



Answering the Call to Serve

Richmond Biennial Report
2020 & 2021



Our Mission

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.



“ Since the pandemic began, I continue to answer the call to be a good nurse. The only thing that has changed is having to wear more PPE. Nothing else has changed with the way I care for my patients, because loving my patients and giving them the best care is my ultimate goal.”

Helen Wilson, RN clinical coordinator
Bon Secours Southern Virginia Medical Center

Over the past two years, our Bon Secours Richmond teams responded to the call to provide compassionate, quality care across our community. And our people performed without missing a beat during a pandemic: navigating how to reduce risks as the first COVID-19 cases arrived, caring for our sickest patients when family couldn't visit and delivering vaccines — and hope — in every corner of our communities.

Our people repeatedly found it in them to go above and beyond to fulfill our Mission. Today, we're poised to move beyond this unprecedented moment even stronger for our shared experiences, and well positioned to keep elevating our care. We dedicate this report to the Bon Secours Richmond family: our providers, our support associates, our community partners, our donors and, most of all, our patients.



To the many partners, colleagues, supporters and friends of Bon Secours Richmond:

My warmest greetings to you and yours. It goes without saying that it certainly has been a fascinating two years as president of Bon Secours Richmond. I joined the market in December 2019, right before the world was forever changed. It has been, and continues to be, a great privilege to be here at the only faith-based, not-for-profit health care system in Virginia.

As you know, COVID-19 is still a very real presence and an ever-changing concern in our world. The pandemic has changed our daily lives — from the way we provide care to our patients to the way we gather in groups with our friends, families and communities.

Due to the unique circumstances of the previous two years, we want to highlight our accomplishments through this biennial report: one that fits the current environment in which we are living, while also showcasing how we fulfill our Mission of providing care to the poor, vulnerable and underserved — no matter the situation.

We began 2020 by welcoming two new hospitals to our market — Southside Medical Center and Southern Virginia Medical Center. Our Richmond market is now about the size of New Jersey, from our northernmost point in Kilmarnock, Virginia, to near the North Carolina border in Emporia, Virginia.

We ended 2021 having launched major expansions at several hospitals, expanding our telehealth capabilities and planning for exciting things to come in 2022 for our communities, associates and patients.

Between the beginning of 2020 and the end of 2021, we faced things as an industry we never thought we'd see in our lifetime. Although COVID-19 brought its share of tragedies and challenges, there also were great, defining moments for the health care community. It is vital in this type of environment for us to improve our access to world-class care for our patients and also to our wonderful clinicians.

Despite the challenges and changes we have faced — and will continue to face in the new year — we feel blessed with support from our community partners. We are also eternally thankful for the resiliency of our frontline providers as we continue to provide compassionate and quality health care to our patients and communities.

Even through the challenges of the past two years, I am grateful daily for this job — or, rather, for this calling.



With every wish that the future brings health, peace and growth for our communities,

Faraaz Yousuf

President
Bon Secours Richmond

We're Answering the Call to Serve in the Richmond Market.

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QUALITY PATIENT CARE

We always care for one patient at a time.

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SERVING THOSE WHO NEED US

We ensure everyone has access to quality care.

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COMMUNITY HEALTH

We lead the way in building healthier communities.

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OUR MISSION

We act with compassion, dignity and respect.

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MARKET GROWTH AND FINANCIAL STABILITY

We nurture deep local roots to make them grow even stronger.

We care for one patient at a time. Every time.

