



Looking ahead with excitement,  
growth and resilience

NURSING ANNUAL REPORT 2019-2020  
MARY IMMACULATE HOSPITAL

## MISSION

### Our Ministry:

Extends the compassionate ministry of Jesus by improving the health and well-being of our communities and brings good help to those in need, especially people who are poor, dying and underserved.

## 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.

## VALUES

Human dignity  
Integrity  
Compassion  
Stewardship  
Service

## NURSING MISSION

Deliver compassionate, competent, holistic nursing care grounded in evidence and extend our Catholic identity to bring good help to those in need.

## NURSING VISION

Be a destination for professional nursing talent to practice.

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# Welcome

The World Health Organization declared 2020 as the Year of the Nurse, and what a year we had. The nurses at Bon Secours Mary Immaculate Hospital demonstrated tremendous resilience as they showed up daily to care for our community in a pandemic and bring good help to those in need. During a year of ongoing challenges, our clinical nurses continued to be empowered to share ideas, have a questioning attitude and be unified in their determination to provide high-quality, safe patient care.

Amid the pandemic, 2020 was filled with identifying the great work accomplished by our clinical nurses to prepare our Magnet re-designation document. Excerpts of this work are showcased in this annual report. The following pages provide an overview of the professional clinical expertise, tremendous compassion and interprofessional teamwork of our nurses.

Professional nursing at Mary Immaculate Hospital continues to advance and deliver extraordinary patient outcomes. Our nurses are the heart of our hospital, as illustrated by the caring heart in the center of our nursing professional practice model. Our practice is grounded in faith and supported by our Mission to improve the health and well-being of our community. I hope our nurses celebrate their accomplishments reviewed in this report and reflect on their great work during an extremely challenging year. To all our nurses, thank you for your commitment and compassion to our profession and to our community!

## Jan Phillips, DNP, RN, CENP, CPPS

Vice President of Nursing  
and Chief Nurse Executive  
Mary Immaculate Hospital



# COVID-19 pandemic response: Magnet principles in action

In March 2020, the COVID-19 pandemic led to many organizational changes in health care facilities. Jan Phillips, DNP, RN, CENP, CPPS, vice president of nursing and chief nurse executive for Mary Immaculate Hospital, partnered with nursing leaders, clinical leaders and non-clinical leaders in an Incident Command Center structure that incorporated the Magnet model, ensuring that agile strategic changes met the needs of the community, patients, nurses and associates at our hospital.



The Magnet model focuses on four key components: transformational leadership, structural empowerment, exemplary practice and new knowledge.

**Transformational leadership** incorporates alignment between the organization's mission and actions. As part of Bon Secours, Mary Immaculate Hospital's Mission is to 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. The leadership team ensured all COVID-19 actions were directed to providing good help to those impacted by the disease and those seeking care for other needs during the pandemic. Transformational leadership also involves advocating for resources, which quickly took center stage as personal protective equipment (PPE) shortages were predicted. The team redefined safe PPE utilization and allocation strategies, which resulted in adequate PPE supplies, so every associate had what was needed, when it was needed.

**Structural empowerment** includes ongoing professional development. With rapidly changing PPE guidelines and COVID-19 treatment practices, the team created and delivered daily education to staff on day and night shifts. This ensured access to the latest recommendations to optimize safety. The team also partnered with professional development specialists to create redeployment education to maximize available caregivers and support staff during the surge of COVID-19 patients. Redeployment training enabled associates to maintain work schedules that decreased furlough time in areas closed during restrictions.

**Exemplary practice** includes patient-centered care, care delivery models and safe, quality patient outcomes. While many health care organizations experienced declines in their safety and quality outcomes, Mary Immaculate Hospital's leaders and associates were able to maintain and improve the great outcomes the community has come to know. We incorporated patient feedback into services like the virtual third trimester class for expecting parents and a virtual congestive heart failure support group to support patients in managing their condition.

