bon Secours-Richmond for the fourth year has been recognized as one of the top employers in the nation for recruiting, developing and advancing women by the National Association for Female Executives. Bon Secours Richmond is one of only five non-profits throughout the country to receive this honor. About 85% of the local system's more than 7,000 employees are women.
- *Working Mother* magazine for the 11th year named Bon Secours Virginia-Richmond as one of Top Ten in its ranking of 100 Best Companies for Working Mothers.
- *AARP* named Bon Secours Virginia-Richmond and Bon Secours St. Francis Health System in Greenville, South Carolina Best Employer for Workers over 50.

# SERVING OUR COMMUNITY, OUR NATION, AND THE WORLD

A VIBRANT COMMITMENT TO CARE FOR ALL ENTRUSTED TO US, PARTICULARLY THOSE WHO ARE POOR AND MARGINALIZED, WITH NO DISPARITY OF SERVICE TO ANYONE, THROUGH POLICIES, PRACTICES, AND ADVOCACY PLANS THAT PLACE THE SACREDNESS OF THE PERSON AS PRIMARY.

As members of the Catholic health ministry, we are called to address the social and economic injustices in our society. In the tradition of the Sisters of Bon Secours, the health system believes that “the struggle for a more humane world is not an option; it is an integral part of spreading the Gospel” (constitutions No. 7, Congregation of the Sisters of Bon Secours). Whether in our local communities, our nation or the world, Bon Secours Health System is taking the needed steps to treat the symptoms of injustice and to create systemic change.

## Advocacy on Behalf of Health Care and Social Justice

The health system continues to be a visible and effective advocate to influence and guide legislation and policy on behalf of health care and social justice. National advocacy initiatives for 2009 focused primarily on health care reform, and Bon Secours Health System envisions a national health care system that creates and sustains a strong, healthy community. Bon Secours’ message to lawmakers is that health care reform must be based on the core principles rooted in the values of Catholic social teaching and ensure access to health care for everyone.

One of many examples of Bon Secours Health System’s advocacy efforts is the health system’s participation in the Interfaith Center on Corporate Responsibility, a group of 275 faith-based institutional investors representing more than \$100 billion in invested capital. Advocating together, we can be faithful to our call and the promise we make to be Good Help to Those in Need® in the communities we serve.

## Local Systems Give Good Help to Those in Need®

Bon Secours continues to be known for giving Good Help to Those in Need® to those who live and work in the ten communities in the seven states the health system serves. Our many programs and services serve thousands of people each year with a particular focus on women and children.

Bon Secours Health System provided more than \$253 million in total community benefit dollars in 2009, as compared to \$191 million in 2008. In the coming year, there will be a focus on engaging our communities in identifying a defined population of people with chronic diseases such as diabetes and high blood pressure to improve their health and quality of life. Each of our local systems participates in health community initiatives, and on the following pages we share with you a few of the different ways our local systems are giving good help in their communities.

### BON SECOURS NEW YORK HEALTH SYSTEM

**Riverdale, New York**

Cognizant of the connection between a good diet and good health, Bon Secours New York Health System initiated the Marble Hill Youthmarket, an innovative program that brings fresh food into underserved areas and disadvantaged communities that are disproportionately affected by diet-related health issues. It is a small scale farmer's market run by local teens. The Youthmarket also provides revenue for small family farms in rural New York State that participate by supplying produce. Start-up funding for the Marble Hill Youthmarket was provided by a Bon Secours New York/Schervier Healthy Communities Initiative grant from the Bon Secours Mission Fund.



### BON SECOURS VIRGINIA

**Richmond and Hampton Roads, Virginia**

- In Hampton Roads, more than 20 staff and volunteers inoculated residents against the flu in the area's first drive-through flu clinic. Over 300 drivers and passengers were inoculated.
- In Hampton Roads and Richmond, a Day of Dance was held in cooperation with the American Heart Association, and more than 4,300 people participated to raise awareness of the risk factors for heart disease, especially in women, and to stress the importance of exercise to good heart health.



