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CONTINUING CHRIST’S MINISTRY IN OUR FRANCISCAN TRADITION
Welcome to the 2021 Value Report. I am pleased to invite you to read this year’s Value Report. We have been working diligently to maintain and improve care quality and patient safety and to continue our leadership in advancing population health. These efforts have resulted in excellent quality and performance scores for both our Franciscan Physician Network (FPN) and our Franciscan Accountable Care Organization (Franciscan ACO). Our pharmacy services infrastructure continues to grow stronger and to provide vital support and leadership to vaccination strategies, medication safety, antibiotic stewardship initiatives, and expanded population care improvements. We have a new population support strategy being led by FPN in which coordinated care via geographically focused, aggregated resource structures named PODS is being implemented throughout our service areas. All our relevant care and service functions are included in this initiative.

These advances were achieved despite the ongoing COVID-19 pandemic and its continued, severe challenges to our hospital facilities. Extreme challenges are being faced and dealt with by our excellent, fully vaccinated medical and administrative staffs who are working diligently to provide services and care that all patients need while handling overflow volumes of patients with severe COVID-19 infections along with all patients who present with other, serious medical conditions. We had hoped that the availability of effective vaccines would have tempered the strength of the pandemic by now, but it has not, and we continue to support full vaccination of all eligible individuals.

As you will see in this Report, objective measures of high accomplishments both in FPN network and in the Franciscan ACO have resulted in significant savings to payers and in our recognition as a high-performing organization in these arenas. The ongoing story of our pharmacies is that they continue to lead in medication safety support and antibiotic management strategies. You will also see that we are addressing performance issues in some CMS quality measure, which are significantly driven by the extreme impact of COVID-19 admission volumes and breakthrough infections among our hospital clinical staffs. The severity of this impact on our caregivers and providers is reflected in CMS’ decision not to report Value-based Purchasing or Patient Experience scores for Fiscal Year 2022. Despite the constraints imposed by extremely high admissions to our hospitals, we have seen overall stability and progress in our quality performance outcomes.

Thank you for opening this Report. We want to keep you informed and encouraged as you read the results of our efforts throughout 2021, and we want you to know that we will continue innovating and improving. While perfection is not attainable, “better” always is.
RESPECT FOR LIFE
FIDELITY TO OUR MISSION
Compassionate Concern
JOYFUL SERVICE
CHRISTIAN STEWARDSHIP

The gift of life is so valued that each person is cared for with such joy, respect, dignity, fairness and compassion that he or she is consciously aware of being loved.

Loyalty to and pride in the health care facility are exemplified by members of the health care family through their joy and respect in empathetically ministering to patients, visitors and co-workers.

In openness and concern for the welfare of the patients, especially the aged, the poor and the disabled, the staff works with select associations and organizations to provide a continuum of care commensurate with the individual’s needs.

The witness of Franciscan presence throughout the institution encompasses, but is not limited to, joyful availability, compassionate, respectful care and dynamic stewardship in the service of the Church.

Christian stewardship is evidenced by just and fair allocation of human, spiritual, physical and financial resources in a manner respectful of the individual, responsive to the needs of society, and consistent with Church teachings.
The commitment to continuing Christ’s Ministry in our Franciscan tradition is demonstrated daily in the unwavering dedication of our coworkers, providers and physicians. The COVID-19 pandemic has continued to be challenging, but we remain focused on and motivated by our Franciscan mission and values. As a healing ministry, we treat patients suffering from COVID-19, but also continue to deliver much needed care to our patients with a focus on prevention and wellness.

The clinical performance outcomes and initiatives outlined in this 2021 Franciscan Alliance Value Report exemplify how we continue to develop new and better ways to deliver care. Using a multidisciplinary approach, the Franciscan team continues to work more collaboratively and efficiently than ever before with our partners and our patients. We are determined to meet the needs of our patients through every step of their healthcare journey, and our priority continues to be our commitment to advance population health strategies and provide high-quality and affordable care.

Through disease prevention, care coordination across the continuum, support of mental and emotional health and encouragement of a healthy lifestyle, Franciscan has successfully combined resources and talents to develop pathways that provide high-quality healthcare and have great impact for our patients and communities. Our efforts place us as a leader in population health innovation, as evidenced by our notification from CMS that for 2020 performance, Franciscan ACO achieved a quality score of 100% and saved the Centers for Medicare & Medicaid Services $26.6 million dollars.

We continue to recognize, with thanks and gratitude, the thousands of compassionate coworkers and providers who have cared for patients this year, under stressful and ever-changing circumstances. Their dedication is nothing short of heroic and is a daily demonstration of our Mission and healing ministry.
FRANCISCAN ACCOUNTABLE CARE ORGANIZATION (ACO)

Summary

Franciscan ACO aligns physicians, practices, hospitals and payers to improve access to care and clinical quality while controlling costs. Building on a solid foundation, we continue to work toward a goal of higher quality, better coordinated and more efficient care for patients. We have developed pathways that include education, engagement and support to patients and providers in key areas:

- Partner with primary care providers
- Collaboration and care management across the continuum of care
- Emphasis on preventive care
- Enhanced communications, integration of care and clinical coordination
- Commitment to measurable, standardized and performance-based health care outcomes
- Use of evidence based best practices to reduce variabilities in care

Franciscan ACO is responsible for approximately 200,000 patients system wide. Franciscan ACO agreements include:

<table>
<thead>
<tr>
<th>Commercial</th>
<th>Medicare Advantage</th>
<th>Medicare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthem</td>
<td>Aetna</td>
<td></td>
</tr>
<tr>
<td>Cigna</td>
<td>Anthem</td>
<td>Humana</td>
</tr>
<tr>
<td></td>
<td></td>
<td>United HealthCare</td>
</tr>
</tbody>
</table>

Franciscan ACO Quality

The areas of quality focus for the Franciscan ACO are evaluated annually and strategies are developed to achieve success. Throughout the year, communication, tools, training and workflows are designed to support participating providers. Ensuring that we are leveraging all capabilities is key to success – it is elemental to provide support to participating providers in addressing quality measures and to close gaps in care. Success in quality focus areas translates to better care for patients, better health for our communities.
**Medicare Shared Savings Program**

Within the Medicare Shared Savings Program (MSSP) the Quality Index Performance Score is a compilation of the average scores across 4 Quality Metric Domains:

- Patient Satisfaction with Caregiver (CAHPS Survey)
- Care Coordination
- Preventative Health
- Care of the At-Risk Patient

Although the CAHPS survey was not scored in 2020 due to the COVID pandemic and the challenges thereof with care delivery, Franciscan ACO achieved a perfect 100% score in the other 3 domains within MSSP.