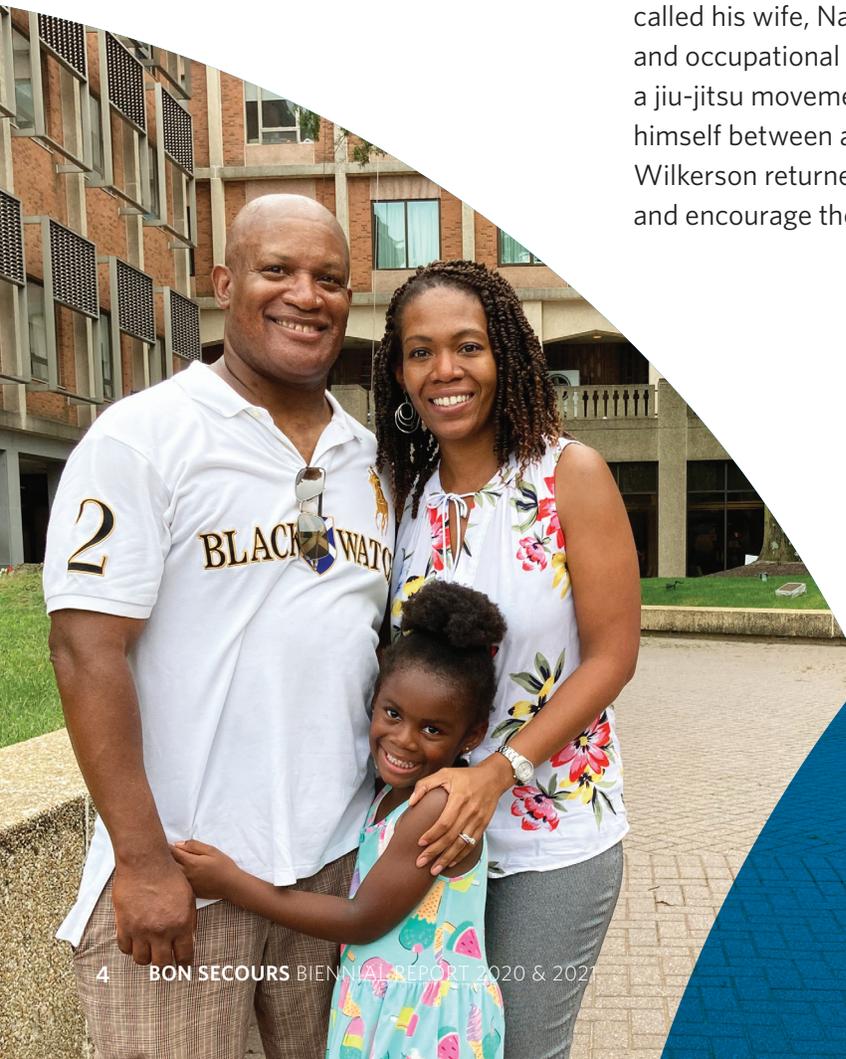


The Bon Secours network provides comprehensive medical services, but every patient who turns to us for care is an individual. In fact, our broad scale allows us to personalize treatment plans by seamlessly integrating the care experience for every patient.

CARING FOR 'THE ONE' — AND ALL

In early March 2020, less than 24 hours after being admitted to Bon Secours St. Mary's Hospital, Cheraud Wilkerson, 58, was sedated and on a ventilator in the ICU. The Navy veteran quickly became known as "The One" for his many firsts at the hospital: the first COVID-19 patient to survive the ventilator in those early days, the first patient to be treated in the prone position and the first patient to receive a Be There Bear.

After two weeks in the ICU, Wilkerson came off the ventilator and called his wife, Natasha. He moved to a stepdown unit for physical and occupational therapy, and he adopted the practice of Kata, a jiu-jitsu movement that engages every muscle, to keep pushing himself between appointments. Recognized for his strong faith, Wilkerson returned six months later to St. Mary's Hospital to thank and encourage the health care heroes who saved his life.





BE THERE BEARS SHARE THE LOVE

Even though safety protocols meant limiting visitors, St. Mary's ICU nurses ensured our sickest COVID-19 patients were connected to their loved ones. By phone, family members recorded 20-second personal messages, which were inserted into stuffed animals and delivered to patients. Each day, when nurses entered patients' rooms, they first played the Be There Bear recordings, which motivated patients to fight just as if their loved ones were right beside them.



“ **Bon Secours has always been committed to providing equitable health care and good help to those in need. Our work does not stop here. We will continue to compassionately serve the communities around us as we ensure that our services are accessible to any and all.**”

Bryan Lee, president

Bon Secours Richmond Community Hospital and
Bon Secours St. Mary's Hospital

EMPOWERING OUR PEDIATRIC PATIENTS

Through a donation to the Bon Secours Foundation for our Richmond Hope Therapy Center, we removed the barriers between children and their therapists for more personalized rehabilitation therapy. Mounted to an overhead track, our new ZeroG Gait and Balance System supports a patient's body weight, so therapists can work more closely with children. With better protection from falls, these young patients confidently push their boundaries and practice more activities.

GREATER ORTHOPEDICS SERVICES

In late 2021, Bon Secours welcomed long-time affiliate Tuckahoe Orthopedics into our provider portfolio. Known for quality care in Richmond for more than 40 years, the practice features fellowship-trained physicians and deep orthopedic experience and specialization. Tuckahoe physicians' commitment to mission trips and assistance for under- or uninsured patients aligns with our Mission.