### BON SECOURS ST. FRANCIS HEALTH SYSTEM

**Greenville, South Carolina**

The Community Garden on the Bon Secours St. Francis Health System campus produced a bountiful harvest of summer vegetables this past summer. The main purpose of the garden is to give space and help to those wanting to grow vegetables. Sixteen large beds have been made available, along with training and even help in buying seeds, to anyone in the community. The garden was built this past year with the help of local master gardeners, the Girl Scouts, and donations from local businesses.



### ALTOONA REGIONAL HEALTH SYSTEM

**Altoona, Pennsylvania**

Altoona Regional Health System is partnering with a dozen community organizations and government agencies to enhance a key section of the city to reduce drugs and crime; improve housing, neighborhood aesthetics, and activities; and spur economic development in the area. The partnership is helping homeowners with city code violations and tearing down blight, eradicating drug use and crime, improving sidewalks and curbs, and adding trees.

## BON SECOURS KENTUCKY HEALTH SYSTEM

### Ashland, Kentucky

Employees at Our Lady of Bellefonte Hospital collected more than 250 gently used and new athletic shoes to distribute in the nationally recognized shoe recycling project called Soles 4 Soles, which is responsible for distributing more than two million pairs of shoes in the United States, Central and South America, Africa, Europe, and Asia.



## BON SECOURS BALTIMORE HEALTH SYSTEM

### Baltimore, Maryland

Bon Secours Baltimore Health System was named one of the three finalists for the prestigious Foster G. McGaw Prize for Excellence in Community Service and received a \$10,000 award. Bon Secours Baltimore was recognized for ensuring access to and delivery of quality health care, life skills education, and affordable housing in one of the poorest neighborhoods in Baltimore.



## GRANT AWARDS

### BON SECOURS HEALTH SYSTEM MISSION FUND

Ten years ago, Bon Secours Health System created a special fund for the sole purpose of meeting the needs of those who are poor and underserved in the communities served by the health system with health care, women and family support services an important focus. Since its inception, the Bon Secours Mission Fund has awarded 170 grants, totaling more than \$14 million to 24 domestic and international communities. Impacting thousands of lives, the funded projects include those that provide education, job training, and day care services to help enable people to become self-sufficient. The seed money provided by the Mission Fund has allowed many programs to flourish and succeed.

- BON SECOURS VIRGINIA-RICHMOND  
Comprehensive Patient Access to Support Services ..... \$135,000
- BON SECOURS ST. FRANCIS HEALTH SYSTEM  
Faith Community Nursing Partnership ..... \$130,000
- ALTOONA REGIONAL HEALTH SYSTEM  
The Nehemiah Project ..... \$95,300
- BON SECOURS VIRGINIA-HAMPTON ROADS  
Life Coach Model: The STOP Organization ..... \$90,000
- BON SECOURS NEW YORK HEALTH SYSTEM  
Gardens and Green Markets ..... \$80,000
- BON SECOURS OF MARYLAND FOUNDATION  
Youth Employment and Entrepreneurship Program ..... \$80,000
- BON SECOURS OF MARYLAND FOUNDATION  
Open Space Management ..... \$55,000
- BON SECOURS OF MARYLAND FOUNDATION  
Community Engagement Initiative ..... \$50,000
- BON SECOURS OF MARYLAND FOUNDATION  
Family Support Center ..... \$50,000
- ROPER ST. FRANCIS FOUNDATION  
Facility Renovation for Crisis Ministries'  
Project CATCH ..... \$50,000
- ALTOONA REGIONAL HEALTH SYSTEM  
Family Services, Inc.—Emergency Shelter for Men ..... \$49,000
- BON SECOURS KENTUCKY HEALTH SYSTEM  
School Nurse—Carter County ..... \$47,350
- BON SECOURS VIRGINIA-HAMPTON ROADS  
Pretty Lake Neighborhood Project ..... \$45,000