**New knowledge** includes nursing research, the implementation of evidence-based practices and workflow design. During the pandemic, research and evidence-based practice were deployed in current and new workflow designs to address ever-changing needs. Medical emergency responses for patients requiring respiratory resuscitation were redesigned to allow PPE access for immediate care, ensuring optimal staff protection without delaying lifesaving actions. The Emergency Department offered COVID-19 testing, the latest recommended COVID-19 treatments, outpatient pulse oximetry monitoring and safe isolation practices. COVID-19 patients in ICU were placed in a prone position to maximize their lung recovery and healing. A COVID-19 Cohort unit was designated for patients outside intensive care to ensure the best care was delivered throughout the care continuum.

Mary Immaculate Hospital's pandemic response demonstrates how the Magnet components are interconnected, creating a sum that is greater than its parts by improving nursing professional care and patient outcomes.

# Magnet recognition highlights strong nursing culture

The American Nurses Credentialing Center's Magnet Recognition Program® distinguishes health care organizations that meet rigorous standards for nursing excellence. Only a select group of U.S. health care organizations (8% of all registered hospitals) have achieved Magnet recognition, widely recognized as the gold standard for nursing excellence.

According to a 13-year study published in the journal Health Affairs, patient outcomes were significantly better in hospitals that had been awarded Magnet status. It has also been linked to improved hospital financial performance.

For Bon Secours nurses, Magnet designation means having a voice within the organization and feeling empowered to make changes in the work environment through council membership, research projects and education. Magnet status is an indication that our nurses strive for excellence and continued improvements.

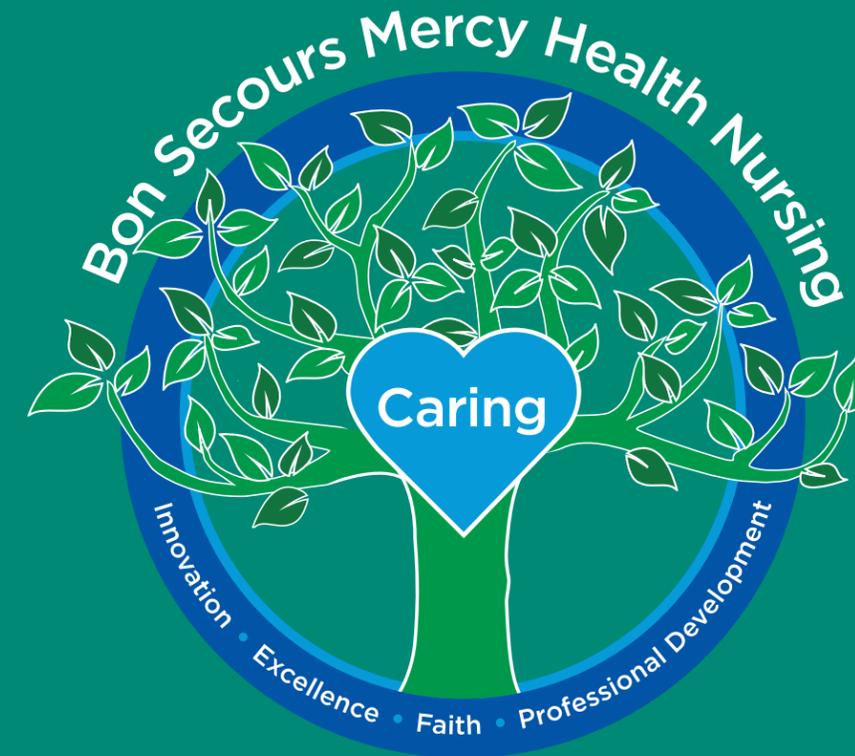
Bon Secours currently has four Magnet hospitals in Virginia:

- Bon Secours Mary Immaculate Hospital**
- Bon Secours Memorial Regional Medical Center**
- Bon Secours St. Francis Medical Center**
- Bon Secours St. Mary's Hospital**



# Nurses adopt a unified professional practice model

Following months of work, Mercy Health and Bon Secours nurses adopted one unified nursing professional practice model in December 2020. This model and its core concepts – caring, innovation, excellence, faith and professional development – reflect our nursing culture while embracing and building upon our ministry's core culture behaviors: empowered, unified, agile and committed to the ministry.



## Caring

We embrace caring theory and science to promote nurse well-being and healthy relationships with each other and those we care for.