Notably, Franciscan has achieved a Quality Index Performance score of >90 annually since 2014 in our Centers for Medicare & Medicaid Services (CMS) value-based partnerships.

**Medicare Wellness Visits Completed 2021**

<table>
<thead>
<tr>
<th>Group</th>
<th>MSSP with MWV in 2021</th>
<th>Total MSSP Population</th>
<th>Percent Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crown Point</td>
<td>2,846</td>
<td>3,808</td>
<td>75%</td>
</tr>
<tr>
<td>Michigan City</td>
<td>3,356</td>
<td>4,826</td>
<td>70%</td>
</tr>
<tr>
<td>Munster</td>
<td>4,565</td>
<td>6,394</td>
<td>71%</td>
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<tr>
<td>Lafayette</td>
<td>2,022</td>
<td>3,075</td>
<td>66%</td>
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<td>Crawfordsville</td>
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<td>2,853</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>23,532</strong></td>
<td><strong>33,557</strong></td>
<td><strong>70%</strong></td>
</tr>
</tbody>
</table>
Medicare Advantage Overall Performance

The overall performance of the Franciscan ACO is scored by Medicare Advantage (MA) payer partners in several quality metrics areas, some of which include Diabetic Surveillance, Breast Cancer Screening, Colorectal Cancer Screening, Medication Adherence. Each quality metric score has performance percentage translated into peer-normed tiers ranging from a 1 to 5 score and are classified by CMS as Star Levels.

To accurately assess overall performance, it is important to look at both the percentage performance and the corresponding star levels. Given the fact that CMS increases the star level benchmarks annually driving quality performance improvement, the consistent performance of Franciscan ACO is noteworthy.
In 2021, the benefits of the supportive care and coordinated outreach of the Franciscan ACO Quality and Care Management teams is evident in performance areas of measured disease management and cancer screenings.
Within the Franciscan ACO Medicare Advantage (MA) patient population, breast cancer screenings improved markedly from 2020 to 2021, achieving 5-star performances within several of our MA ACO payer partnerships, despite COVID barriers for this metric.

Overall colorectal cancer screenings also have demonstrated significant improvement since 2016. Although there was an expected, COVID-driven dip with MSSP in 2020, the uptick within the MA ACO patient population in 2021 is attributed to the increased use of home testing kits for colorectal cancer screening.
After a significant focus on quality improvement in comprehensive diabetes care, 2021 brought about higher surveillance of disease progression and management leading to higher performance rates.

In 2021, the Franciscan ACO Quality teams implemented several processes to support providers including pending orders as adjunct to routine office visits, scheduling of annual wellness visits and outreach and documentation of completed retinal eye exams. Another important service provided to ACO patients includes the additional of support of Ambulatory Pharmacists. The Pharmacists counseled patients in diabetes management and medication adherence.

For the first time, Franciscan ACO achieved 5-Star Performance levels within multiple of our MA ACO partnerships in Hemoglobin A1c Control and Diabetes Urine Micro Nephropathy metrics.
Franciscan ACO All MA ACO
% DM pts with Retinal Eye Exams
2016 through 2021

Franciscan ACO All MA ACO
% DM pts with Urine Micro Nephropathy Screenings
2016 through 2021

Comprehensive Diabetes Care
Although COVID-19 was a priority this year, it was not our sole focus. In response to the needs of our communities, the Franciscan ACO Care Management team focused on collaboration to create innovations to care for our patients - addressing the physical, economic, social, and environmental conditions that are important drivers of population health.

Care management not only improves the patient’s experience of care, but it also improves health outcomes and reduces costs. The Franciscan ACO Care Management team made up of nurses, medical assistants, social workers, respiratory therapists and community health workers who continue to seamlessly support patients in the primary care setting to achieve optimized results.
Chronic Care Management

The ACO Care Management team provides support of Chronic Care Management to Medicare beneficiaries having two or more chronic conditions, making them at high-risk for hospital admission. The Care Management team works to identify patients within practices who would benefit from the Chronic Care Management program. Patients enrolled in the program benefit from care coordination, resource navigation and management of urgent chronic care needs.

Remote Patient Monitoring

Remote patient monitoring (RPM) is an innovative way for care teams to manage high-risk patients proactively across their care continuum. RPM helps patients feel comfortable managing their own health by using patient friendly devices proactively to track and capture important health data outside of the healthcare setting. The data is transmitted to the healthcare provider for assessment and, when necessary, instruction and recommendations for enhanced disease management. When enrolled in RPM, a patient may have access to devices that measure and capture vital signs such as blood pressure, blood glucose levels, weight and blood oxygen levels.

Franciscan launched RPM in February 2021 with a goal of decreasing the 30-day all cause readmission rate of both the ACO and non-ACO patient populations.

As this program was initiated to help reduce avoidable readmissions, two specific outcomes were measured:

- Readmissions after the index admission
- ED visits – as about a third of all ED visits in patients ≥65 years result in hospital admission.

Within the first six months of the program, for the Transitions (introducing the patient to the process) RPM program, we saw an 83% reduction in 30-Day readmissions and a 53% reduction of ED visits compared to the Control group. For the Embedded (ongoing, regular surveillance) RPM program, the 90-day admission reduction was 63% while ED reduction was also significant at 48%.

