



**BON SECOURS
MERCY HEALTH**



2025 Ancillary Services

Annual Report



Introduction

As we reflect on the past year's accomplishments and challenges, the Bon Secours Mercy Health Ancillary Services Annual Report for 2025 highlights meaningful progress and the exceptional dedication, expertise and compassion demonstrated by teams across the ministry.

- Significant strides were made in expanding and diversifying ancillary services to better meet the evolving needs of patients and communities, as we work together to fulfill our Mission.
- Strategic growth initiatives, thoughtful service line development and a sustained focus on quality and safety improved patient outcomes while strengthening operational and financial performance.
- These efforts contributed to the organization's overall financial strength, supporting continued investment in people, technology and Mission-driven care.

This progress was made possible through the commitment and professionalism of clinical, operational and support teams, who advanced performance improvement initiatives while navigating transitions and implementing major technology platforms, including Epic Beaker and Willow Ambulatory. The ability to sustain excellence amid change reflects the depth, resilience and integrity of the department.

Looking ahead, the focus remains on ensuring safe, appropriate and cost-effective diagnostics and therapeutics, supported by continued service expansion, disciplined financial stewardship and excellence in patient care. Together, these efforts will advance strategic priorities, strengthen clinical impact and foster a culture of innovation and agility.



Wayne Bohenek
Chief Officer, Ancillary Services
Bon Secours Mercy Health

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BSMH Mission, Vision and Values

Our Mission

Our 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.

Our Vision

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

Our Values

Human Dignity

We commit to upholding the sacredness of life and being respectful and inclusive of everyone.

Integrity

We commit to acting ethically and modeling right relationships in all of our individual and organizational encounters.

Compassion

We commit to accompanying those we serve with mercy and tenderness, recognizing that “being with” is as important as “doing for.”

Stewardship

We commit to promoting the responsible use of all human and financial resources, including Earth itself.

Service

We commit to providing the highest quality in every dimension of our ministry.



Ancillary Services Mission and Vision Statement

Pharmacy & Laboratory Services Mission

To advance the safe, effective and evidence-based use of diagnostics and therapeutics in order to improve health outcomes, deliver exceptional patient-centered care and educate the communities we serve.

Pharmacy & Laboratory Services Vision

Inspired by God's hope for the world, we strive to be a trusted and innovative service where team members are empowered to deliver compassionate care, elevate the patient experience and improve health outcomes. Through accessible, high-quality diagnostic and pharmaceutical services, we will anticipate and respond to the evolving needs of our patients and communities.



BSMH By The Numbers

 **FIFTH LARGEST** U.S. Catholic health care system; the **LARGEST** not-for-profit private provider in Ireland

MORE THAN **1,200** sites of **DIRECT HEALTH CARE** in the US and Ireland 

 MORE THAN **\$500 MILLION** in Annual Community Benefits across 5 STATES

~730,000 LIVES COVERED through value-based programs 

 MORE THAN **14 MILLION** Patient Encounters annually

 MORE THAN **\$13 BILLION** in annual net operating revenue

 **47** HOSPITALS

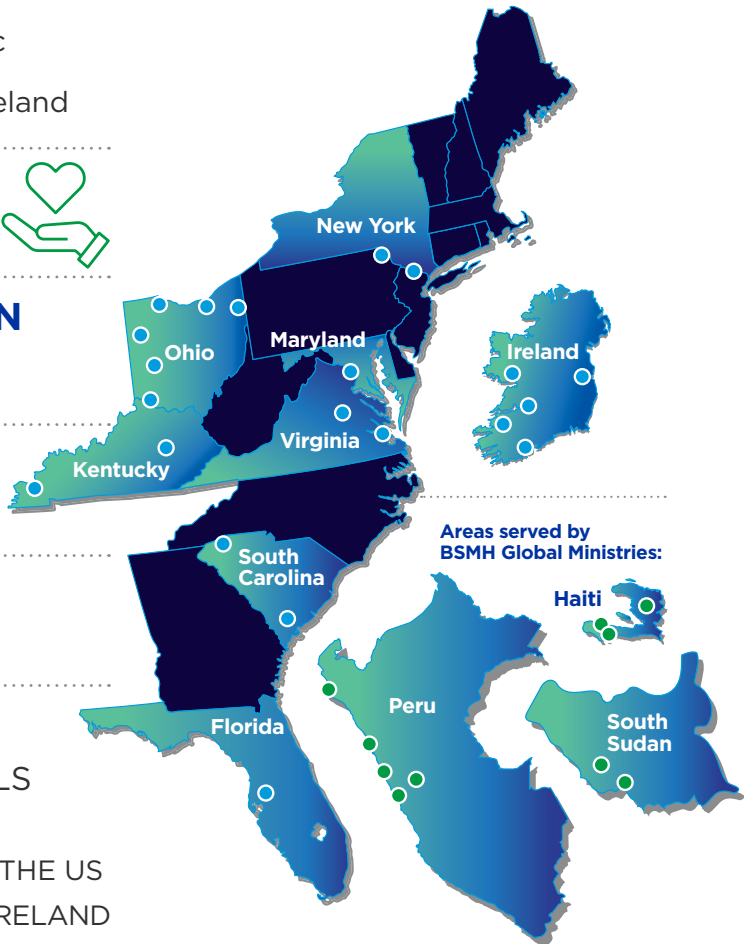
3,000* PROVIDERS IN THE US
450 CONSULTANTS IN IRELAND
~60,000 TOTAL ASSOCIATES