## Innovation

We continually seek to discover new knowledge, solutions and technology to advance care delivery and nursing science.

## Excellence

We strive for excellence to deepen the impact of nursing through collaborative, evidence-based practice that achieves the highest quality outcomes.

## Faith

We honor our faith tradition as we live out our nursing mission and vision of a compassionate, healing ministry.

## Professional Development

We ensure learning experiences and career pathways that promote professionalism, autonomy, full scope of practice and diverse skills for contemporary roles.



# Transformational Leadership

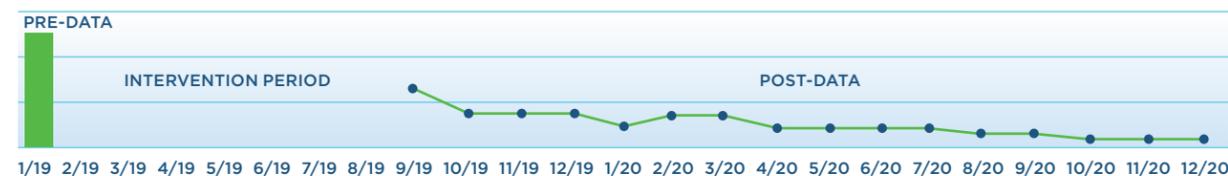
Transformational leaders stimulate and inspire others to achieve extraordinary outcomes. They align everyone's goals and objectives with the larger organization while transforming to meet the needs of the future. This requires vision, influence, clinical knowledge and strong expertise related to the professional nursing practice.

# Transparency and associate engagement improve patient safety

Mary Immaculate Hospital is committed to fostering a culture of safety, eliminating preventable errors and increasing patient safety. Serious safety events are events that cause serious harm to patients, families or associates. Nurses support the ministry's culture of safety by strengthening culture and capabilities, delivering excellence in the patient experience of care, maintaining operational efficiency and demonstrating value-based performance. Serious safety event reduction allows delivery of clinical and operational excellence in a culture of safety.

In recent years, Mary Immaculate Hospital leaders and associates had decreased the serious safety event rate by about 60%. They were dedicated to completely eliminating these preventable events. Beginning in February 2019, a clinical nurse, clinical nurse specialist, nursing leaders and quality leaders at Mary Immaculate Hospital partnered and committed to further improving the safety culture.

## DECREASE THE SERIOUS SAFETY EVENT RATE AT MARY IMMACULATE HOSPITAL



The partners implemented several approaches, all of which were based on transparency and engaging nurses at all levels.

- The nurses began a case study dissemination called Tales from the Bedside. The case studies used actual safety events that occurred at Mary Immaculate Hospital and included nursing unit safety error reports. The case studies also explained the follow-up and outcome of each safety event. The nurses distributed a new case study every other week, which increased participation.
- Nursing and quality leaders placed performance indicator boards on inpatient and ambulatory units. The boards offered a visual indicator of safety events taking place at the unit level. Clinical nurses and all associates, patients and visitors could look at the board to see how many days it had been since the unit's last fall or hospital-acquired infection. These boards promoted transparency in safety event reporting and promoted accountability for each unit and the care they provide. The boards also offered an opportunity to publicly celebrate successes in patient safety.
- Nursing leaders maintained consistent reporting between the daily facility-wide safety huddle and unit huddle structures. During unit huddles, teams discussed actual and near-miss safety events and brought those discussions to the facility-wide safety huddle. Nursing leaders shared feedback from the facility-wide huddle with the unit to close the communication loop.

As a result of these and other patient safety initiatives, Mary Immaculate Hospital was able to reach **zero serious safety events**. The nursing team was elated to reach this goal as a milestone in their journey to zero preventable harm events.



# Care packages comfort families of patients in their last days

Mary Immaculate Hospital nurses are honored to provide palliative and supportive care to patients who face progressive and terminal conditions. Our hospital offers families facing end-of-life needs a two-room suite so that family members can be present and involved with their loved one during this difficult, emotional time. This comfort care suite features a family room with a sliding glass partition where visitors can rest, eat and support each other.