Social Determinants of Health

The ACO Care Management team provides support of Chronic Care Management to Medicare beneficiaries having two or more chronic conditions, making them at high-risk for hospital admission. The Care Management team works to identify patients within practices who would benefit from the Chronic Care Management program. Patients enrolled in the program benefit from care coordination, resource navigation and management of urgent chronic care needs.
Over the last year, at every level, in every type of job, we have witnessed countless examples of inspiring commitment, personal courage, and selfless support of our healthcare ministry.

We are profoundly and deeply grateful to our coworkers and providers who provided high-quality and compassionate care to protect our patients, communities, and each other. The extraordinary commitment and dedication of Franciscan team members is truly inspiring.

Inspiring health is what we do.

A Patient Story: Living with Pulmonary Disease - It gets scary real fast

Chronic Obstructive Pulmonary Disease (COPD) can be very scary. My patient, who is elderly and lives alone, is challenged in managing her COPD. When she did experience a flare-up, she would become frozen with fear and anxiety causing her health to deteriorate quickly and would end up in the hospital.

Soon after our first meeting, it was evident she needed additional support managing her health. I determined she would benefit from the Franciscan Remote Patient Monitoring Program (RPM). Providing her with remote monitoring tools and education to identify early warnings signs of flare-ups, I was hopeful we would be able to prevent future COPD related hospitalizations.
Collaborating with her primary care provider, she was enrolled in RPM. She was educated on how to use the at-home RPM tools and early symptom identification. At first, she was leery of the program, but quickly gained confidence as we worked together. She recently shared with that, “because I live alone, it gets scary real fast when I can’t breathe good. This program is like having another set of eyes on me and helps figure out what’s going on before it gets bad.”

Since her enrollment in RPM, which includes time during the winter months - often the hardest on her health, my patient has had no hospitalizations for COPD. Because she has been able to identify the early signs of a flare-up and the remote monitoring of her daily vitals, we have been able seek out appropriate medication attention for her prior to her health becoming critical.

I am proud of how hard she was worked to manage her health. She continues to grow confident in herself and is managing her daily life and COPD better than ever.

A Patient Story:
The Long Haul – Caring for the Patient across the Continuum

In July 2020, I began working with a patient for what I thought would be a short transitional period after a hospital discharge. All indications suggested there would be no need for care management to go beyond this initial time. Now, nearly 2 years later I continue support the needs of the patient as she navigates a very complicated daily life due to multiple health, social and economic barriers and issues.

With little support locally for her significant behavioral health needs, her primary care provider and I worked diligently to find support for her in a specialized program, as well as establish care with specialty providers. It was vitally important to support her every step of this process as she felt dismissed, misunderstood, not worthy. After months of searching, support and outreach, the patient got the help she needed.

Just when I thought all her support needs were resolved, she was diagnosed with Covid-19. This began a now near yearlong battle, and she is now the true definition of a Covid Long Hauler. I continue to work with her to ensure she scheduled and attended each visit as her feelings of self-worth impacted her actions.

I remain committed to providing supportive services to my patient. She continues to reach out to me regularly and as long as she needs my help, I will continue to provide support. Each day presents her with new symptoms. She makes valiant attempts to be adherent, not always following direction when her mental health diagnoses prevent her from doing so, but she continues to try.

As a care manager I feel strongly about support of the patient, over time, when needed and she is the epitome of what the Franciscan ACO is – a healing ministry – and how we can help and who we help.
FRANCISCAN PHYSICIAN NETWORK (FPN) 2021:
Transitions and Transformation
Medicare and Medicare Advantage

In 2021, Franciscan took another step on the journey toward value by entering into risk arrangements with four Medicare Advantage Plans. These contract changes were several years in the making with the final transition from fee for service to a pre-paid risk arrangement in January 2021. Reimbursement for these plans is based on the previous year’s capture of chronic conditions. With the assistance of a quality tool embedded in the electronic medical record that prompts for diagnoses contained in Hierarchical Condition Categories (a risk-adjustment coding model from the American Academy of Family Practice designed to estimate future healthcare costs for patients) that are not yet billed in the calendar year, the providers documented chart evidence describing Monitor, Evaluate, Assess, Treat (M.E.A.T) in the progress note to support the diagnosis on the claim. Over the course of the year, FPN captured 78% of the available chronic conditions. In 2022, our Medicare Shared Saving Program will move to partial risk. The following table illustrates chronic condition capture by division for all our Medicare beneficiaries.

Number of Conditions Table
All Medicare. Patients attributed to FPN providers with HCC BPA active, PCP or payer attributed.

<table>
<thead>
<tr>
<th>Division</th>
<th>Number of Potential Conditions</th>
<th>Number of Conditions Documented</th>
<th>Number of Conditions Remaining</th>
<th>Patients with Refresh Needs</th>
<th>Percent of Conditions Refreshed YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Indiana</td>
<td>90,440</td>
<td>70,740</td>
<td>19,700</td>
<td>10,447</td>
<td>78%</td>
</tr>
<tr>
<td>Central Indiana</td>
<td>61,233</td>
<td>47,642</td>
<td>1,3591</td>
<td>6,620</td>
<td>78%</td>
</tr>
<tr>
<td>Western Indiana</td>
<td>32,728</td>
<td>25,436</td>
<td>7,292</td>
<td>3,437</td>
<td>78%</td>
</tr>
<tr>
<td>South Suburban Chicago</td>
<td>22,788</td>
<td>18,474</td>
<td>4,314</td>
<td>2,286</td>
<td>81%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>207,189</td>
<td>162,292</td>
<td>44,897</td>
<td>22,820</td>
<td>78%</td>
</tr>
</tbody>
</table>

Number of Conditions Documented, Number of Conditions Remaining, Number of Potential Conditions, Patients with Refresh Needed and Percent of Conditions Refreshed YTD broken down by Division. The data is filtered on Month, which includes the previous month. The filter associated with this field ranges from 12/01/2021 to 12/31/21.
Transforming Primary Care - POD Initiative

With the advent of the transition to risk contracts, FPN leadership had a vision to transform primary care by providing a multi-disciplinary team to help care for Medicare Advantage patients with chronic conditions. The term POD, consisting of a group of geographically located practices with a total of 2000 Medicare Advantage patients, was coined for this effort which included the practices and the resources surrounding those practices. Each POD will also have an ambulatory residency trained pharmacist, a social worker, a health coach, an RN/Medical Assistant team for pre-visit planning, triage and outreach, and a health life coordinator to assist patients and POD staff with spiritual needs. The POD staff will collaborate with the ACO care management team assigned to those practices.