*BSMH Medical Group physicians and APCs

MORE THAN **200,000** lives impacted by BSMH Global Ministries annually 

Support for business & clinical operations in six U.S. states, Ireland and the Philippines 

Employment footprint includes the Global Business Services Center in Manila



Acute Pharmacy

Under the leadership of Vice President
Nathan Ash, PharmD, MBA, BCPS,
Acute Care Pharmacy Includes:

- Clinical Operations Excellence and Pharmacy and Therapeutics
- Educating the Next Generation
- Medication Safety
- Automation
- Remote Order Verification
- Drug Diversion and Opioid Stewardship



ACUTE PHARMACY

Acute Care Pharmacy manages the pharmacy operations across 36 BSMH acute care hospitals, HOPD infusion centers, free-standing emergency departments and medication management clinics.

The goal of the Acute Care Pharmacy team is to ensure the safe and effective use of medications while being good stewards of the ministry's resources.

By the Numbers in 2025

36 Bon Secours Mercy Health hospitals

1,250 acute pharmacy associates

\$572M drug expense

17.6M medications verified by pharmacists

Over 410,000 interventions made by pharmacists on medication orders

Clinical and Operational Excellence

2025 Clinical and Operations (Clin/Ops) Projects and Initiatives

Clin/Ops Initiatives are a combination of formulary, clinical utilization and dispensing strategies. The total savings are removed from the drug expense budget and measured, and the Pharmacy and Therapeutics (P&T) Committee approve formulary changes.

The Pharmacy Operations Committee approves changes in dispensing strategies and assists hospitals in achieving their individual goals and projects.

2025 Highlights

- **24 initiatives** identified and achieved savings of **\$7.2M, above goal of \$5.2M**
- Since merger in 2018, acute pharmacy has **saved over \$53.1M** through clin/ops initiatives
- Reviewed and standardized nearly **90% of our medication compounding records** in Epic
- Led conversion of IV fluids from Baxter to B. Braun (**\$1.4M savings annually**)
- Led project across Virginia to shift responsibility of EMS drug procurement from hospitals to EMS agencies
- Monitored **64 drug shortages** in 2025 and implemented interventions on **12 shortages**
 - Interventions included development of detailed action plans for hospitals, Epic alerts, bulk buys, inventory-tracking reports and alternative sources
- Opened **new hospital pharmacy** at Bon Secours Harbour View Medical Center

Emily Hand (pictured left), clinical pharmacy manager at Bon Secours St. Mary's Hospital, received the Virginia Society of Health-System Pharmacists (VSHP) Clinical Leader of Year Award in 2025.



Pharmacy and Therapeutics (P&T) Committee

P&T Committee's purpose is to provide oversight, guidance and establish standards for the safe and cost-effective use of medications through an evidence-based formulary system, with the goal of optimizing patient outcomes while ensuring the appropriate use of health care resources across the health system.

P&T 2025 Members	Market	Specialty
Stephen Feagins, MD (co-chair)	Cincinnati	Internal Medicine/Admin
Joshua Crawford, PharmD (co-chair)	Shared Services	Pharmacy
Miguel Morillo, MD	Toledo	Anesthesiology
Kelly Parker, DO	Toledo	OB-GYN
Scott Rinesmith, MD	Lima	GI
Loai Marouf, MD	Lorain	Cardiology
Nathaniel Doe, MD	Youngstown	Nephrology
Heather Meade, MD	Toledo	Pediatrics
David Ward, MD	Cincinnati	General Surgery
Ravi Vodela, MD	Cincinnati	Infectious Disease
Erich Walder, MD	Cincinnati	Pulmonology/Intensivist
Joe Morman, MD	Springfield	Internal Med/Admin
David Muron, MD	Richmond	Orthopedic Surgery
William Irvin, MD	Richmond	Heme/Oncology
Kevin Koehler, MD	Greenville	Heme/Oncology
Douglas Nassif, MD	Richmond	Peds Emergency Medicine
Prasad Bichu, MD	Hampton Roads	Nephrology
John Clore, MD	Richmond	Endocrinology
Ryan Brown, MD	Greenville	Emergency Medicine
Amanda Rumpke, APRN-CNP	Shared Services	Nursing
Nathan Ash, PharmD	Shared Services	Pharmacy
Benjamin Jordan, MD	Cincinnati	Interventional Radiology

2025 Highlights

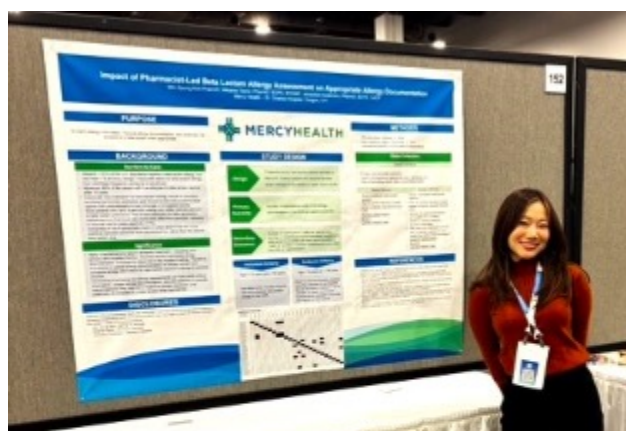
- P&T reviewed **21 medication classes** and **18 formulary policies/guidance documents**
- Formulary compliance remained at **99.4%** with **over 27M medication orders** in 2025

Educating the Next Generation of Clinicians

Bon Secours Mercy Health Acute Pharmacy has a proud tradition of precepting the next generation of pharmacy clinicians through pharmacy residency programs, pharmacy school students and technician students.