In January 2019, our nurses identified an opportunity to do more for patients and their families admitted to the comfort care suite, as well as for patients in their last days who have been admitted elsewhere in the hospital. The nurses recognized that, while the suite offered important amenities to patients and families, family members sometimes arrived underprepared, not anticipating their own needs for nourishment, hygiene or psychological support. The suite was also a limited resource that could only accommodate one family at a time.

In February 2019, a nurse leader formed an interdisciplinary team with clinical nurses, case managers, palliative care providers, chaplains and other interested volunteers to address this opportunity. Team members gathered items to create care packages for families of patients who are at the end of life.

Care packages consist entirely of items donated by associates and volunteers and are lovingly named Hand Under God's Service baskets, or HUGS baskets. The baskets contain a reflection card, care/prayer books, a keepsake journal, pens, tissues, "heartbeat in a bottle" (a telemetry reading in a keepsake vial), bereavement center brochures, snacks, bottled water, hot beverage mix and lip balm.

This nurse-led compassionate care initiative supports our Mission and aligns with the caring and faith elements of our nursing professional practice model. HUGS baskets allow associates to show interprofessional and widespread support to both the patients and their loved ones. These baskets remind families that Mary Immaculate Hospital serves them as well as their loved one and helps address self-care and grief needs during this difficult time. The baskets also provide an opportunity for associates to connect their personal missions and initiatives with the hospital, and to develop respect, compassion and stewardship in the service of others.



# Structural Empowerment

Solid structures and processes within our organization empower nurses to innovate, collaborate and achieve a higher understanding of the nursing profession. Nurses are empowered to meet the needs of our community. Determining the best ways to achieve organizational goals is fostered through strong interprofessional relationships.

# Ministry promotes and supports nursing education

Mary Immaculate Hospital supports nurses at all levels in pursuing formal nursing education. To both inspire associates and address potential financial and time management obstacles, the hospital offers support that includes:

- Tuition reimbursement
- Partnerships with the Bon Secours Memorial College of Nursing, Mercy College and the Southside College of Health Sciences
- Bon Secours Virginia Professional Nurse Advancement Program
- Role modeling through nurse leaders
- Flexible scheduling

## Degree programs

Our nurses are eligible for tuition reimbursement that can be applied to a Bachelor of Science in Nursing (BSN) or a graduate degree in nursing. The policy applies to nurses who work full-time or part-time hours. Nurses have the freedom to choose the academic institution of their choice. When our nurses choose the Bon Secours Memorial College of Nursing, their application fee is waived and they receive a 20% discount in tuition, making the cost for this program almost entirely covered by tuition reimbursement.

## Certifications

Professional nursing certification is also supported and encouraged at Mary Immaculate Hospital. Professional development is a core value of the Bon Secours Mercy Health nursing professional practice model, and professional certification is viewed as an important aspect of professional nursing growth. Mary Immaculate Hospital also recognizes the contributions of professionally certified registered nurses to nurse retention, nurse satisfaction, patient safety and quality outcomes. Our nurses may pursue certification in a wide variety of nursing specialties.

Nurses seeking to maintain or achieve professional nursing certification can use the ministry's intranet site. The site is a resource that offers:

- An online library of certification manuals and testing guides, with a separate page for Mary Immaculate Hospital and other Virginia facilities
- Links to professional organizations offering certifications
- Schedules of upcoming courses
- Information about programs designed to reduce or eliminate educational expenses, offered through organizations like the Medical Surgical Nursing Certification Board (Fail Safe Program), the American Nurse Credentialing Center (Success Pays™) and the Oncology Nursing Certification Corporation (Free Take program).

The Bon Secours Virginia Professional Nurse Advancement Program offers compensation increases for nurses who advance to higher clinical levels.

Through these efforts, 52% of Mary Immaculate Hospital nurses have earned a BSN or higher, and 19% are certified.

## ORGANIZATIONAL RESULTS FOR RNS WHO HAVE EARNED A BACHELOR'S OR HIGHER DEGREE IN NURSING



# Nurses lead volunteer efforts to improve vaccination rates in the community

Healthy People 2030 is a government program that provides objectives based on evidence to improve health nationwide. These objectives are adjusted every 10 years and shared with the public. One component of Healthy People 2030 is the focus on preventing and treating infectious diseases. Healthy People 2030 set a goal to “increase the proportion of adults age 19 years or older who get recommended vaccines.”