<b>- BON SECOURS VIRGINIA-RICHMOND</b>	
Haiti Health Care Foundation —Maternal & Child Health .....	<b>\$44,000</b>
<b>- BON SECOURS KENTUCKY HEALTH SYSTEM</b>	
Healthy Community Initiative .....	<b>\$38,700</b>
<b>- BON SECOURS NEW YORK HEALTH SYSTEM</b>	
Promoting Active Community Dialogue .....	<b>\$36,240</b>
<b>- BON SECOURS CHARITY HEALTH SYSTEM</b>	
Medications for Uninsured .....	<b>\$25,000</b>
<b>- BON SECOURS HEALTH SYSTEM</b>	
The Health Wagon (southwest Virginia) .....	<b>\$25,000</b>
<b>- BON SECOURS ST. PETERSBURG HEALTH SYSTEM</b>	
Healthy Community Initiative .....	<b>\$25,000</b>
<b>- BON SECOURS ST. PETERSBURG HEALTH SYSTEM</b>	
Project Healing and Hope .....	<b>\$25,000</b>
<b>- BON SECOURS VIRGINIA-HAMPTON ROADS</b>	
Senior Health Van Services .....	<b>\$20,000</b>
<b>- BON SECOURS PERU</b>	
School Greenhouse Project .....	<b>\$15,000</b>

<b>- BON SECOURS KENTUCKY HEALTH SYSTEM</b>	
Healthy Community Initiative .....	<b>\$6,350</b>
<b>&gt; TOTAL GRANTS FUNDED .....</b>	<b>\$1,216,940</b>

### BON SECOURS COMMUNITY GRANT FUND FOR SOUTHWEST FLORIDA

The Bon Secours Community Grant Fund for Southwest Florida provides grants to the communities of Peace River Regional Medical Center in Charlotte County and the communities of Venice Regional Medical Center in south Sarasota. The fund was established when Bon Secours Health System sold its health care facilities in those communities.

#### - PEACE RIVER, CHARLOTTE COUNTY

<b>- ST. VINCENT DE PAUL FAMILY HEALTH CARE</b>	
Support for Physician Assistant .....	<b>\$35,000</b>
<b>- COASTAL BEHAVIORAL HEALTH</b>	
Home 2 Recovery Program .....	<b>\$20,000</b>
<b>- SAN ANTONIO CATHOLIC CHURCH</b>	
Parish Nurse Program .....	<b>\$19,000</b>

<b>- CHARLOTTE COUNTY YMCA</b>	
Annual Pledge through 2010 .....	<b>\$10,000</b>
<b>- CROSSROADS WILDERNESS INSTITUTE</b>	
At-Risk Youth Medical Needs .....	<b>\$10,000</b>
<b>- MEDICAL ENGINEERING VOLUNTEERS OF FLORIDA</b>	
Improving Access for Disabled Persons .....	<b>\$10,000</b>
<b>- PREGNANCY CRISIS CENTER CARE LINE</b>	
Direct Assistance .....	<b>\$9,000</b>
<b>- CHARLOTTE COUNTY HEALTHY START COALITION</b>	
Prenatal Care for Uninsured Women .....	<b>\$8,500</b>

<b>&gt; TOTAL GRANTS FUNDED .....</b>	<b>\$121,500</b>
---------------------------------------	------------------

#### VENICE, SARASOTA COUNTY

<b>- CATHOLIC CHARITIES, DIOCESE OF VENICE</b>	
Our Mother's House.....	<b>\$20,000</b>
<b>- CHILDREN FIRST</b>	
Growing Healthy Children .....	<b>\$17,800</b>

<b>- SOUTH COUNTY FAMILY YMCA</b>	
Childcare Behavioral Specialist .....	<b>\$17,500</b>

<b>- FOUNDATION FOR MANATEE COMMUNITY COLLEGE</b>	
BSN Degree Preparation .....	<b>\$11,250</b>

<b>- LOVELAND CENTER</b>	
Phase II Holistic Health for Adults with Developmental Disabilities .....	<b>\$11,250</b>

<b>- AMERICAN CANCER SOCIETY</b>	
Community Outreach Coordinator .....	<b>\$10,000</b>