2025 Highlights

- BSMH has **12** first-year residency programs with **25** residency positions
- BSMH has **4** second-year residency programs with **4** residency positions
- BSMH has partnerships with **16 colleges of pharmacies** and **6 high school/technical schools**
- Launched **residency virtual networking events** to allow residents to meet one another
- Launched **residency research presentations** to allow residents to share the results of their research with pharmacists across the ministry



Min Kim, PGY-1 resident at Mercy Health — St. Charles Hospital, presented a poster on her research project at American Society of Health-System Pharmacists (ASHP) Midyear Conference.

Medication Safety

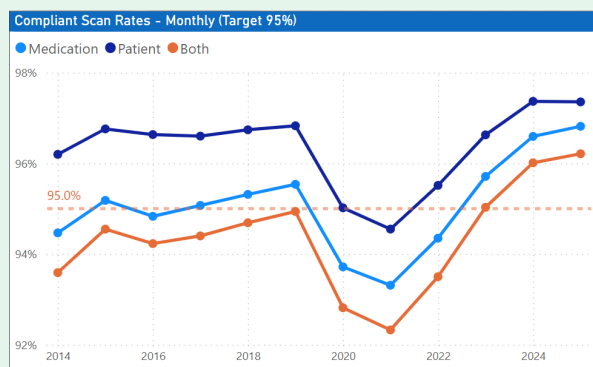
Bon Secours Mercy Health Medication Safety Committee is a multi-disciplinary committee focused on adoption of best practices for medication safety. The committee reviews internal information and data to enhance medication management safety. The committee comprises members from nursing, pharmacy, physicians, IT, informatics, risk, compliance, regulatory compliance, internal audit and quality.

2025 Highlights

- Co-led the **Medication Reconciliation Select Committee** with nursing leadership
 - Deliverables included guidebooks for all disciplines, Epic enhancements and new reports to monitor progress
- Standardized **hazardous medication classification** and appropriate Personal Protective Equipment (PPE) for each classification
- **Identified and incorporated opportunities for improvement** based on the quarterly Institute for Safe Medication Practice (ISMP) action agenda
- Created a ministry standard patient-own medication policy
- Updated **ministry-wide hazardous waste education and reference documents** to align with new vendor
- All markets were above the **95% goal for bar code medication scanning and patient scanning**
 - **Bar code scanning** is a critical safety step in medication administration – ensuring the right medication is given to the right patient

2025 Highlights ...cont.

- Ministry-wide medication scan rate: **96.7%**
- Ministry-wide patient scan rate: **97.3%**
- Chart below demonstrates the **progress made by the Medication Safety Committee** to achieve **95% scan rate** for both patients and medications since 2014



Stephanie Davis,
pharmacy tech specialist
at Bon Secours
Maryview Medical
Center, received the
Good Catch Award for
medication safety in
May 2025.

Automation

Pharmacy automation plays a critical role in enhancing patient safety by reducing the risk of human error in medication dispensing and preparation. Automated systems provide consistent accuracy, which helps ensure the right dose and medication reach the right patient every time. Automation also frees up pharmacists to focus more on clinical decision making and direct patient care, further improving safety.

2025 Highlights

- Completed project to refresh and replace hardware and software in nearly all Omnicell devices across the ministry (**total of 1,088 devices**) to extend life of hardware
- **Updated all Alaris Infusion Pumps** to ensure compliance with recall
 - Alaris Infusion Pumps have a standardized library at all Bon Secours Mercy Health care sites managed by pharmacy, which include minimum and maximum rates of infusions to ensure patient safety
 - The library is updated periodically based on best practices, feedback from frontline staff and new medications
- Worked with pharmacy teams at Mercy Health — St. Vincent Medical Center, Mercy Health — St. Rita's Medical Center and Mercy Health — St. Elizabeth Youngstown Hospital to **optimize throughput of their medication robots**
- Evaluated **robotic medication delivery** technologies and identified a primary vendor for future pilots starting in 2026



ACUTE PHARMACY



Inside of the Omnicell XR2 Robot at Mercy Health — St. Rita's Medical Center.



Outside view of the Omnicell XR2 Robot at Mercy Health — St. Vincent Medical Center in our Toledo Market. **Fouad Eid**, lead pharmacist at St. Vincent's Medical Center, is providing a demonstration of the robot to hospital leadership.

Radiology

In 2024, pharmacy was asked by clinical leadership to work with radiology departments and supply chain across the ministry to help identify opportunities for standardization, expense savings and Epic build needs.