Mary Immaculate Hospital supports this Healthy People 2030 goal by offering a yearly flu clinic to the community. Ashlee Stevens, BSN, RN, CMSRN, nurse director in the Emergency Department, has coordinated the flu clinic for the past several years. The event, run entirely by volunteers, consists mostly of clinical nurses from Mary Immaculate Hospital.

In 2019 and 2020, Mary Immaculate Hospital nurses administered 678 flu vaccines to improve wellness in our community.



# Exemplary Professional Practice

Nurses are autonomous to deliver patient-centered care while collaborating with the interprofessional team and families. Outcomes related to patient experience, quality and work environment stem from a deep understanding of evidence-based practice.

# Pronation to reduce ventilator-associated events

Nurses at Mary Immaculate Hospital strive to integrate evidence-based practices in bedside nursing care to optimize patient outcomes. Our nursing professional practice model tenets encompass professional excellence, research and evidence-based practice, and person-centered care. Nikki Campbell, BSN, RN, clinical nurse, Intensive Care Unit (ICU), used the professional practice model as she approached nursing leaders in 2019 to discuss ventilator-associated events (VAEs) in the ICU.

A VAE occurs when a patient in the ICU meets certain criteria from the Centers for Disease Control and Prevention. This includes respiratory deterioration after a time of stability or improvement on a ventilator, demonstrated evidence of infection or inflammation and laboratory results that indicate a VAE.

The ICU nursing team partnered with nursing leaders, respiratory therapists and intensivists to reduce VAEs by implementing the evidence-based practice of pronation (lying on the stomach) in patients with adult respiratory distress syndrome. The American Association of Critical Care Nurses (AACN) and the New England Journal of Medicine both support the practice of pronation for this patient population. Prone ventilation is used when the patient is placed in a prone position. Pronation improves the patient's lung function, blood flow and oxygen absorption. Pronation can also be used in patients who are not mechanically ventilated.

After assessing any potential risks associated with implementing pronation, the interdisciplinary team educated clinicians about pronation for intubated patients. Education included a video from the AACN, skill simulations and a review of clinical indications and physiological benefits. The group also provided a tip sheet that described the proning procedure, reviewed contraindications and research findings and addressed clinical monitoring.

Thanks to these efforts, our hospital's ICU clinical nurses were well prepared to implement pronation as part of the care plan for COVID-19 patients beginning in March 2020, **resulting in zero VAEs during the last two quarters of 2020.**

# Improving oxygenation practices in chronic obstructive pulmonary disease (COPD) patients

Due to altered respiratory functions in patients with chronic obstructive pulmonary disease (COPD), giving too much supplemental oxygen can reduce their body's trigger to breathe, resulting in respiratory difficulty. Evidence supports goal oxygenation levels of 88–92% for the COPD patient population instead of the typical goals of 94–98% for the general patient population.

In 2018, Clinical Nurse Kristen Caluag, MSN, RN-BC, CMSRN, identified an opportunity to implement an evidence-based practice to improve monitoring and decrease supplemental oxygen use in COPD patients. Kristen joined the Mary Immaculate Hospital Clinical Scholar Program, which guides participants with a spirit of inquiry through literature review, PICO (problem, intervention, control and outcome) question development, intervention planning/execution and evaluation.

Kristen partnered with Clinical Nurse Eli Urbano, BSN, RN, and Clinical Care Lead Shirlean Wallace-Adams, BSN, RN, who were also part of the Clinical Scholars team. They invited Ernie Wicher, respiratory therapy lead, to join them. The team set a goal to increase their unit's percentage of patients with COPD who were placed on a pulse oximeter and room air.

The team researched related quality and safety initiatives, then developed a change management plan that included:

- Advocating for appropriate pulse oximetry upper limits
- Initiating palliative care consults
- Assessing arterial blood gases and weaning supplemental oxygen as appropriate
- Incorporating incentive spirometry
- Completing comprehensive multimodal education for nurses and respiratory therapists
- Creating patient-specific oxygenation indicator goals and posting them on bedside oxygen flow meters
- Monitoring the outcomes

As a result, the unit was able to achieve their goal of placing 100% of patients admitted with COPD on a pulse oximeter and room air. In 2019, Kristen presented this work at the Fuld Institute for Evidence-Based Practice National Summit, and she was awarded the Virginia Nurses Foundation Leadership Excellence Award for Direct Patient Care Leader – Patient Safety.