PUTTING OUR HEART INTO SURGERY

On Valentine's Day 2021, long-time cardiac patient Carolyn Pendleton experienced an aneurysm, which would require open-heart surgery. Luckily, the surgery coincided with FDA approval of a new device, KONECT, designed specifically to treat her condition. Brody Wehman, MD, became the first cardiac surgeon in Central Virginia to introduce this cutting-edge technology for patients in need of complex cardiac surgery.

“ I see the opportunity to step into their lives and space as an absolute honor and privilege. I'm grateful to be able to extend words of support or encouragement ... to help relieve guilt, remorse, regrets and fear, as well as to promote peace and assurance.”

Mark Mendizabal, chaplain
Bon Secours Richmond



SPECIALTY SERVICE LINES

Bon Secours offers comprehensive medical and behavioral health services, with a primary focus in these areas:

- Heart and Vascular
- Orthopedics and Spine
- Women's and Children's Health
- Neurosciences
- Cancer

9,021 CAREGIVERS (IN 2021)

6,870
Associates

1,578
Physicians

512
APCs

61
Residents

PATIENT CARE

Patient Volumes	2020	2021
Outpatient Registrations	543,913	668,422
Acute Admissions and Observations		
Admissions	50,900	54,966
Observations	12,355	13,994
Surgeries and Procedures		
Inpatient	9,725	9,318
Outpatient	22,444	25,299
Emergency Department		
Visits	243,519	273,784

National Rankings for Bon Secours Richmond

Between 2020 and 2021, Bon Secours had three hospitals receive an "A" Hospital Safety Grade from The Leapfrog Group, two hospitals receive regional and statewide "Best Hospital" rankings by U.S. News & World Report and one hospital (Richmond Community Hospital) receive recognition from the Lown Institute as "One of the Most Racially Inclusive Hospitals in the U.S."

Everyone deserves quality health care. We ensure they can get it.



Where you live, learn, work and play influences your health and quality of life. For more than a decade, we've anchored how we serve our most vulnerable neighbors on these factors, known as social determinants of health. Our approach lives in the community itself: meeting people where issues of poverty, race and equity, coupled with generational differences, come together.

KNOCKING DOWN BARRIERS TO HEALTH

Through ongoing Community Health Needs Assessments, we learned community members want safe, reliable transportation. Our idea? Co-invest \$200,000 with the Greater Richmond Transit Company and partner with RVA Rapid Transit to make bus stop and pedestrian improvements in the East End. Public transportation is essential for connecting residents with housing, living-wage jobs, food, education and health care.



“**Transportation is one of the social determinants of health that impacts both individual and community health, and it is exciting to see the years of planning, program and partnership with GRTC on this project come to fruition.**”

Chris Accashian, chief operating officer
Bon Secours Richmond

PAYING IT FORWARD

Supported by generous donors and fees from corporate wellness programs, the Instructive Visiting Nurse Association (IVNA) provided free flu shots, immunizations and health screenings to individuals who are homeless, low income or uninsured. IVNA also partnered with many Bon Secours departments to provide no-cost home health services and durable medical equipment to uninsured patients.

NEVER SKIP A SCREENING

Funded by a grant from the Virginia Department of Health, our Every Woman's Life team coordinated free mammograms and Pap smears for those ages 40-64 with incomes below federal poverty levels. Our team guided patients at every step, from initial financial review through screening, surgery and treatment, if required. We also offered free screenings for those ages 18-38 who are symptomatic and require follow-up services. Each year, more than 900 women receive services at no cost.

EASING CHEMOTHERAPY'S SIDE EFFECTS

One of chemotherapy's most distressing side effects is hair loss, which can tell the world a patient has cancer. Innovative cold cap therapy cools the head, protects hair follicles and reduces the risk of hair loss. About half of Bon Secours oncology patients can successfully receive this treatment, but the cost of each cap, \$1,600, makes it prohibitive for many. To offset the cost, we're raising funds to offer this confidence-boosting option and assisting patients in their treatment and recovery.

TOTAL COMMUNITY BENEFIT FOR RICHMOND MARKET

Combination of traditional charity care/financial assistance, unpaid costs of government-sponsored programs such as Medicaid, and dedicated programmatic resources and community benefit investments for underserved populations.

\$158.9 million in 2020*

\$84.2 million in 2021*

**Includes \$27.8 million in 2020 and \$33.8 million in 2021 of dedicated, budgeted resources.*

COMMUNITY BENEFIT INVESTMENTS

Grants to community partners addressing social determinants of health as identified in the Community Health Needs Assessment.