2025 Highlights

- Standardized cardiology ultrasound contrast agents, resulting in **\$700K savings** (included in clin/ops initiatives)
- Standardized PSMA PET contrast with new contract and product conversion, resulting in **\$1M savings** (included in 2025 and 2026 clin/ops initiatives)
- Updated radiology charges for Roper, Kentucky and Cincinnati markets
- Launched a **pilot** in the Richmond Market to help **reduce expense** of radiopharmaceuticals

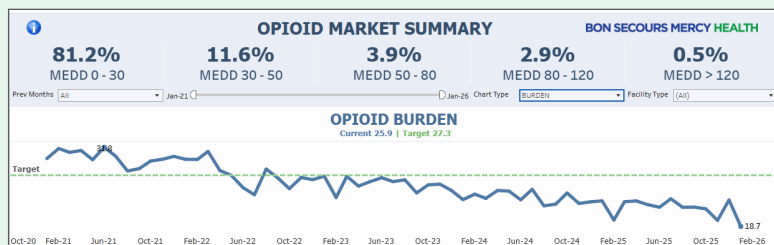


Drug Diversion and Opioid Stewardship

Acute Care Pharmacy has a comprehensive drug diversion program. The program includes internal audits of hospitals, self-assessment survey of all hospitals, drug diversion monitoring software, policies and the ministry Controlled Substance Diversion Prevention Committee. The committee comprises members from pharmacy, nursing, associate health, human resources, internal audit, compliance, accreditation, regulatory and protective services. Acute Care Pharmacy also supports opioid stewardship by reviewing opioid utilization metrics and working with Chief Clinical Officers (CCOs) as needed.

2025 Highlights

- Completed self-assessment survey of best practices at **all acute care hospitals**
- Completed **audits of diversion prevention program** at Mercy Health — St. Charles Hospital and Mercy Health — St. Elizabeth Youngstown Hospital
- Worked to find replacement for **drug diversion monitoring software** after notified Protenus was being sunset in 2026
 - New diversion monitoring software:
Quva BrightStream
- Representative from Ohio Board of Pharmacy presented **recent diversion cases** to the committee to highlight emerging areas of concern
- **Opioid stewardship:** Continue to see a decrease in the ministry-wide opioid burden metric which measures morphine equivalents in opioid prescriptions per patient (see chart below)



Remote Order Verification (ROV)

ROV pharmacists verify orders for our hospital pharmacies. The program frees up pharmacists in hospitals to provide more direct patient care, leading to increased medication safety, higher quality outcomes and increased medication stewardship.

2025 Highlights

- ROV completed **25.1% of medication orders** during hours of operation (weekdays from 7 a.m.–7 p.m.)
- ROV verified over **2M medication orders** with an average turnaround time of 6.9 minutes
- Completed **remote pharmacy technician medication history pilots** at Mercy Health — St. Rita's Medical Center, Mercy Health — Fairfield Hospital and Bon Secours Memorial Regional Medical Center
 - Pilot demonstrated that remote pharmacy technicians could successfully take medication histories via telephone



Ambulatory Pharmacy

Under the leadership of Vice President **Amanda Gordon, PharmD, MS**, Ambulatory Pharmacy includes:

- Home Infusion Services
- Infusion Intake Services
- 340B Program Management
- Ambulatory Clinical Pharmacy Practice and Population Health
- Pharmacy Patient Assistance Program



Home Infusion Services

Bon Secours Mercy Health currently operates three home infusion pharmacies across the health system. Market based home infusion pharmacies in Lima and Youngstown markets allow patients to receive essential infusion therapies and enteral nutrition in their homes, allowing for faster discharge.

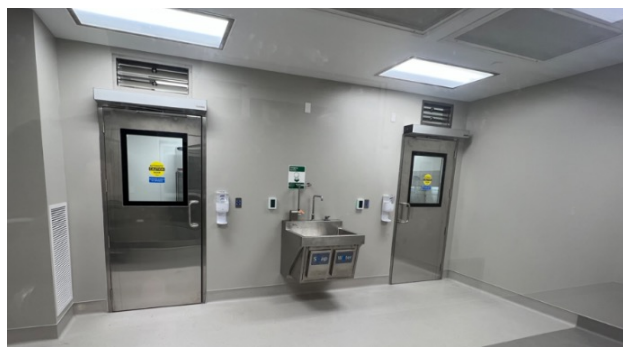
The Home Infusion Hub in Mason, Ohio will serve as the anchor home infusion pharmacy, to serve the ministry for chronic and specialty home infusion medications.



The Harness Health Pharmacy Home Infusion — Hub Pharmacy in Mason, Ohio has dual clean rooms to make different types of intravenous medications of patients.

2025 Highlights

- Opened the Harness Health Pharmacy Home Infusion Hub in Mason, Ohio and obtained **Accreditation Commission for Health Care and Medicare Accreditation**
- Upgraded **Home Infusion Software** with a standardized build across the ministry for added safety and operational efficiency
- Launched a complete **end-to-end revenue cycle management program**
- Opened the first ministry home infusion **Ambulatory Infusion Suite** in Lima, Ohio
- In 2025, the pharmacies had an average daily census of 387 patients, representing over 60,000 doses dispensed. They received nearly 1,800 new referrals



The ante room is used to complete hand hygiene and gowning and garbing before completing aseptic compounding of medications.



The production floor is used to assemble medications prior to shipping to the patient's home.



In March 2025, the first Home Infusion Ambulatory Infusion Suite was patient treatment in Lima, Ohio.

Pharmacy Infusion Intake

The infusion intake project aims to decrease hospital infusion denials, keep patients within the Bon Secours Mercy Health infusion footprint and make it easier for patients and providers to navigate a complex system to get approval for coverage of critical high-dollar infusion therapy.