## INCREASE THE PERCENTAGE OF PATIENTS WITH COPD ADMITTED TO 3S PLACED ON A PULSE OXIMETER AND ROOM AIR





# New Knowledge, Innovation and Improvement

Our current systems of health care are redesigned to meet the needs of our patients, community and organization. Nurses are at the forefront of generating new knowledge and innovation, having visible contributions to the art and science of nursing.

# Nurse researchers challenge common assumption

Mary Immaculate Hospital nursing is committed to growing and disseminating the body of nursing knowledge through nursing research. From April 2019 through February 2020, the hospital participated with other Bon Secours Mercy Health facilities in a multifacility nursing research study of tattoos.

The study was initiated because many health care organizations impose dress code policies that restrict visible tattoos, while polls show that about 30% of American adults and nearly half of Millennials have at least one tattoo. Restrictive policies may not be in keeping with the times and may deter people from choosing nursing as a career. When leaders looked for answers in available research, they identified a gap in knowledge.

Marcia Hopingardner, RN, a clinical nurse on Mary Immaculate Hospital's surgical orthopedics unit, served as a data collector for the study. The nurse researchers concluded that most patients do not have negative perceptions of nurses with visible tattoos. The implications are to consider the rationale for restrictive dress code policies and ensure the policies reflect current industry needs. Bon Secours revised the appearance and attire policy to remove the restriction on visible tattoos unless the tattoo content is profane or offensive.

Marcia presented results of the nursing research study to Mary Immaculate Hospital's Evidence-Based Practice and Research Council in October 2020 and to the Mary Immaculate Hospital leadership team in March 2021. The study leaders published "Patient Perception of Care Provided by Nurses with Visible Tattoos" in Nursing Management in March 2021.



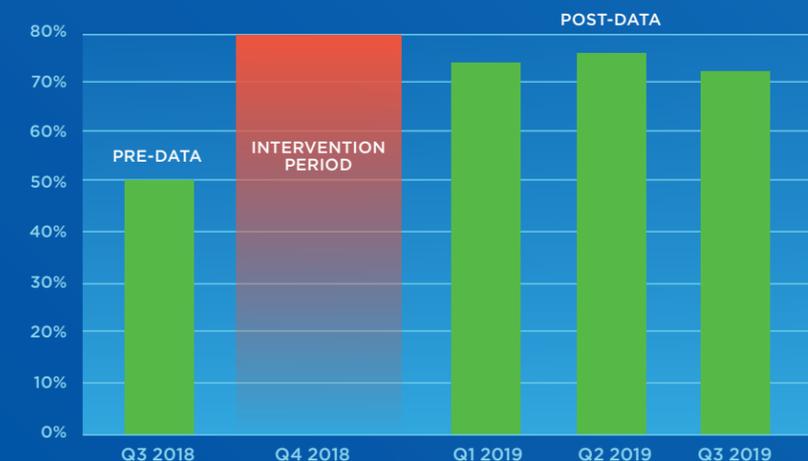
# Redesigning bedside shift report

Bedside shift report (BSR) is the practice of moving the traditional reports between a nurse coming off their shift and the oncoming nurse to the patient's bedside, where the patient can listen and participate. When nurses perform BSRs, the patient becomes part of the conversation and part of the decision-making process. BSR supports the nurse practice model of patient-centered, relationship-based care.

Clinical nurses on the medical-surgical unit, including Kristen Caluag, MSN, RN-BC, CMSRN; Eli Urbano, BSN, RN; Lara Maddern, RN; and Tim Dyer, RN, reported workflow barriers to BSR. LaTanya Whitaker, BSN, RN, nurse director of the unit, advocated for additional workstations on wheels (mobile computers) to improve the workflow for BSR. Their goal was to improve communication with patients.