To cover all the adult primary care practices, FPN initially plans to expand this innovative approach to 12 PODs with further expansion to specialty PODs and followed by some PODs focused on post-acute care. PODs will focus on prevention, patient engagement, chronic care management, reduction of ED utilization and hospital readmissions, and 5-STAR rating in quality performance. Five PODS are currently being staffed with the remainder to be functioning in 2022.

With Franciscan Alliance (FA) at risk for Medicare, it becomes paramount to understand fully the population and to be able to manage quality and risk. While dashboards and tools are developed within our own organization, FPN has partnered with Innovaccer, whose data activation platform and applications will ingest claims, payer, partner, and our own clinical data to provide a robust population health tool. Innovaccer provides FPN with data to plan strategically and to determine areas of opportunity such as cost, utilization, and quality at multiple levels of aggregation as well as to stratify patient populations for POD resources that will permit appropriate and timely patient intervention.

To align compensation more fully with our organization’s journey to value, the adult primary care physicians were transitioned to a new model of compensation with less focus on productivity and added quality incentives covering Medicare Wellness, HCC (Hierarchical Condition Categories) chronic condition capture, patient satisfaction, patient access, readmissions, and medication utilization.
Medicare Wellness

One transition for 2021 that did not happen was to remove COVID from any narrative. The pandemic challenges that providers faced were to keep patients healthy, to appropriately manage chronic conditions and to not ignore preventive care all the while caring for those who contracted COVID. Medicare Wellness visits remained an important part of our overall quality strategy for all of our Medicare patients. The following graphs show both our Medicare Shared Savings population and our Medicare Advantage patients by practice groups. FPN year end completion for MSSP was 70% while 77% of Medicare Advantage patients completed a wellness exam.

Medicare wellness visit (MWV) completion rates for our Medicare Shared Savings Program

<table>
<thead>
<tr>
<th>Group</th>
<th>MSSP with MWV in 2021</th>
<th>Total MSSP Population</th>
<th>Percent Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crown Point</td>
<td>2,845</td>
<td>3,808</td>
<td>75%</td>
</tr>
<tr>
<td>Michigan City</td>
<td>3,356</td>
<td>4,826</td>
<td>70%</td>
</tr>
<tr>
<td>Munster</td>
<td>4,565</td>
<td>6,394</td>
<td>71%</td>
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<td>Indianapolis</td>
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<td>SSC</td>
<td>2,853</td>
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<td>70%</td>
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<td><strong>Total</strong></td>
<td><strong>23,532</strong></td>
<td><strong>33,557</strong></td>
<td><strong>70%</strong></td>
</tr>
</tbody>
</table>

Medicare wellness visit (MWV) Completion Rates for Medicare Advantage Patients

<table>
<thead>
<tr>
<th>Group</th>
<th>MA with MWV in 2021</th>
<th>Total MA Population</th>
<th>Percent Complete</th>
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</thead>
<tbody>
<tr>
<td>Crown Point</td>
<td>2,316</td>
<td>2,832</td>
<td>82%</td>
</tr>
<tr>
<td>Michigan City</td>
<td>2,484</td>
<td>3,314</td>
<td>75%</td>
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<td>Munster</td>
<td>3,862</td>
<td>4,689</td>
<td>82%</td>
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<td>Lafayette</td>
<td>1,288</td>
<td>1,772</td>
<td>73%</td>
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<tr>
<td>Crawfordsville</td>
<td>1,552</td>
<td>2,147</td>
<td>72%</td>
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<tr>
<td>Indianapolis</td>
<td>6,643</td>
<td>9,112</td>
<td>73%</td>
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<tr>
<td>SSC</td>
<td>1,078</td>
<td>1,252</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>19,223</strong></td>
<td><strong>25,118</strong></td>
<td><strong>77%</strong></td>
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</table>
Patient Experience

FPN cares about the experience our patients have before, during and after an office visit. We survey all ages and through a collaborative effort, FPN quality, FPN operations and our Franciscan ACO leaders work hard to recognize those practices and providers who are rated highly by patients and learn from them the best practices to assist those practices and providers who are struggling. The surveys query patients on access, safety, and satisfaction with the care team, the provider, and the overall practice.

The following data for the FPN practice groups is a top box rating of ‘Likelihood to Recommend the Practice”, a measure of how well all the practice coworkers and providers work together to provide quality care for our patients. Despite the pandemic, FPN posted a 4% year over year improvement for rating the overall practice experience. The transition in this section is that FA will be using a new vendor in 2022 for patient experience.

<table>
<thead>
<tr>
<th>TOP BOX PERCENTILE RANKINGS</th>
<th>2020 BASELINE</th>
<th>RECOMMEND PRACTICE</th>
<th>RECOMMEND PRACTICE</th>
<th>YoY Difference</th>
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<td>46</td>
<td>4</td>
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<tr>
<td>Western Indiana Region</td>
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<td>51</td>
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<td>-3</td>
</tr>
<tr>
<td>FPN Crawfordsville</td>
<td>51</td>
<td>51</td>
<td>48</td>
<td>-3</td>
</tr>
<tr>
<td>FPN Rensselaer</td>
<td>78</td>
<td>62</td>
<td>62</td>
<td>-16</td>
</tr>
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<td>FPN Lafayette</td>
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<td>52</td>
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<td>Northern Indiana Region</td>
<td>43</td>
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<td>FPN Michigan City</td>
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<td>FPN Crown Point</td>
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<td>-3</td>
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<tr>
<td>Central Indiana Region</td>
<td>63</td>
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<td>-2</td>
</tr>
<tr>
<td>FPN Indianapolis</td>
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<td>61</td>
<td>-2</td>
</tr>
<tr>
<td>SSC Region</td>
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<td>36</td>
<td>-7</td>
</tr>
<tr>
<td>FPN Illinois</td>
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<td>FPN Virtual</td>
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Peer Group: All Sites, Unadjusted Data

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Merit Based Incentive Payment System (MIPS) Score

For reporting year 2022, Franciscan Alliance once again scored in the top decile with a nearly perfect 99.37/100. MIPS is a Medicare quality program that determines fee adjustments for the organization in the following year.