This initiative, launched in 2025, supports complex infusion care coordination through authorization, registration, scheduling, infusion intake, nursing, pharmacy and the provider.

2025 Highlights

- Completed **on-site observations and training** for infusion facility and front-end teams
- Created best practice **standard operating procedures** through collaboration with Ensemble Health Partners, BSMH Revenue Cycle and front-line associates
- Launched standardized process and infusion intake support staff in 24 infusion locations throughout **Lima, Youngstown, Toledo and Kentucky** markets
- Reviewed **2,400 accounts with insurance restrictions** for infusion therapy and navigated care for over **500 patients**
- Obtained a 3.7% increase in net revenue collection for the Lima and Youngstown markets to equal **\$2.5M in increased net revenue**
- **Retained \$1M in BSMH infusion revenue** through payer appeals to provide infusions within hospital outpatient infusion centers

340B Program

The 340B Drug Discount Program is a federal program available to certain safety net providers, including several Bon Secours Mercy Health hospitals, through which manufacturers are required to sell their drugs at significantly reduced prices.

The intention of the program is to provide savings on drug spend, which allows eligible providers to stretch scarce resources as far as possible, reaching more patients and providing more comprehensive services. 340B Support Services ensure participating BSMH hospitals operate compliant 340B Programs through which financial resources are generated supporting their role as Catholic health care providers.

2025 Highlights

- Provided support to **21 BSMH hospitals** participating in the 340B Program
- Performed over **13,000 compliance monitoring activities representing greater than 8M transactions**
- Successfully led the multidisciplinary **HRSA OPA 340B Audits Response** resulting in **zero findings** at Mercy Health — Urbana Hospital, Bon Secours St. Mary's Hospital, Mercy Health — St. Rita's Medical Center and Mercy Health — Lorain Hospital
- Collaborated with BSMH Internal Audit to complete two full mock HRSA audits and several other targeted audits
- Completed **annual external audits of all contract pharmacies** to ensure continuous compliance with all 340B regulations

2025 Highlights ...cont.

- Delivered quarterly monitoring and mitigation reports to the **BSMH Enterprise Risk Management Program**
- Provided **340B Program Education** for leadership and stakeholders including Authorizing Officials and Primary Contacts
- In collaboration with Government Relations and BSMH leaders, supported **340B Program Advocacy** through local and national trade groups including the Hall Render 340B and Pharmacy Collaborative, Kentucky Hospital Association, Ohio Hospital Association, Virginia Hospital and Healthcare Association, Ohio Society of Health System Pharmacists and the Virginia Society of Health System Pharmacists

Ambulatory Clinical Pharmacy Practice and Population Health

The Ambulatory Clinical Pharmacy team provides integrated, patient-centered care for chronic disease management and medication education. They are focused on delivering high quality, safe and effective medication usage for patients of the Bon Secours Mercy Health Medical Group, clinically integrated network and accountable care organization. They practice in multiple settings including in our specialty and primary care offices, hospital outpatient departments and virtually to meet the ministry's patient needs.

2025 Highlights:

Access & Workflows

- Implemented digital scheduling across all pharmacy departments, with more than 20% of appointments scheduled digitally
- Streamlined Epic pharmacy referrals, **reducing referral options by 150% and shortening scheduling time to 3 days**
- Developed a centralized referral work queue, improving provider workflow and reducing errors.

Clinical Excellence

- Completed 193,204 encounters with 46,943 unique patients. During these encounters, over 150,000 interventions were made to improve patient outcomes with a physician acceptance rate of 94.5%.
- Established a monthly pharmacist peer review program to increase quality outcomes. In 2025, 56 pharmacists received peer reviews and feedback
- Supported heart failure medication management, enabling eight markets to meet their congestive heart failure key performance metric
- Implemented Epic Quality Care Gaps functionality in August 2025, which allows pharmacists to see which patients have quality care gaps to address within the electronic health record

Data and Reporting

- Deployed an executive dashboard reviewed quarterly at each facility
- Built an Epic based risk stratification tool used by Population Health Pharmacy and embedded pharmacists





Pharmacy Patient Assistance Program

The Pharmacy Patient Assistance Program deploys specially trained financial navigators to help patients afford essential and costly medication therapy. Patients are screened for financial need and insurance optimization. If qualified, the patient is registered for copay or foundation assistance programs. Primary service areas include hospital-based infusion and medical oncology. Other service areas include home infusion, specialty pharmacy and select Bon Secours Mercy Health Medical Group offices.