\$3.4 million in 2020

\$3.1 million in 2021

1:10

Bon Secours Richmond dollars leveraged from other community resources.

PREVENTING CHRONIC DISEASE

In 2021, our Community Nutrition Outreach Team kicked off three separate year-long sessions of our Diabetes Prevention Program. Offered in English and Spanish, the weekly classes incorporated healthy cooking demonstrations, fresh seasonal produce and physical activities with a certified personal trainer. In 2020 (a year ahead of schedule), the Centers for Disease Control and Prevention endorsed our program for quality, evidence-based care.

AN APPLE A DAY

You can't eat the colors of the rainbow without fresh fruits and vegetables, which serve up important daily doses of healthy nutrients. Through our Shalom Farms partnership, families received one daily produce serving per member for 12 weeks. Complementary education and hands-on learning further taught families about healthful eating.

WE'LL ALWAYS FIND A WAY ...

When our 13 Care-A-Van church partner sites shut down when the pandemic hit, our team pivoted to telemedicine within 24 hours and set up a lab in the Bon Secours Sarah Garland Jones Center Community Room in the East End of Richmond. Continuing our outreach was vital for keeping patients out of emergency departments during the public health crisis. Patients soon received care from the comfort and safety of their homes or workplaces.



CARING FOR AND PROTECTING OUR MOST VULNERABLE

Many Care-A-Van patients still rely on walk-in appointments, especially since children's checkups can't be done virtually. Paula Young, MD, is immunocompromised, but she is also medical director for community health access for Care-A-Van. She needed a way to care for and protect our most vulnerable, and a series of calls led her to Eko, a cardiopulmonary digital health company. Its outreach initiative, Eko Cares, donated a digital stethoscope to the mobile clinic, where nurses can meet in person with patients and transmit sound to Dr. Young.



“ **The pandemic has required the medical community to be innovative, and finding a solution for providing care while staying safe for patients and providers is of the utmost importance.**”

Paula Young, MD, pediatrician

Medical director for community health access, Care-A-Van
Bon Secours Richmond

... AND WE'RE GOING ONE STEP FURTHER

We're opening an on-site clinic at CARITAS, which helps people overcome homelessness and substance abuse disorders, in South Richmond's Manchester neighborhood. Central to every Care-A-Van mobile site and embedded in our market's largest Hispanic community, this new clinic will integrate IVNA services — giving CARITAS beneficiaries and local residents a hub for chronic disease management, behavioral health and preventive care. This location is within two miles of three of our highest-volume mobile clinics. Fundraising by the Bon Secours Richmond Foundation supports this \$2 million project, a wrap-around model, which brings together virtual, mobile and fixed-site health services.

We're leading the way to community health.



To create a healthy community, Bon Secours gives residents the resources and tools to make smart choices while building a backbone of reliable services to support them in improving their health or addressing an issue when something goes off track. At Bon Secours, we're not only focused on the here-and-now; we look ahead to offer services that meet our communities' needs for tomorrow.

SPEEDING CRITICAL CARE TRANSPORT

When a patient is critically ill or injured, every second counts. Our new alliance with VCU Health System, Mary Washington Healthcare and Riverside Health System added a third base location for VCU's LifeEvac at Hanover Airport — making life-saving air transport services more available northeast of Richmond. The former Dinwiddie County Airport site relocated to Bon Secours Southside Medical Center, and the third is at the Middle Peninsula Regional Airport.



INVESTING IN OUR SHARED FUTURE

With the aid of more than \$424,000 in scholarship support from grateful patients, community supporters and long-time funding partner Lettie Pate Whitehead Foundation, the Bon Secours Memorial College of Nursing graduated 129 new nurses in 2021. Further, with grant funding up to \$500,000 to the Bon Secours Richmond Foundation from the Claude Moore Charitable Foundation, Bon Secours Richmond initiated a collaborative effort with Chesterfield County Public Schools and John Tyler Community College. The Claude Moore Scholars program will introduce more than 300 middle and high school students to health care careers and provides education, work-based learning and opportunities for entry level jobs.

TRUSTED RESOURCES IN A CRISIS

Victims of violence receive the specialized, compassionate care they need at one of the worst moments of their lives in a calming new space at Bon Secours St. Mary's Hospital. Fully funded by philanthropy, this expansion tripled the space and opened in August 2021. Our treatment and waiting rooms provide safety for victims as our forensic nurses collect crime evidence. Through our Hospital Violence Intervention Program, established with grant funding in 2020, advocates provide immediate responses to victims while in our care, as well as educate and connect them with services to assist in the healing process.