<b>- BIG BROTHERS/BIG SISTERS OF THE SUN COAST</b>	
One-to-One Mentoring .....	<b>\$10,000</b>

<b>- MEDICAL ENGINEERING VOLUNTEERS OF FLORIDA</b>	
Access for Disabled Persons .....	<b>\$10,000</b>

<b>- SENIOR FRIENDSHIP CENTERS</b>	
The Centers for Healthy Aging .....	<b>\$10,000</b>

<b>- AMERICAN HEART ASSOCIATION</b>	
Go Red for Women .....	<b>\$7,100</b>

<b>&gt; TOTAL GRANTS FUNDED .....</b>	<b>\$124,900</b>
---------------------------------------	------------------

## GLOBAL MINISTRIES

### Focus on Peru, Haiti, and South Africa

Bon Secours Health System's Global Ministry Initiative has established an international mission outreach for supporting and delivering health care and social services in developing countries, with a particular focus on Peru, Haiti, and South Africa. The health system is working to develop active partnerships with ministries of the Sisters of Bon Secours and other Catholic missions outside the United States. To date, efforts have resulted in action plans for:

- Providing resources to the Madre de Christo health clinic run by the Peruvian Sisters of Bon Secours in Trujillo, Peru, and helping to increase the capacity of the Sisters' micro-clothing business that provides employment for women
- Working on a water and soil decontamination project in Huancayo, Peru
- Providing medical equipment and financial and clinical resources in Haiti's Central Plateau to improve maternal and child health services



- Providing financial support in South Africa to help support the work of the Sisters of Bon Secours, who have volunteered to work with adults and children affected and infected by the HIV/AIDS epidemic

One Global Ministry project that Bon Secours Health System is currently involved with addresses the high rate of neonatal and childhood morbidity and mortality in Peru. Bon Secours Health System will work in collaboration to help bring together funding, education, training, and expertise to implement an Integrated Management of Neonatal and Childhood Illness program. This program, an initiative of the World Health Organization and the United Nations Children's Fund's comprehensive strategy aimed at decreasing child mortality, is anticipated to be self-sustaining at the end of three years.

A DEEPENED AWARENESS OF THE STEWARDSHIP  
ENTRUSTED TO US FOR GOD'S CREATION THROUGH  
THOUGHTFUL PROGRAMS TO ENSURE ECOLOGICAL  
SUSTAINABILITY AND OUR INVOLVEMENT  
IN GLOBAL MINISTRIES.

## IMPACTING OUR EARTH: NEW ECOLOGY INITIATIVE

Over the past year, the Bon Secours Health System Green Team worked to develop within the health system a culture of sustainability and awareness of the far reaching impact of decisions and actions on our world. The Bon Secours Ecological Stewardship Plan is implementing system-wide efforts focused around waste stream management and energy management. The goal is to assess and reduce the health system's "carbon footprint" through efficient recycling and waste stream management, reducing the use of toxic chemicals, reducing energy use, and moving toward the use of sustainable products and resources. Local systems are customizing projects to their specific situations. Recycling efforts to date have increased the number of items recycled by at least 20 percent and as much as 341 percent, as local systems add new categories of recycling. During the past year, the health system recycled 19% of all waste generated. Since the start of the health system's waste stream management program in 2008, there has been a 39 percent decrease in total waste spending for the health system.



## Roper St. Francis Healthcare Launches Mission H2O

Roper St. Francis Healthcare in Charleston, S.C., is on a mission to improve the water supply in a village in Kenya. In January 2009, Roper St. Francis launched Mission H2O: Maji Safi (Safe Water) to raise \$25,000 to send a water purification system to serve Plateau Mission Hospital in Kenya and the surrounding area. The hospital currently relies on a contaminated, foul-smelling river for water. The new system is able to purify ten gallons of safe, potable water every minute. Employees actually raised \$33,000 dollars, which was more than enough to purchase the system, have it transported to Kenya, and have it monitored for a year. The hospital worked with Water Missions International, a Christian non-profit agency that will maintain the system and whose mission is to provide sustainable access to safe water in developing countries and disaster areas.