2025 Highlights

- Served **2,212 patients** throughout 54 infusion locations
- **Obtained over \$30M savings** on the pharmacy drug budget with free drug from pharmaceutical manufacturers
- Assisted patients in helping them pay their copays with direct revenue of **\$2.8M** through copay and foundation assistance
- Transitioned to new **TailorMed Software** to proactively screen for financially at-risk patients, enabling new compliance functionality and enhanced reporting
- Built and deployed **financial and productivity dashboards**
- Implemented updated **Standard Operating Procedures** for increased compliance and ministry standardization
- Launched **compliance and mock auditing program** through collaboration with Internal Audit
- **Expanded services** to Cincinnati Market Residency Clinics
- Awarded **Mercy Outreach Program Grant** to fund expansion of Financial Navigation services to remaining Cincinnati Market residency clinics
- Created **Prescription Assistance Through Harness (PATH) Pharmacy Program** with market funding and Harness Pharmacy collaboration to provide copay waivers to patients of the Cincinnati Care Clinics meeting financial poverty level criteria



Harness Health Pharmacy

Under the leadership of Vice President **Lance Lomax, RPh**, Harness Health Pharmacy includes:

20 retail pharmacies

Change from 30 to 28

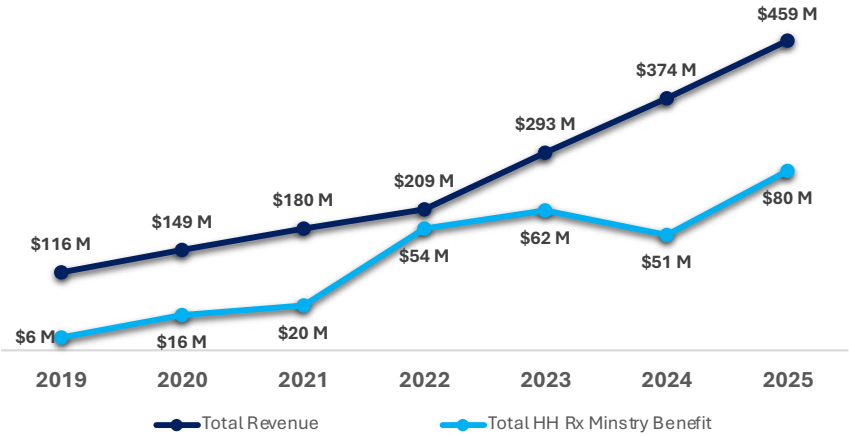
- One central mail order/home delivery pharmacy
- One specialty pharmacy
- Managing pharmacy benefits for BSMH, Roper, Ensemble and Nordic employees — approximately 100,000 lives

Harness Health Pharmacy is the outpatient pharmacy solution for BSMH offering specialty, home delivery and retail pharmacy solutions.

The team is focused on serving BSMH associates, BSMH partners and patients of BSMH providers with prescription fulfillment, clinical management, vaccine administration and affordability through a variety of patient assistance programs.

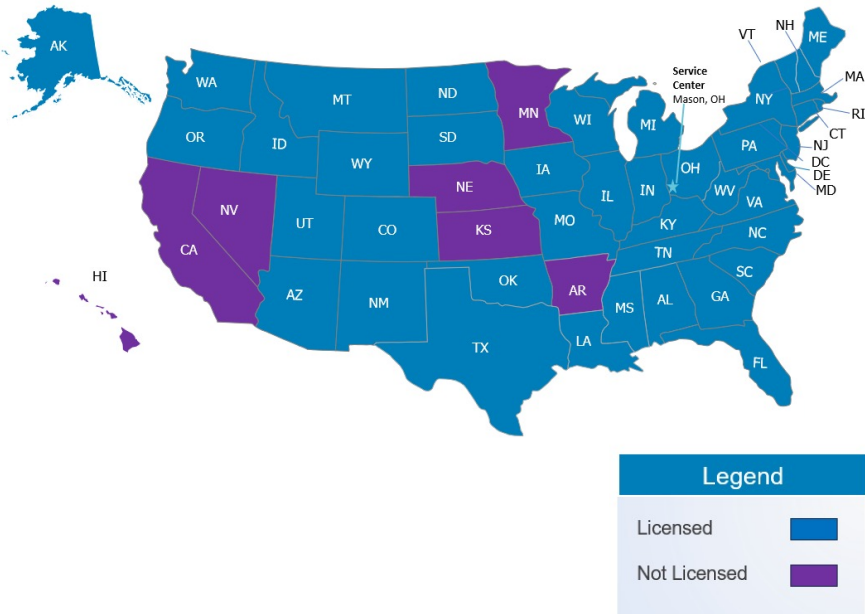


By The Numbers:



2025 Accomplishments

Now serving **43 states** and **99.6%** of members enrolled in a BSMH benefit plan.



220 FTEs



28 Locations



1.2M Rx Dispensed



200K+ Patients



\$1.1M Charity Care



**326,000
Meds 2 Beds**



86.5% NPS
(Net Promoter Score)



Specialty Pharmacy

- Dispensed 46,681 prescriptions
- Implemented Specialty & Specialty Lite support at 17 additional clinics; 94 BSMH clinics are now supported across 12 service lines
- Patient Management: Completed 33,483 refill & 20,171 clinical activities for 5,585 patients.
- Successful ACHC Specialty Reaccreditation plus Home Infusion Accreditation
- Secured Tricare, Aetna Specialty, Navitus Specialty and ADAP plan contracts.



Home Delivery Pharmacy

- Record number of annual prescriptions shipped at 332,000 prescriptions dispensed (+18%)
- Expanded hours of operations to include Saturdays and meet growing patient needs. Now open Monday through Saturday from 8 a.m. to 6 p.m.



Retail Pharmacy

- 846,000 prescriptions filled (+10.7% YoY)
- Continued Epic Meds 2 Beds workflow enhancements – After Visit Summary validation warning, updated delivery status messages and Rover integration

Pharmacy Benefits

This internal Bon Secours Mercy Health team oversees the pharmacy benefit design for 100,000 people and over \$130M in annual pharmacy spend. Benefit design includes associates and dependents enrolled in a BSMH benefit and BSMH partners: Roper St. Francis, Nordic and Ensemble Health Partners.