“ Violence is not a single locality issue. ... We are proud to offer victims of violence specialized care not only when they are in crisis, but also after they leave the hospital. This care model is critical to improving the success of these victims' healing journeys.”

Bonnie Price, administrative director for community health advocacy
Bon Secours Richmond

Compassion, dignity and respect guide us. Our Mission delivers good.



The pandemic strengthened our Mission, as Virginia's only faith-based, not-for-profit health system, to serve those who have no voice. We started by becoming better listeners, which helped us see more defined needs across our communities. In turn, our commitments became more real, and we responded with nimbleness and creativity as we were called to serve.

FROM HOSPITAL TO HOME

The first 30 days after leaving the hospital are the most critical time for patients to recover, regain their health and return to work. Through the generosity of many donors, our Patient Care Funds assisted patients with post-discharge needs so they could focus on getting better at home. Our outreach included medications, medical supplies and home infusion — even groceries or paying a utility bill.

SERVING IN MOMENTS THAT MATTER

- After her husband lost his job and they moved in with family with their small children, we paid for prescriptions and gas money for an uninsured 26-year-old patient to get home.
- A 63-year-old woman being treated for cancer was on disability, facing many medical conditions requiring care from different specialists. We covered the cost of several compression garments that will maintain circulation in the patient's leg.
- Unable to work due to cardiac issues and uninsured, a 47-year-old man was prescribed a "Life Vest," which is an external defibrillator. With our help, he received the vest and medications for continued recovery.

“**Everyone at Bon Secours has changed our lives for the better and has been such an extraordinary blessing to my family.**”

Rob Roberts

Husband/father of patients

HELPING FAMILIES HEAL

For parents of seriously ill or dying children, the pandemic added another worry: would their child still get the critical care they depended on? Through Noah’s Children, the answer was a resounding “yes,” with a switch to telehealth to help patients remotely. As related needs popped up, the team opened a food pantry to ease parents’ burdens and launched a therapy program that provides mobile art kits for patients and siblings. We also deepened our support by hiring a full-time bereavement coordinator and training associates on perinatal bereavement.

NOAH’S CHILDREN	2020	2021
Volunteer Hours	619	1,104
Financial Assistance for Medical Expenses	\$53,600	\$63,968
Music Therapy Hours	465	179
School Supplies & Clothes	688 items to 72 children	1,111 items to 66 children
Art Therapy Kits	84	330

EXTENDING OUR REACH FOR CANCER PATIENTS

When the Cullather Center closed its physical location early in the pandemic, the team launched virtual programs and patient support via video, phone, text and emails. Those channels allowed the center — with a focus on quality of life for cancer and brain tumor patients — to increase access, diversity and flexibility. That benefited patients who lived far away, were too sick to come in or felt more comfortable at home. Virtual services are now integrated with ongoing resources.

CULLATHER CENTER SUPPORTIVE SERVICES	2020	2021
Participants	1,712	1,664
Patient Encounters	579	656
Brain Tumor Encounters	152	201
Grief/Loss Support	95	114
Total Cost of Supportive Services	\$102,767	\$122,279

PARTNERING TO DELIVER CHRISTMAS MEALS

In 2020, in lieu of a traditional Christmas party, Bon Secours Richmond donated holiday meals to families in need around Richmond and continued this new tradition in 2021. Each year, volunteers distributed nearly 500 meals, featuring entrees, sides, dessert and a gingerbread cookie decorating kit for families to enjoy. To help us make this important community donation, we partnered with organizations such as Safe Harbor, Family Lifeline, FRIENDS Association for Children and local elementary schools, including J.B. Fisher, E.D. Redd, Oak Grove-Bellemeade, Cardinal, J.L. Francis and Walnut Hill. We are thankful for their support, as well as our many volunteers.

CARING IS A TWO-WAY STREET

To give our nurses and hospital associates on the front lines a few moments of self-care, we opened Oasis Rooms in each hospital. A collaboration among our Nursing, Foundation and Mission teams, these rooms, funded by generous donors, provide respite where our people can briefly step away and re-center themselves. Features vary from room to room, but might include massage chairs, hot beverages and healthy snacks, yoga mats for stretching and meditation, and positive message boards.