Final Score 99.37 / 100

Improvement Activities 20.00 / 20.00

Quality 50.00 / 50.00

Promoting Interoperability 23.77 / 30.00

Awarded Bonus Points 5.60

Cost N/A
CLINICAL OPERATIONS – QUALITY AND SAFETY
Franciscan Alliance Organizational Performance in CMS Measures Over the Past Six Years

Franciscan Alliance hospitals have experienced some slippage of performance in this difficult measure set. The measure set uses 3 years of data to calculate the result, and any problem that occurred in any one of the three years almost always causes the following two years to show a deficit. Leadership at each facility is working with their medical and quality staff members to effect and sustain any necessary changes in practices that will allow them to improve their scores once the problem year has passed from the calculation. In the interim, there is just under a $2.5 million reduction in the Franciscan Alliance Base DRG allowance due to this measure.

CMS Quality Program Performance

Hospital-acquired Conditions Reduction Program (HACRP)
Hospital Readmissions Reduction Program (HRRP)
Franciscan Alliance facility performance in this also very challenging measure has been improving over the past 3 years, with a slight decline in Fiscal Year 2021. There have been many programs developed and shared within Franciscan to reduce the number of avoidable readmissions, and these programs are bearing fruit. These efforts have reduced the Base DRG allowance negative impact from $2.5 million in 2017 to just over $1.5 million in FY 2021, with over 99.4% of the Base DRG payment maintained.

### Hospital Readmission Reduction Program

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### Constant Dollar Impact

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Value-based Purchasing (VBP)
As the Value-based Purchasing program has moved fully into outcomes performance as the measure set, some Franciscan facilities have experienced a decline in performance in this measure set. Slight declines in performance in those facilities compounded into the Base DRG allowance reduction from just over $0.8 million in 2020 to just under $1.4 million in 2021. This amount still represents a less than 0.5% drop in the Base DRG payment overall.

### Value-based Purchasing

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### Constant Dollar Impact

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<td>$0</td>
<td>$0</td>
<td>$0</td>
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</table>
Six-Year CMS Measure Performance Summary

The total amount of DRG reimbursement that is at risk in this constant dollar calculation is $11.3 million. The estimated reduction to Franciscan Alliance by all these programs is less than half of the dollars at-risk. While this is an encouraging current state, improvements are underway in all facilities, to the extent that the COVID-19 pandemic allows us to maintain focus on our overall quality performance. We know that it will take time for some of these metrics to be improved, since two of the programs are designed to maintain penalties well beyond the year in which a performance slip might have occurred. We believe that future editions of this Report will confirm our optimistic outlook.
Medication Safety and Antibiotic Stewardship

Medication safety is supported by all Franciscan Alliance co-workers interacting with the medication use process. Improving medication use processes is informed by medication errors, adverse drug reactions, and proactive monitoring for medication misadventures. Medication safety relies on leadership of site multi-disciplinary Medication Safety Committees and the FPN Clinical Operations Committee.

**MASTER INFUSION PUMP LIBRARY TEAM MAINTAINS SYSTEM STANDARD SMART PUMP LIBRARY**

In 2021, three smart pump libraries were released across Franciscan Alliance to maintain a system standard data set with medication safety parameters such as infusion rates, doses, volumes, and limits. Most patient care areas utilize smart pumps wirelessly integrated with EPIC®. The nurse scans the patient, the pump, and the medication infusion to automatically program the pump. The pump sends information to EPIC® about when the infusion started and stopped, the rate of infusion, and the volume infused.

In 2021, the standard concentrations of several infusion medications commonly used in critical care were updated to align with national efforts to standardize medication concentrations. The national efforts were endorsed by several patient safety organizations to reduce errors and improve transitions of care.

**COVID-19 MANAGEMENT**

Pharmacy Services continued to collaborate with a multi-disciplinary team of clinical subject matter experts from across the system to keep the Epic clinical decision support build aligned with the latest FDA Emergency Use Authorizations, NIH Recommendations, and CDC Clinical Considerations. Epic build has supported our care teams throughout the pandemic putting the latest clinical information at their fingertips. In 2021, (1) the CDC updated the Interim Clinical Considerations for Use of COVID-19 Vaccines Currently Approved or Authorized in the United States 23 times; (2) the FDA updated Emergency Use Authorizations on COVID-19 vaccines 20 times; and the FDA issued or updated Emergency Use Authorizations on COVID-19 medications 19 times. The updates led to immediate EPIC® build and communication to care teams.

Throughout the COVID-19 pandemic, the pharmacy care teams (1) managed numerous drug and supply shortages; (2) supported the use of nine medications with FDA Emergency Use Authorization (EUA) requirements; (3) supported the use of two NIH recommended off-label uses of medications (3) supported COVID-19 investigational medication trials; (4) supported the use of four COVID-19 mRNA vaccine formulations; (5) provided virtual and drive-thru care for patients on anticoagulants; and (6) recommended and implemented a new EPIC® report to monitor COVID-19 patients’ clinical conditions more effectively.
ANTIMICROBIAL STEWARDSHIP

In September 2019, the Centers for Medicare and Medicaid Services (CMS) finalized new regulations that require US hospitals to develop and implement antibiotic stewardship programs (ASPs). CMS said in a fact sheet, “By requiring that hospitals have antibiotic stewardship programs that are not only active and hospital-wide, but also demonstrate adherence to nationally recognized guidelines for the optimization of antibiotic use through stewardship, the changes are aimed at effectively reducing the development and transmission of HAIs (Healthcare-associated Infections) and antibiotic-resistant organisms that ultimately will greatly improve the care and safety of patients while adding cost benefits for hospitals.” Franciscan Alliance was far ahead of this CMS mandate with a formal antimicrobial stewardship program starting in 2016.