Services include formulary design, custom utilization management and many other best-in-class programs referred to as Signature Savings Programs that reduce out-of-pocket cost for beneficiaries and costs for the plan sponsors.

- Combined plan savings of over \$36.5M in 2025 via Signature Savings Program
- Implemented custom insurance authorization criteria for high-cost medication (Nurtec ODT), reducing monthly quantity limits by 50%, resulting in a 12% decrease in BSMH plan spend while maintaining rebate value and clinical integrity
- Expanded the custom specialty coupon program to include generic specialty medications, enhancing affordability and driving additional cost savings for the pharmacy benefit



Expansion Projects

- **Kicked off the conversion of pharmacy management system to Epic Willow Ambulatory (WAM) for all 30 pharmacy locations.**
 - This change will reduce costs and consolidate vendors, all while improving the experience for patients and in-house providers.
- **Meds 2 Beds Enhancements**

Meds 2 Beds is a discharge solution that enables patients being discharged from a BSMH hospital to leave with their medications in hand. The pharmacy team can coordinate this process with BSMH providers to remove the accessibility and cost barriers many patients encounter while trying to obtain their medications after leaving the hospital.

Many enhancements were made to the process in 2025 in coordination with pharmacy, nursing, case management and providers, allowing more patients to benefit from this service.

- **116,000 patients** (326,000 prescriptions) were discharged with their medication
- 10-year anniversary of Meds 2 Beds
 - 2015 - 1 hospital, 2,300 Rx
 - 2025 - 25 hospitals, 326,000 Rx

Efficiency Projects

- With growing volume at our Home Delivery and Specialty pharmacy, freight charges have increased at an unsustainable rate
 - The team worked on a freight savings initiative that included contract negotiations with freight vendors, package changes and multi state mode optimization
 - **This effort yielded \$1.2M in freight savings for 2025**

Community Involvement



Members of the Harness Health Pharmacy team building food pallets at Matthew 25 Ministries prior to the 2026 strategy meeting.



Dispensary of Hope (DOH) is a charity program that allows pharmacies to dispense medications at no cost to qualifying patients for a small annual fee. There are seven participating Harness Health Pharmacy locations that dispensed 6,443 free prescriptions valued at over \$489K in 2025.

Harness Health Pharmacy provided student rotations to 15 students from the University of Cincinnati, Virginia Commonwealth University and Presbyterian College Advanced Pharmacy Practice Experiences (APPE) in 2025.



Laboratory Services

Under the leadership of Chief Lab Officer **Steve Das, PhD, MBA, MBB (ASQ)**, Laboratory Services supports:

- Acute care
- Ambulatory services
- Population health initiatives
- Clinical trials

In 2025, the Clinical Laboratory advanced system priorities in quality, operational excellence, workforce stabilization, technological transformation and financial stewardship.

Despite continued industry pressures, including staffing shortages, reimbursement compression and supply chain volatility, the laboratory maintained high reliability, improved turnaround time performance and strengthened its role as a strategic clinical partner.

The laboratory team also plays a critical role in clinical decision support, antimicrobial stewardship, patient blood management and value-based care initiatives.



Accomplishments

- **New Chief Lab Officer.** After a nationwide search, Steve Das onboarded as Chief Lab Officer in March 2025 and restarted the process of operational and clinical integration.



Mercy Anderson (Cincinnati market) site visit.



National Medical Laboratory Week (second week of April).

- **Gap Analysis.** Commenced thoughtful review of the laboratory organization with various partners and aligned with business needs by hiring executive directors to oversee large markets and regions.

- **Lima**
 - Expansion with Urgent Care COVID/Flu Testing
 - Expansion into Putnam County testing services
- **Youngstown**
 - Clinical Affiliation with Choffin Career & Technical Center
 - Staffing Workforce Development through BSMH Guild Program
- **Toledo**
 - Rolled out Whole Blood for trauma cases in rural/critical access care locations
 - Insourced TB testing from Lorain, Lima, and Youngstown markets
- **Lorain**
 - Instituted Lab 101 – an interactive module that is now part of nursing orientation
 - Internal mobility and Guild Program resulted in six college graduates
- **Richmond**
 - Expansion of laboratory testing in new Ashland FSED
 - Transition into Roche chemistry testing after being a Siemens customer for 18 years
- **Hampton Roads**
 - Transition into Roche chemistry testing after being a Siemens customer for 18 years
 - Transition to storing competency assessments and forms digitally in MediaLab
- **Greenville**
 - Market lab has formally chosen to focus on improved engagement and turnover
 - Achieved the lowest blood culture contamination rate across the ministry



LABORATORY SERVICES

- **Springfield**
 - Invested in camera-enabled microscopes for telepathology efficiencies
 - Renovated and redesigned Urbana lab
- **Kentucky**
 - Renovated and redesigned core lab area to accommodate Roche instruments
 - Successfully passed CAP inspections with less than handful minor citations
- **Cincinnati**
 - Insourced several tests and reduced outside test spend by over \$500,000 annually
 - Insourced TB testing from Springfield and Kentucky markets
- **Ministry-wide Phlebotomy.** Reduced phlebotomy vacancy rate by 15% and improved 12-month retention by 20% through career laddering, cross-training, and mentoring by experienced peers.