## QUALITY AWARDS

### ALTOONA REGIONAL HEALTH SYSTEM

- Altoona Regional Center for Behavioral Health Services received top ranking for clinical excellence in outpatient behavioral health—*Community Behavioral HealthCare Network of Pennsylvania*
- Three APEX Awards (Achieving Patient Care Excellence) for extraordinary levels of clinical performance for treatment of heart attack patients, preventing MRSA infections, and preventing bloodstream infections—*VHA Pennsylvania*
- The Regional Stroke Center received the “Get with the Guidelines” Silver Performance Achievement Award—*American Stroke Association*

### BON SECOURS BALTIMORE HEALTH SYSTEM

- Bon Secours Baltimore Health System was named one of three finalists for the Foster G. McGaw Prize for Excellence in Community Service—*American Hospital Association*

### BON SECOURS CHARITY HEALTH SYSTEM

- St. Anthony Community Hospital received the HQID Top Performer Award for heart failure and the Attainment Award for AMI, heart failure, and pneumonia core measure performance in the CMS Hospital Quality Incentive Demonstration Project



- Bon Secours Community Hospital received the HQID Top Performer Award for pneumonia and the Attainment Award for AMI, heart failure, and pneumonia core measure performance in the CMS Hospital Quality Incentive Demonstration Project
- Good Samaritan Hospital was recognized as Acute Care Facility of the Year—*Emergency Medical Services of New York State*
- Good Samaritan Hospital received the Service Provider of the Year Award—*Rockland Economic Development Council*
- Good Samaritan Hospital was recognized as the “Top 10% in the Nation for Cardiac Surgery,” “#1 in the Region for Cardiac Surgery,” “Top 5% in the Nation for Obstetric Services,” and “Top 10% in the Nation for Surgical Services”—*HealthGrades*
- Bon Secours Community Hospital ranked among the “Top 10% in the Nation for Bariatric Surgery” and received the General Surgery Excellence Award—*HealthGrades*

- St. Anthony Community Hospital received the Outstanding Patient Experience Award and the Stroke Care Excellence Award—*HealthGrades*
- National Patient Satisfaction Awards, including two 5-Star awards—*Professional Research Consultants, Inc.*
- National Medical Staff Perception Awards, including nine 5-Star awards—*Professional Research Consultants, Inc.*

#### BON SECOURS KENTUCKY HEALTH SYSTEM

- Our Lady of Bellefonte Hospital received a 5-star rating for Treatment of Heart Failure, Treatment of Respiratory Failure, Treatment of Pneumonia, GI Surgery and Procedures, and Treatment of Sepsis—*HealthGrades*
- Our Lady of Bellefonte Hospital ranked among the top five in Kentucky for Overall Gastrointestinal Services and Gastrointestinal Surgery and received an Outstanding Patient Experience Award—*HealthGrades*
- Named a Platinum-Level “Start! Fit-Friendly Company”—*American Heart Association*
- Our Lady of Bellefonte Hospital’s Diabetes and Wound Care Center received the Center of Distinction Award—*Diversified Clinical Services, Inc.*
- HomeCare Services named a National Best Practice Organization—*Fazzi Associates*
- Our Lady of Bellefonte Hospital named a Compassionate Employer—*The Compassionate Friends*

- Our Lady of Bellefonte Hospital was recognized as the tri-state area’s leading medical facility in the care of pneumonia and heart failure and in surgical standards of care that reduce post-surgery infections in the CMS Hospital Quality Incentive Demonstration Project
- National Medical Staff Perception Awards, including four 5-Star awards—*Professional Research Consultants, Inc.*

#### BON SECOURS NEW YORK HEALTH SYSTEM

- Schervier Nursing Care Center is one of 37 long-term care providers in New York State sharing \$1.5 million in Department of Health grants to improve the quality of the nursing home experience