CARING BEYOND OUR WALLS

After the pandemic temporarily suspended operations at Bon Secours' home-away-from-home for patient families, our community quickly showered the Evelyn D. Reinhart Guest House with handwritten notes of encouragement and donations. Since opening our doors in 2014, volunteer support has remained the cornerstone of our mission of hospitality, providing our guests with meals and other supportive contributions. When we reopened four months later, we operated under social distancing and visitor restrictions. Our volunteers found new ways to serve: they purchased meals — which jointly aided local restaurants — to keep feeding guests and providers.

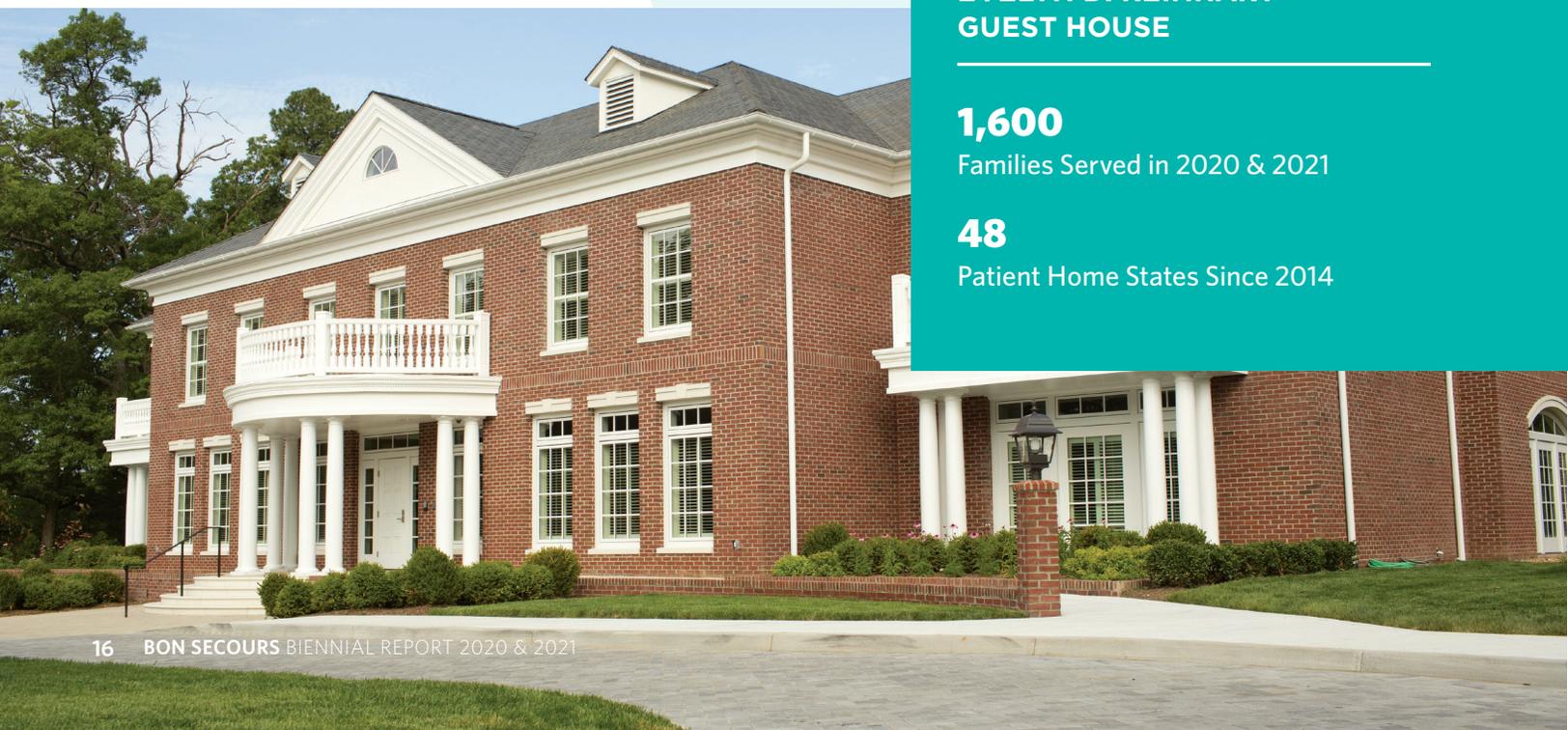
EVELYN D. REINHART GUEST HOUSE

1,600

Families Served in 2020 & 2021

48

Patient Home States Since 2014



Our roots run deep. Nurturing makes them stronger.



Learning how to put telehealth to good use was a positive pandemic outcome, but our community members will always need convenient access to medical providers and care. Our solid financial performance, coupled with generous donor support, allows us to broaden our footprint and shrink service gaps to fulfill our call to serve.