The 2021 Antimicrobial Stewardship program goal was to maintain each hospital’s Standardized Antimicrobial Administration Ratio (SAAR) for Clostridioides Difficile driver antimicrobials to less than or equal to 0.85. The SAAR is a metric for comparing actual to predicted antimicrobial use. The predicted amount is based on nationally aggregated antimicrobial use data. Maintaining a SAAR below 0.85 would suggest our hospitals are using less antimicrobials that contribute to a hospital onset C. diff infection versus other hospitals. A C. diff infection causes severe diarrhea and can be life-threatening. Example interventions contributing to a lower use of C. diff driver antimicrobials include discontinuing an anti-infective, optimizing the dose of the anti-infective based on the infection and patient parameters, and recommending a different anti-infective.

### C. DIFFICILE DRIVER ANTIMICROBIAL DAYS OF THERAPY (DOT) PER 1,000 PATIENT DAYS

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<th>APR-21</th>
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### ANTIMICROBIAL STEWARDSHIP

The SAAR ratio and hospital onset C. diff infection rate per 1,000 patient days are not finalized for 2021 due to a report lag to prioritize the 2021-2022 COVID-19 surge. Through the third quarter of 2021, hospital onset C-diff rate had increased 12.1% over 2020. This area will continue to be a focus in 2022, discontinuing an anti-infective, optimizing the dose of the anti-infective based on the infection and patient parameters, and recommending a different anti-infective.

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2021 started efforts to place ten residency-trained and/or board-certified specialist pharmacists as part of the PODS team-based care model targeted at Medicare Advantage patients. Each patient’s medication regimen is assessed by a pharmacist for (1) appropriateness to patient and indications; (2) effectiveness for conditions and for achieving clinical goals; (3) safety given comorbidities and concomitant medications; and (4) compliance.

In addition to sample cases of how the PODS pharmacists have impacted patients, the pharmacists improve physician satisfaction by having a collaborative partner with an added skillset to help manage complex patients. Physicians have reported patients are receiving better care towards targeted outcomes.

**Pharmacist Impact: Franciscan**

- **Patient story 1:** Patient hospitalized for DM foot infection with A1C 13.6% - Over multiple visits, pharmacist adjusted insulins and added SGLT2; 3 months later A1C was 6.5%. DM foot infection healed and no further hospitalizations.

- **Patient story 2:** Dietitian asked pharmacist to see patient during provider visit. A1C of 9.1% - blood sugar fluctuating from 600-300mg/dl with frequent hypoglycemia. Over a few visits, pharmacist adjusted insulin dose and timing and oral medications. Repeat A1C not due, 14-day average blood sugar = 140mb/dl. Patient refers to the pharmacist as “his angel”.

- **Patient story 3:** Non-adherent patient with A1C of 9.9%; hesitant and skeptical about medications due to h/o intolerance and cost; pharmacist gained trust changing DM and HTN medications. Repeat A1C not due, 30-day average blood sugar = 140mb/dl. Patient refers to the pharmacist as “his angel”.

- **Patient story 4:** Six hospitalization in 2 months; 34 medications. Reduced to 12 medications, insulin, HTN, mental health regimens simplified. No hospitalizations within last 9 months, Improved BP, A1C control and mental status.

**SYSTEM GUIDELINE ESTABLISHED FOR ANTICOAGULANT AND ANTIPLATELET REVERSAL AND PERIOPERATIVE MANAGEMENT**

In 2021, a system-wide, evidence-based anticoagulant and antiplatelet reversal and perioperative management guideline was approved by Pharmacy & Therapeutics medical staff committees. The guideline addresses all classes of drugs that can impact blood clotting. The guideline helps Franciscan Health hospitals meet criteria for trauma level designation.
CENTRAL ORDER VERIFICATION PHARMACY

The Central Order Verification Pharmacy (COVP) started as the Central Order Entry Pharmacy prior to the implementation of EPIC®. COVP was one of the first system-wide solutions designed to leverage technology and create efficiencies in safe medication order verification. The service allows clinical pharmacists to be deployed out of hospital pharmacies to patient care units and directly to patients. COVP pharmacists verified over 2.3 million hospital medication orders in 2021. On average, COVP pharmacists verify medication orders within 5 minutes of the time the provider signs the order.

<table>
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<tr>
<th>Central Order Verification Pharmacy</th>
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<tr>
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<td>TOTAL Medication Orders</td>
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<tr>
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<td>451,377</td>
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<td>SYSTEM TOTAL</td>
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FRANCISCAN HEALTH IS A FOUNDING MEMBER OF NONPROFIT CIVICA® RX

Going into 2019, Franciscan Health invested in Civica® Rx to help ensure quality medications are accessible and affordable for our patients. Civica® Rx is a generic drug company addressing the problems of chronic drug shortages and exorbitant price increases on older generic drugs. Civica® Rx strives to ensure stable and predictable generic drug supplies. Franciscan Health has been joined by 1,200+ hospitals from 50+ health systems representing 213,000 licensed beds or 30% of US hospital beds. As a founding member, Franciscan Health helps drive Civica® Rx’s drug selection decisions most essential for patient care.

Surging demand for essential generic injectable drugs used for COVID-19 patients validated Franciscan Health’s Civica® Rx investment. Multiple Civica medications, such as neuromuscular blockers, antibiotics, sedatives, pain relievers, and blood thinners, were used to care for our COVID-19 patients. Not only did Civica® Rx help Franciscan Health maintain drug supply, Civica® Rx was tabbed by the U.S. Government to provide millions of doses of critical medications to the national stockpile for the COVID-19 response.