#### BON SECOURS ST. FRANCIS HEALTH SYSTEM

- 2008 South Carolina Governor’s Award for Excellence in Quality
- Bon Secours St. Francis Health System received a 5-star rating for Total Knee Replacement, Total Hip Replacement, and Hip Fracture Repair—*HealthGrades*
- Bon Secours St. Francis Health System ranked first in South Carolina for Overall Orthopedic Services and received the Orthopedic Excellence Award—*HealthGrades*
- Bon Secours St. Francis Health System received the Outstanding Patient Experience Award—*HealthGrades*
- Bon Secours St. Francis Health System ranked 69th among the top 100 integrated health systems nationally—*SDI Health*



#### BON SECOURS VIRGINIA-HAMPTON ROADS

- Bon Secours Maryview Medical Center received a Bariatric Surgery Excellence Award™; was named among the “Top 5% in the Nation for Bariatric Surgery”; received a 5-star rating for Overall Bariatric Surgery; and was named “Best in Virginia for Overall Bariatric Surgery”—*HealthGrades*
- Mary Immaculate Hospital received a 5-star rating for Orthopedic Care, Total Knee Replacement, and Joint Replacement; and also ranked among the top ten in Virginia for Overall Orthopedic Services, Joint Replacement, and Spine Surgery—*HealthGrades*
- Bon Secours Heart Institute designated as a Blue Distinction Center for Cardiac Care®—*Blue Cross and Blue Shield of Virginia*
- Bon Secours DePaul Medical Center was voted Volunteer Station of the Year—*Norfolk Retired and Senior Volunteer Program*

- Listed on the 2009 Honor Roll as a “Company That Cares”—*The Center for Companies That Care*
- Bon Secours Home Care named in the “Elite Top 25” of the nation’s most successful home health care organizations—*Outcome Concept Systems, Inc.*
- National Patient Satisfaction Awards, including six 5-Star awards—*Professional Research Consultants, Inc.*
- National Medical Staff Perception Awards, including three 5-Star awards—*Professional Research Consultants, Inc.*

#### BON SECOURS VIRGINIA-RICHMOND

- Memorial Regional Medical Center received an Overall Distinguished Hospital Award for Clinical Service; was named among the “Top 5% in the Nation for Overall Clinical Excellence”; received the Service Excellence Award for Overall Cardiac Care and Cardiac Surgery; was named among the “Top 10% in the nation for Cardiac Care and Stroke Care Services” and “Top 5% in the Nation for Cardiac Surgery”; was named “Best in Richmond in Cardiology”; received the Stroke Care Excellence Award; and received a 5-star rating for the Treatment of Stroke—*HealthGrades*
- Memorial Regional Medical Center received a Pulmonary Care Excellence Award and Critical Care Excellence Award; was named among the “Top 5% in the Nation for Overall Pulmonary Services” and “Top 10% in the Nation for Critical Care”; was named Best in Richmond for Pulmonary Care; and received a 5-star rating for the Treatment of Pneumonia, COPD, Sepsis, and Pulmonary Embolism—*HealthGrades*

- Memorial Regional Medical Center received a Gastrointestinal Excellence Award; was named among the “Top 5% in the Nation for Overall GI Services and GI Medical Treatment”; was named Best in Richmond for GI Surgery and GI Medical Services; and received 5-star ratings for GI Procedures, GI Bleed, Bowel Obstruction, and Treatment of Pancreatitis—*HealthGrades*
- Best Employers for Workers over 50—*AARP (seventh consecutive year)*
- Top 100 Companies for Working Mothers—*Working Mother magazine (eleventh straight year)*
- Bon Secours Virginia-Richmond ranked 15th among the top 100 integrated health systems nationally—*SDI Health*
- Memorial Regional Medical Center named one of the 100 top U.S. hospitals and received the Everest Award for National Benchmarks—*Thomson Reuters*
- Ranked among the top five best non-profits for women to work—*National Association for Female Executives (fifth straight year)*
- Listed on the 2009 Honor Roll as a “Company That Cares”—*The Center for Companies That Care*
- The critical care unit at Memorial Regional Medical Center received the Beacon Award—*American Association of Critical Care Nurses*
- National Patient Satisfaction Awards, including nine 5-Star awards—*Professional Research Consultants, Inc.*
- National Medical Staff Perception Awards, including three 5-Star awards—*Professional Research Consultants, Inc.*