Lab medicine career day with high school students.



Future Clinical Lab Scientists at Lorain Market.

- **Patient Blood Management (PBM)** is best understood not as a single program, but as a systemwide clinical + laboratory-driven value-based care model that fundamentally changes how blood is ordered and used.
 - At its foundation, PBM is:
 - A patient-centered, evidence-based, multidisciplinary approach
 - Designed to optimize a patient's own blood, rather than default to transfusion
 - Focused on improving outcomes, reducing complications, and lowering cost
 - It operationalizes three core pillars:
 - Optimize red cell mass (treat anemia)
 - Minimize blood loss
 - Optimize tolerance of anemia (appropriate transfusion thresholds)



LABORATORY SERVICES

BSMH Ancillary Services enlisted the engagement of Accumen in 2016 to provide guidance on amnesia management.

This eventually led to the establishment of a system-wide patient blood management program consisting of an executive Patient Blood Management Committee that is comprised of market clinical leaders (CCO, CMO, VPMA), surgeons and physician leaders, laboratory leaders and pathologists, and blood bank leaders.

The committee is governed by a charter that is approved by its members and periodically updated and it established three basic metrics that govern the stewardship of the patient blood management across the ministry.

The metrics are reviews every year and tweaked for appropriateness.



- Year-over-year, as indicated in the chart above, the PBM Committee has delivered the stewardship of blood product usage using the three standardized metrics.
- Standardized Metrics and What They Tell Us:
 - <7 Hemoglobin g/dL: defines when transfusion SHOULD happen
 - >8 Hemoglobin g/dL: defines when transfusion SHOULD NOT happen
 - Single-unit Transfusion: defines HOW transfusion should occur



2025 Ministry-wide Projects

- Laboratory Information System (LIS) Transformation project. Currently there are three vendors and 10 different versions of the LIS. In 2025, BSMH began planning for consolidating and streamlining LIS workflows into one standard platform — Epic Beaker. This is a three-year project that began in January 2025 and will conclude in December 2027.
- Standardized test menus and testing instruments across hospitals and free-standing EDs.
 - Implemented next-generation Roche instrumentation for chemistry and immunology testing across the ministry, replacing a variety of multiple legacy instruments.



Roche: Chemistry instrumentation

- Implemented next-generation Roche instrumentation for molecular diagnostics testing in final 18 sites

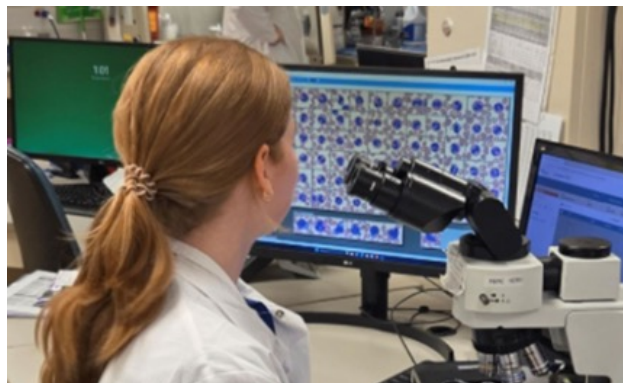


Roche: Molecular instrumentation

- Implemented next-generation Sysmex instrumentation for hematology testing at 12 sites.



Sysmex: Hematology instrumentation



Cellavision: Digital hematology

- Implemented next-generation bioMérieux instrumentation for microbiology testing at all laboratory sites.



bioMérieux: Microbiology instrumentation

LABORATORY SERVICES



bioMérieux: Blood Culture analysis

- Implemented next-generation Grifols instrumentation for blood bank testing at 35 sites.



Grifols: Blood Bank (Immunohematology) instrumentation.



*Be a Hero; Donate blood up to six times a year.
Platelets can be donated up to 24 times a year.*

Cost Savings/Avoidance through Process Effectiveness

- Lowered send-out (reference lab) spend by \$2MM through insourcing.
- TB testing done in OH and KY markets are now insourced to the core labs in Cincinnati and Toledo.
- Calprotectin and Elastase testing are now insourced to the core labs in Cincinnati and Toledo.
- STI testing such as Cytomegalovirus, Giardia, 4th generation HIV testing, *Chlamydia trachomatis*, *Neisseria gonorrhea*, *Trichomonas vaginalis*, and *Mycoplasma genitalium* are now insourced to the Cincinnati core lab.
- Cost avoidance of \$1.8MM in outside reference lab testing through implementation of checkpoints in the ordering process and physician educational offerings.
- Reduced contract labor in Cincinnati by 87% (\$521,575 savings) at year-end.
- Reduced bad debt write-offs by 0.5% from 2024.
- Reduced accounts receivables aging of outreach invoices from 96 days to 43 days 2024 to 2025.
- Reduced Overtime by 18%.

Over the past year, our objectives and functions have continued to advance as strategic enablers of medical technology. We strengthened our governance framework, modernized core processes, and expanded enterprise capabilities to address an increasingly complex regulatory landscape. Our team delivered measurable efficiencies through tech adoption and cross-functional collaboration while maintaining rigorous standards. I am proud of the team's resilience and impact and look forward to building upon this momentum.



BON SECOURS MERCY HEALTH

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