After obtaining the additional computers in 2019, the unit's nurses improved the patient experience score on the question "Patients reporting nurses always explain things in a way they understand" from 50% to 75%. The improved workflow also decreased the time nurses worked beyond their shifts.

**HCAHPS SCORE FOR THE QUESTION, "PATIENTS REPORTING NURSES 'ALWAYS' EXPLAIN THINGS IN A WAY THEY UNDERSTAND."**



# Awards

Regional and National Awards

DAISY Awards

Mission Matters Awards

# Regional and National Awards

## American Heart Association and the American Stroke Association

Get with the Guidelines® Gold Plus Award for Stroke | 2019

Get with the Guidelines Gold Plus Award for Stroke with Target: Diabetes Type 2 Honor Roll | 2020



## The Leapfrog Group

Safety Grade A | 2017-2020



## The Leapfrog Group

Top General Hospital | 2019



## Newsweek

Best Maternity Hospital | 2020

## U.S. News and World Report

Best Hospital for Hip & Knee Replacement | 2020



## CareChex

Top 10 in the Nation for Ortho Care | 2020

## Virginia Living Magazine

Top Hospital | 2019

## Virginia Hospital & Healthcare Association

Three Star Gold status for the Virginia Antibiotic Stewardship Excellence Award | 2019-2020



## Health Care Quality Innovators

Data Driven Care | 2019-2020

## The Joint Commission

Certified Primary Stroke Center | 2016-2020



## The Joint Commission

Gold Seal of Approval for Certification for Total Hip and Knee Replacement Certification | 2017-2020



## Anthem

Blue Distinction Center for Knee and Hip Replacement and Bariatric



## American Nurses Credentialing Centers

Designated Magnet Hospital | 2017-2020



## Centers for Medicare & Medicaid Services

Five-Star rating | 2021



# DAISY Awards

The DAISY Award recognizes a nurse's clinical skill and compassionate care to patients and their families.

Kim Chrismon	Katie Presnall	Nicole Johnson
Brandi Welch	Amanda Barkley	Colby Connor
Latoya Stephenson	Marcia Hopingardner	Kim Parker
Amy Fox Bailey	Michelle Ross	Latanya Whitaker
Crystal Allard	Nicole Ayala	Samantha Yoon
Ranci Day	Hasina James	Alfreda Banks
Laurie Guiffre	Reagan Heckstall	

# Mission Matters Awards

At Bon Secours Mary Immaculate Hospital, our mission is the basis of everything we do. We believe this differentiates us from other health care providers. In acknowledgment, our Mission Matters awards recognize outstanding staff.

Kristen Caluag	Priscilla Crawley	Jeremiah Lamberty
Kassie Allen	Mike Hooks	Stephany Alston
Shirley Stevenson	Jan Moberg	Kiersten Duttera
Darryl Foreman	Ashlee Stevens	Dr. David Carpenter
Donna Betz	Tammie Shafer	<b>Surgical Services Team:</b>
Sarah Massey	Carol Masters	Nicole Griffiths
Robert French	Megan Hinson	Teresa Crovak
Anjel Vann	Donna Dowell	James Broussard
Reginald Washington	Gaylan Everman	Dr. Deneishia Fisher
James Woodard	Mark Collazo	

# Bon Secours Mercy Health

Bon Secours is part of Bon Secours Mercy Health, one of the 20 largest health systems in the United States and the fifth-largest Catholic health system in the country. The ministry's quality, compassionate care is provided by more than 60,000 associates serving communities in Florida, Kentucky, Maryland, New York, Ohio, South Carolina and Virginia, as well as throughout Ireland.

Bon Secours Mercy Health provided care for patients more than 11 million times in 2019 through its network of more than 1,000 care sites, which includes 50 hospitals, as well as home health agencies, hospice, skilled nursing and assisted living facilities. Consistent with its commitment to serve each patient with dignity, Bon Secours Mercy Health provides more than \$2 million per day in community benefit.

The Mission of Bon Secours Mercy Health is to extend the compassionate ministry of Jesus by improving the health and well-being of its communities and bring good help to those in need, especially people who are poor, dying and underserved. For more information, visit <https://bsmhealth.org/>.



[bonsecours.com](https://bonsecours.com)