#### ROPER ST. FRANCIS HEALTHCARE

- Roper St. Francis Healthcare ranked 26th among the top 100 integrated health systems nationally—*SDI Health*
- Roper Hospital received the “Get with the Guidelines” Bronze and Silver Performance Achievement Awards—*American Stroke Association*
- Roper Hospital’s Primary Stroke Center earned the Gold Seal of Approval—*The Joint Commission*
- National Patient Satisfaction Awards, including four Top Performer awards and 24 5-Star awards—*Professional Research Consultants, Inc.*
- National Medical Staff Perception Awards, including one Top Performer award and 13 5-Star awards—*Professional Research Consultants, Inc.*

## OPERATING HIGHLIGHTS AND FINANCIALS

### Community Investment Program Established

This past year, Bon Secours established a Community Investment Program, a component of the health system’s Socially Responsible Investment Policy. Through the Community Investment Program, the health system uses a portion of its unrestricted assets (investment funds) to make capital available through loans to community projects. These funds are combined with resources from other socially responsible investment parties, and monies are made available as loans through non-profit financial institutions to borrowers at low, or below market, rates to foster improvements in the overall health of communities. In the first year of the program, **\$3,100,000** was committed to 13 organizations in seven local health system’s communities, as well as to low-income lending institutions in Peru and Haiti. Funds are used for affordable housing projects, community and child care centers, workforce development, and education, as well as economic and social development initiatives. Although the financial return to the health system is modest, the social impact and community returns are expected to be significant.

### Bon Secours Hampton Roads Joint Venture

Bon Secours Virginia and Sentara Healthcare agreed to collaborate in developing Sentara Princess Anne Hospital and hospital-related services on their respective outpatient campuses in Virginia Beach, Va. This joint effort has received preliminary approval from the Eastern Virginia Health System Agency, which considers hospital proposals to expand. Under the joint proposal, the new hospital will have 200 beds: relocating 158 inpatient beds from Sentara Bayside Hospital and 42 beds from Bon Secours DePaul Medical center. The agency also supported Bon Secours Health System’s proposal to build a 124-bed DePaul Medical Center in Norfolk to replace the aging hospital facility.

# Fiscal Year 2009 Financials

In fiscal year 2009, priorities included reduction of overhead in support service areas; revenue cycle improvements, including business office centralization; charity care and self-pay management; contract compliance; service line profitability; and Clinical Transformation. Although the health system completed a challenging fiscal year, it can be proud of the extraordinary operational advancements and tenacity to withstand unprecedented market volatility. Many of the local systems performed better than budget, discharges grew, and surgery volumes increased. The health system also continues to benefit from the capital market rebounds of recent months.

OPERATING INCOME .....	\$ 78 million
TOTAL NET REVENUE .....	\$ 2.9 billion
ACUTE DISCHARGES .....	132,033
ADJUSTED DISCHARGES .....	273,815
TOTAL COMMUNITY BENEFIT DOLLARS .....	\$253.4 million

## LOOKING TOWARD THE FUTURE

Every three years, Bon Secours Health System undertakes a structured process to define its strategies for the future. To this end, the 2010-2012 Strategic Quality Plan was developed with an eye toward the future, but building on the shorter term goals of today as our commitment to our communities and our Clinical Transformation journey continues.

The four goal areas in the new Strategic Quality Plan are :

To faithfully respond to God's gift of compassion, healing, and liberation we commit to:

- Partner with our communities to co-create a more humane world, improve health and model social justice
- Create an extraordinary individual experience of care
- Become a trusted health partner by providing exceptional, life-long value
- Liberate the potential of our people to serve





**New York**

- Bon Secours Charity Health System
- Bon Secours New York Health System

**Pennsylvania**

- Altoona Regional Health System

**Maryland**

- Bon Secours Baltimore Health Corporation
- Bon Secours Health System, Inc.