Franciscan Alliance has purchased around 50 injectable Civica generic medications. Franciscan Alliance will continue their support of Civica’s expansion into more of the injectable generic drug market in 2022.
FPN PHARMACY RESOLUTION CENTER
The FPN Pharmacy Resolution Center, a partnership between FPN and Pharmacy Services launched in April 2018. The Resolution Center is staffed by pharmacists and pharmacy technicians. The Resolution Center served 1,100,000 patient encounters in 2021 with the purpose of reviewing a patient’s electronic health record to authorize prescription refills safely and efficiently upon patient request. The service is provided under FPN approved protocols to allow refill authorization when patient requirements are met for visits, labs, and other clinical documentation. The service supports freeing up provider time for direct patient care. The 1,100,000 patient encounters represented a 65% increase from 2020. 3 additional Central Indiana FPN offices representing 30 additional providers took advantage of Resolution Center services in 2021. The Resolution Center added a Prior Authorization service in May 2021 and will continue to grow this new service in 2022. The Prior Authorization service supports FPN offices by completing insurance required documentation on behalf of the provider. The insurance company will not approve the medication for the patient until the prior authorization process is completed.

FRANCISCAN OUTPATIENT PHARMACY INSTALLS AUTOMATED PHARMACY PICKUP SOLUTION
In March 2021, the first automated pharmacy pickup solution supported by Franciscan Outpatient Pharmacy Indianapolis was installed at the Franciscan Health Education and Support Services Center (ESSC) in Greenwood, IN. The ScriptCenter® was installed to provide a convenient prescription pick-up option for employees at the ESSC and Sierra buildings. The device allows for secure storage, pickup, and payment of prescriptions, all while receiving superior customer service with expert pharmacist knowledge.

The ScriptCenter® was installed to provide a convenient prescription pick-up option for employees at the ESSC and Sierra buildings.
GLOSSARY OF TERMS

ACO: Accountable Care Organization – no single definition exists, but an ACO is generally perceived as a consortium of caregivers and payers that agree to collaborate, cooperate and communicate in providing health care and support to patients in all settings, from well at home to acute hospitalization and back to home with payments being made based on providing high-quality, needed care rather than on specific services provided. Active patient involvement in self-care is another key feature of ACO functions. There are multiple ACOs currently in existence, from those operated under the guidance of CMS (Pioneer and Medicare Shared Savings Plan or MSSP, for example) to those operated by commercial insurers.

AHRQ: Agency for Healthcare Research and Quality – a Federal agency charged with improving the quality, safety, efficiency and effectiveness of healthcare for all Americans.

ALOS: Average Length of Stay – sometimes referred to as LOS, or length of stay. The length of time (usually in days or fractions of days) that a patient remains an inpatient in a hospital setting.

AMI: Acute Myocardial Infarction – also known as a Heart Attack.

Antimicrobial Stewardship: A program that focuses on the appropriate use of antibiotics at proper doses and proper times to maximize benefit and minimize bacterial resistance.

Aranesp: Brand name of a drug (darbepoietin alpha) that is given to patients with renal failure and a low red blood cell count (anemia) to treat that anemia.

Arrhythmia: A problem with the rate or rhythm of one’s heartbeat, which means that the heart beats too slowly, too fast or with an irregular pattern.

BiPAP: Bi-level Positive Airway Pressure – similar to CPAP (Continuous Positive Airway Pressure) ventilation assistance (breathing support) used by individuals diagnosed with sleep apnea and other breathing disorders except that BiPAP uses different positive airway pressures for each of the two phases of breathing (inhaling and exhaling).

Cardiac: Of or pertaining to the heart.

Cardiac Catheterization: A surgical procedure in which a trained physician inserts a long tube (a catheter) into the blood vessels of the heart, usually by way of the femoral (groin) artery. This procedure is performed both to visualize whether and where a coronary artery may be blocked and to perform an artery-clearing procedure by inflating a balloon-like portion of the catheter to press the materials causing the blockage against the walls of the affected artery. Usually a metal mesh device that is designed to keep the coronary artery open (a stent) is inserted into the treated artery to prevent subsequent re-blockage.

Cardiogenic Shock: A condition in which a person’s heart suddenly cannot pump enough blood to meet the body’s needs, due to the failure of the heart ventricles to function effectively. It is a life-threatening condition which requires immediate medical intervention to prevent death.

Care Maps: Detailed day-by-day guidance for caregivers that shows specific care processes and health improvement milestones that most hospital inpatients with a specific health condition should experience and reach for optimal hospitalization outcomes.

CAUTI: Catheter-associated Urinary Tract Infection – a bladder or kidney infection that is caused by the prolonged presence of a urinary catheter (a tube to drain urine) in the bladder.
CHF: Congestive Heart Failure – sometimes called HF or Heart Failure. A condition in which the pumping activity of the heart muscle is impaired due to damage from a heart attack or other condition or disease.

Chronic Condition: Generally a medical condition that persists over time and cannot be cured only made less difficult for the patient to live with by appropriate self-care and good caregiver coordination. Examples of chronic diseases are Chronic Obstructive Pulmonary Disease (COPD), Congestive Heart Failure (CHF) and Diabetes.

CLABSI/CLBSI: Central Line-associated Blood Stream Infection/Central Line Bloodstream Infection – terms to indicate a systemic infection (see also Sepsis) causally associated with the presence of a central venous catheter (a long tube that is inserted through the skin into an arm or leg vein that is then threaded through the venous system so the tip of the tube is very close to the heart for medication administration and other critical medical uses).

Clinical Case Coordination/Coordinators: In ACO settings, this is the approach and team that work directly with ACO beneficiaries to assure that medical/clinical care is fully coordinated and optimized in all care locations, including, most critically, at home.

CMS: The Center for Medicare and Medicaid Services – see also HHS.

Comorbidity: Either the presence of one or more disorders (or diseases) in addition to the primarily diagnosed one or the effect of such additional disorders or diseases on the patient’s overall health and well-being.

Complications: Generally, conditions that arise because of diseases worsening or treatments of diseases having unforeseen and undesired consequences of causing harm rather than helping a patient get better.

Coronary Artery: One of the several blood vessels that delivers blood to heart muscle. A blocked coronary artery is a frequent cause of heart attack.