BETTER EMERGENCY CARE

A major renovation at Bon Secours Rappahannock General Hospital in Kilmarnock, Virginia, is transforming the current eight-bed semiprivate emergency department into a 10-bed unit with private rooms, which will create a better experience for patients. In addition, the renovation will also enhance several other key areas of the hospital. Construction is expected to be complete by early 2023. The local community is partnering with the Bon Secours Richmond Foundation to raise funds to reach the \$15 million philanthropic goal for the project.



POPPING THE TOP

Our Bon Secours family gathered in late 2021 to celebrate and kick off the vertical expansion of Bon Secours St. Francis Medical Center in Midlothian, Virginia. The addition of 55 acute care beds — including nine obstetrical beds, four intensive care beds and 42 medical/surgical beds — allows our care to grow with the needs of our patients. This 110,000-square-foot expansion, estimated at \$108 million, is expected to be complete in early 2024.





OUR EXPANDING NETWORK OF CARE

Bon Secours rang in 2020 by welcoming Southside Medical Center and Southern Virginia Medical Center to our network of acute care hospitals. These two hospitals in Southern Virginia are now part of Bon Secours Richmond’s strong tradition of providing quality, compassionate health care in traditionally underserved communities across the region.

“ We are grateful that Bon Secours answered the call to address the needs in this medically underserved community, and we are happy ... to celebrate an exciting milestone for a facility that will improve access to health care in the greater Chester area.”

Chief Edward “Loy” Senter, Jr.
Chesterfield County Fire & EMS

BRINGING SERVICES WHERE THEY’RE NEEDED

The rapidly growing and medically underserved community in Chester, Virginia, will gain better access to critical services when the Bon Secours Chester Emergency Center opens in mid-2022. Mirroring care found in traditional hospitals, the center — our fourth freestanding emergency department in Central Virginia — will feature an 11-bed emergency department. It will improve geographic access to emergency health care for residents who have previously had to travel extended distances to access these services.

