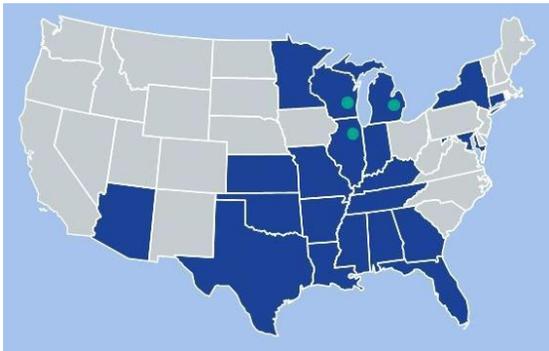


## Ascension looks to mergers and acquisitions to positively impact more lives, enhance quality and enrich community collaboration



With its sizable national footprint and broad scope of services, Ascension has a rich history of partnering with and acquiring other mission-focused hospitals and health systems. This approach has allowed Ascension to broaden its capacity to serve while strengthening Catholic healthcare in the United States.

Transactions highlighted in this summary include Crittenton Hospital Medical Center in Michigan (now Ascension Providence Rochester Hospital, part of Ascension Michigan) (2015); the Southeast Wisconsin operations and related corporate services of Wheaton Franciscan Healthcare (now part of Ascension Wisconsin) (2016); and Presence Health, now part of Ascension's Chicago ministries.

Ascension's quadruple aim calls us to deliver improved health outcomes and enhanced patient and provider experiences at a lower cost of care. To reach these goals, our strategy includes developing clinically integrated systems of compassionate, personalized care in the 21 states and District of Columbia where we serve. Recent key mergers, acquisitions and joint ventures have positioned us to deliver on those goals:

- **Impacting more lives.** As other hospitals and systems become part of Ascension, we have been able to provide a presence and greater access to our broad range of services to more people. For example, adding the Presence acute care facilities, outpatient locations and employed physicians has created greater access and more convenience for Chicago-area residents.

Ascension Providence Rochester has reported that as a result of joining Ascension the hospital was able to recruit 61 primary care physicians (PCPs) in the larger community, thereby establishing access points that brought care closer to patients. The PCPs include all new faculty for the hospital's Internal Medicine and Family Medicine residency programs, thus allowing Ascension to advance its Mission of serving all persons, especially underserved populations.

Merging also enables both new and legacy facilities of Ascension to benefit from greater purchasing power, as Ascension's own group purchasing organization (GPO) is able to negotiate for lower costs on equipment and supplies as a result of greater volume. For example, the former Wheaton Franciscan facilities noted enhanced purchasing power through Ascension's GPO, The Resource Group, as a major benefit to joining Ascension. Paying less for equipment and supplies has enabled Ascension to focus assets toward providing care to the individuals and communities we serve.

- **Enhancing quality and safety.** As a high reliability organization, Ascension leads in several quality and safety metrics. Through deliberate and thoughtful learning, “playbooks,” benchmarks and data interoperability, we have been able to share all that we have learned about quality and safety with our acquired hospitals and health systems to ensure that the same level of standardized, consistent quality care is provided at those locations. We also have found that bringing in new systems and providers gives us an opportunity to learn from their expertise and experience as well.

The integration of Presence Health into Ascension’s Chicago-area ministries has allowed for increased efficiencies in our clinical quality programs. A Ministry-Wide Clinical Operations Council was established to facilitate quality reporting and system-wide performance improvement planning. Multiple system-wide quality initiatives, including high reliability, enhanced recovery after surgery, decreasing unwarranted clinical variation, a predictive analytics tool, decreasing sepsis mortality, and patient and provider experience have been quickly expanded and disseminated across the system following integration. Taking advantage of a regional structure that has connected hub and spoke hospitals, we have been able to optimize clinical service lines across regions.

Former Wheaton facilities have benefited from several quality and safety initiatives as a result of joining Ascension. These include becoming part of the Ascension Clinical Research Institute; affinity groups such as OB/Gyn, oncology, telebehavioral, neuro surgical and spine; national benchmarking efforts for important system-wide priorities such as reducing sepsis, heart failure and healthcare disparities, and improving cancer screening, diabetes management and comprehensive joint replacement; and Centers of Excellence related to pharmacy, advocacy, data security, strategy and more.

To improve clinical quality and its level of care, Ascension has invested over \$60 million of its \$100 million commitment to Ascension Providence Rochester and has \$19.5 million more in process. Imaging, surgery and ED renovations represent the largest areas of spending. Its new cardiac catheterization lab and interventional radiology rooms are state of the art and have allowed Ascension Providence Rochester to attract new physicians to the community. The ED renovations have improved the hospital’s healing environment and its ability to provide care quickly and efficiently, most evident by its best-in-class door-to-doc time of under 12 minutes.

- **Enriching communities.** In FY2018 alone, Ascension provided nearly \$2 billion in care of persons living in poverty and other community benefit programs. One of many ways Ascension provides this care is through Medical Missions at Home. These one-day events aim to deliver healthcare, social and support services to those who might not otherwise be able to receive them. Partnering with community organizations, Ascension provides care such as medical screenings, behavioral health screenings, financial counseling, dentistry and more at no cost. By joining Ascension, hospitals and health systems are able to participate in these outreach efforts in a consistent way that has proven effective. So far, Ascension Wisconsin has held Medical Mission at Home events in the Stevens Point and Racine communities and has one scheduled in September for Milwaukee.



Ascension Providence Rochester was asked to integrate our Catholic identity and Mission into all facets of the organization. This coincided with Ascension's unified brand journey that began in Wisconsin and Michigan, which has enabled those we serve to recognize, connect and engage with Ascension at home, at our sites of care across the country and online. According to Ascension Providence Rochester, the "move to a Catholic identity has been impactful and very well received by the associates. The 2020 community health needs assessment just completed speaks to the community collaboration that has become so strong, which largely was not nearly as robust prior to Ascension's acquisition in 2015." Key takeaways from the community health needs assessment:

- The hospital's Advisory Board now has an unprecedented number and diversity of members.
- The community response about the survey demonstrated the interest and foundation for outreach that Ascension Providence Rochester has attained, especially in regard to the new faith-based Mission of the hospital as part of Ascension.
- Three identified areas of focus for community need – obesity/nutrition, mental health and access to care – are all part of Ascension's strategic plan for 2020 and beyond. This level of coordination between service and Mission did not exist in years past.

Several other key benefits to mergers and acquisitions for Ascension and those who have joined it have included an enhanced physician enterprise through the Ascension Medical Group and additional infrastructure investments and solutions implementation (such as standard processes for Finance, Human Resources and Supply Chain).