**Virginia**

- Bon Secours Virginia – Hampton Roads
- Bon Secours Virginia – Richmond

**Kentucky**

- Bon Secours Kentucky Health System

**South Carolina**

- Bon Secours St. Francis Health System
- Roper St. Francis Healthcare

**Florida**

- Bon Secours St. Petersburg Health System

■ Joint Venture

Today, Bon Secours’ more than 21,000 caregivers help people in ten communities within seven states operating:

- 18 acute care hospitals (10 owned, 8 joint ventured)
- 1 psychiatric hospital
- 5 nursing care facilities
- 5 assisted living facilities
- 6 retirement communities/senior housing
- 14 home care and hospice providers



**WORKING TOGETHER IN MINISTRY**

Over the years, congregations of religious sisters have joined with the Sisters of Bon Secours to expand the healing ministry of Jesus and the Catholic Church. In these situations, the Sisters of Bon Secours and the other religious congregations are considered co-sponsors, sharing sponsorship responsibilities. Today, these co-sponsoring congregations are:

- Bernardine Sisters of the Third Order of St. Francis - Newport News, Virginia
- Sisters of Charity of St. Elizabeth, Convent Station, New Jersey - Suffern, New York

# Boards of Directors

BON SECOURS HEALTH SYSTEM, INC.

**Chris Allen**

*Executive Director/CEO*  
Detroit Wayne County Health  
Authority

**Richard Blair**

*Retired*  
Chief Financial Officer  
Blaine, Minnesota

**Michael Carey**

*Retired*  
Human Resources Executive  
Warren, New Jersey

**Sister Elaine Davia, C.B.S.**

*Director of Formation*  
Sisters of Bon Secours, U.S.A.

**Marcia Dush**

*Retired Actuarial Consultant*  
Arlington, Virginia

**Sister Patricia A. Eck, C.B.S.**

*Chairperson, Board of Directors*  
Bon Secours Health System, Inc.

**Roger Huang**

*Kenneth R. Meyer Professor  
and Department Chair*  
Department of Finance  
University of Notre Dame

**David Jimenez**

*Chief Operating Officer*  
Catholic Healthcare Partners

**Laurie M. Lafontaine**

*Vice President, Finance and Treasury*  
Allina Health System

**Lucretia M. McClenney**

*Director*  
Center for Minority Veterans  
Department of Veterans Affairs

**Susan Sandlund**

*Partner*  
Veritas Partners

**Richard M. Serafini**

*Partner*  
Deloitte & Touche, L.L.P.

**Myles N. Sheehan, S.J., M.D.**

*Associate Dean and Professor*  
Loyola University of Chicago  
Stritch School of Medicine

**Sister Mary Shimo, C.B.S.**

*Director of Volunteers*  
Bon Secours Baltimore

**Richard J. Statuto**

*President/CEO*  
Bon Secours Health System

**Sr. Alice M. Talone**

*President*  
Sisters of Bon Secours, USA

## BON SECOURS MINISTRIES

**Charlie Brown**

*Tax Director*  
Ellin and Tucker

**Regina Clifton**

*Retired Health Care Executive*  
Pinellas Park, Florida

**Sister Pat Dowling, C.B.S.**

*Director of Vocations*  
Sisters of Bon Secours, U.S.A.

**Sister Patricia A. Eck, C.B.S.**

*Chairperson*  
Bon Secours Ministries

**Sister Rose Marie Jasinski, C.B.S.**

*Senior Vice President*  
Sponsorship  
Bon Secours Health System, Inc.

**Sister Anne M. Lutz, C.B.S.**

*Executive Vice President*  
Sponsorship  
Bon Secours Health System, Inc.

**Donald G. Seitz, M.D.**

*Retired Physician*  
West End Orthopedic Clinic  
Richmond, Virginia





BON SECOURS HEALTH SYSTEM

1505 Marriottsville Road  
Marriottsville, MD 21104

410-442-5511 | F 410-442-1082

[www.bshsi.org](http://www.bshsi.org)



FSC Information