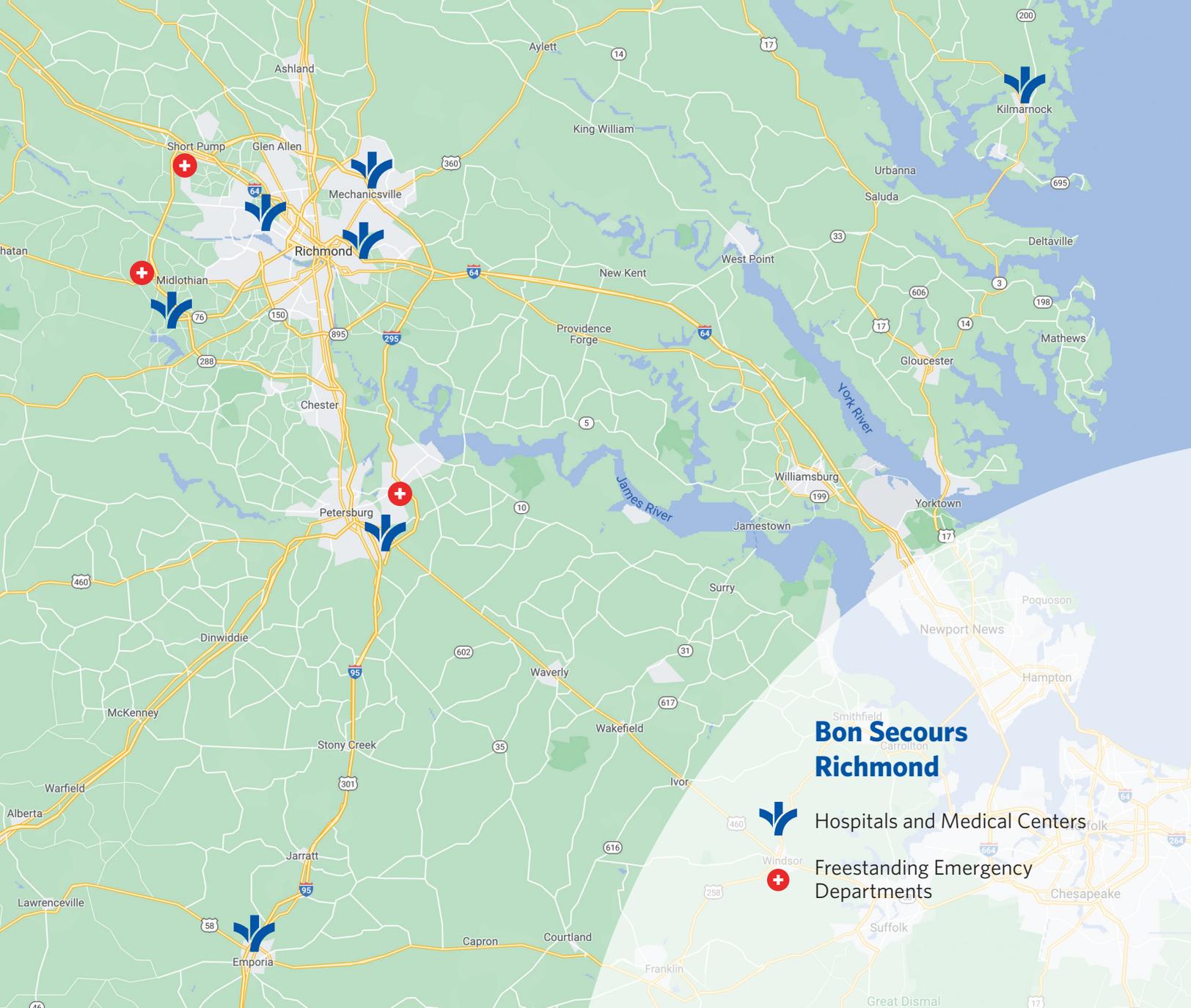


FINANCIAL HEALTH	2020	2021
Operating Health*	\$1,870,725	\$2,063,524
Income from Operations*	\$163,433	\$181,270
Total Employment Expense*	\$721,154	\$785,210
Community Benefit	\$158.9 million	\$84.2 million

GROWING WITH OUR COMMUNITIES

Kicking off with a wall-breaking ceremony in late 2021, Bon Secours Memorial Regional Medical Center in Mechanicsville, Virginia, will increase capacity by 44 beds with a new 11-bed ICU and 33 medical/surgical beds. The West Pavilion, to open in late 2022, will deliver new inpatient orthopedics and neurosciences units. The \$48.5 million expansion will address growing needs in Hanover County, eastern Henrico County and the Northern Neck by increasing access to innovative resources, outstanding clinical associates and exceptional patient care.

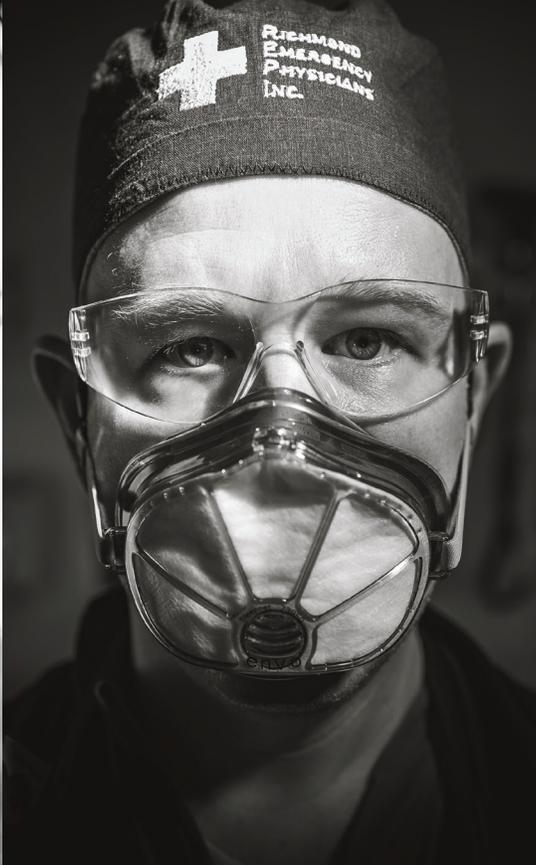




RICHMOND MARKET GEOGRAPHY

- Seven acute care hospitals serving Central and Southern Virginia, including a critical access hospital extending our reach into the Northern Neck
- Three freestanding emergency centers with a fourth opening in 2022
- More than 100 ambulatory locations in the market — from imaging centers, to cancer centers, to primary and specialty care physician offices





“ Serving as a chaplain during the COVID-19 pandemic has been a challenging, humbling and rewarding experience as we’ve stepped into a new frontier. ... Working on the front lines has helped me put into perspective what is really important in my life. This, in turn, enriches my hospice work as I explore what quality of life and legacy mean with patients.”

Leigh Mackintosh, hospice chaplain
Bon Secours Richmond