Coronary Artery Bypass Graft (CABG): A surgical procedure commonly called “bypass surgery” which utilizes blood vessels from elsewhere in the body to replace damaged coronary arteries during an open heart surgical procedure.

CPAP: Continuous Positive Airway Pressure – ventilation assistance (breathing support) used by individuals diagnosed with sleep apnea and other breathing disorders which provides the same continuous pressure during both phases of breathing (inhaling and exhaling).

Decile: A statistical term used to describe the relative position of a score or result when ranked among all participant scores or results. The bottom decile means the bottom 10% of scores or results while the top decile means the top 10% of scores or results.

DRG: Diagnosis-related Group – a term developed by CMS to bundle payments for overall episodes of care in order to reduce the cost of care as opposed to paying based on specific services provided.

Door to Balloon Time: Used as a measure of Emergency Department proficiency at properly managing the care of a patient who has experienced a heart attack, this metric is defined as the time elapsed between the time a patient experiencing a heart attack is registered as being present in the ED and the time a physician has inserted a cardiac balloon catheter into the blocked coronary artery and inflated it, relieving the blockage.

EBM: Evidence-based Medicine – the use of clinical and scientific evidence that has been peer-reviewed and published in medical and scientific literature along with individual caregiver experience to determine what care processes have the most optimal chances for yielding improved outcomes in specific diagnoses and conditions.
GLOSSARY OF TERMS

EBOS: Evidence-based Order Sets – the means by which EBM is incorporated into the care of an individual patient. The physician’s orders for care include EBOS in order to maximize optimal outcomes for that specific patient, based on both scientific evidence and the physician’s knowledge and expertise.

ED: Emergency Department or Emergency Room.

ERAS: Enhanced Recovery After Surgery, a set of practices that have been shown with strong evidence to reduce post-operative harm, to speed reduction of mobility and to improve markedly the time it takes for a patient to get back to full available functionality following a surgical procedure.

ESBL: Extended Spectrum Beta Lactamase - antibiotic resistant bacteria that produce the beta lactamase enzyme which destroys commonly-use antibiotics.

Falls: The unexpected and undesired movement of a person from one level or plane to another. This includes assisted falls in which a caregiver catches a patient and assists them to sit or lowers them to another plane without harm to the patient.

Franciscan: Franciscan Alliance

HAC: Hospital-acquired Condition, such as an infection or injury that occurred while an inpatient in a hospital.

HAI: Hospital-acquired Infection – an infection such as CLABSI or CAUTI that occurred while a hospital inpatient

Harm: Generally, an unintended outcome of care in which the patient was injured or otherwise hurt.

Hemoglobin A1C (HbA1C): The fraction of total hemoglobin in red blood cells that has glucose (sugar) attached to it by a chemical reaction. When blood glucose is high, as in patients with diabetes, the HbA1C fraction of hemoglobin becomes increased and can be used to track how well a patient is managing their diabetes with diet and medication.

HEN: Hospital Engagement Network – a group of hospitals organized into an information-sharing consortium that functions with the intention of improving patient care and patient safety.

HHS: The Department of Health and Human Services – a Federal, Cabinet-level department that has CMS and other agencies related to healthcare and human needs reporting to it.

HIIN: Hospital Innovation Improvement Network – the successor program to HEN which has raised the performance bar on harm reduction and has engaged over 1600 hospitals and 32 state hospital associations in HRET’s ongoing efforts to drive preventable patient harm levels toward zero. Reduction in harms to caregivers has recently been added to its goals.
**GLOSSARY OF TERMS**

**HRET:** Health Research and Educational Trust – founded in 1944 by the American Hospital Association with the expressed aim of transforming education through research and education, the HRET uses applied research to assist in improving the delivery of health care by providers.

**Injury:** See Harm.

**IQI:** Inpatient Quality Indicator – a term developed by the AHRQ to measure, in a standard way, undesired outcomes to hospital inpatients.

**Kaizen:** This Japanese word by itself merely means “change for the better”. In Lean practice, Kaizen refers to a process of continuous improvement that Franciscan has designated as one key function of Rapid Improvement Events (RIEs) and Managing for Daily Improvement (MDI). Kaizens are used to identify, trial and implement small changes in work processes by frontline staff.

**Left Ventricular Assist Device (LVAD):** A pumping device that is designed to assist the left ventricle of the heart (the main pumping chamber that delivers blood to the body other than the lungs) to move blood through the many arteries and veins of the circulatory system. LVADs are designed to be used temporarily to support heart function while the patient awaits a heart transplant or to allow the heart to recover from injury or disease.

**Managing for Daily Improvement (MDI):** A set of practices that facilitate and support daily improvement by everyone in Franciscan Alliance. These practices optimally include daily improvement cycles, Gemba Walks and Gemba Boards and the spread of Kaizens throughout frontline operations.

**MDRO:** Multi-drug Resistant Organism – sometimes called “super bugs” these are usually bacteria that have become resistant to antibiotics that once were able to kill them or to inhibit their growth. One well-known example of an MDRO is methicillin-resistant staphylococcus aureus, or MRSA.

**Meaningful Use:** A term developed as part of the Patient Protection and Affordable Care Act (PPACA, ACA) that describes specific information technology goals hospitals and caregivers must attain in order to receive Federal funding in support of the implementation of Electronic Health Records, or EHRs.

**Medicare:** The health insurance program provided by the Federal government to people over 65 and those who are disabled or on end-stage renal dialysis. Medicare Part A insurance covers hospitalization-related costs, while Part B covers ambulatory and physician care and Part D covers medications. Medicare Advantage insurance combines all these coverages (Parts A, B and D) into a single health care policy.

**Milliman:** A set of actuarial guidelines published by Milliman Corporation regarding CMS hospital admission rules.

**NDNQI:** National Database of Nursing Quality Indicators, a data set developed for the express purpose of measuring and tracking specific healthcare-related issues that are connected with the performance of bedside nursing care.

**NHSN:** The National Healthcare Safety Network, an infection tracking system developed and operated by the Centers for Disease Control and Prevention (CDC).

**ONC:** Office of the National Coordinator for Health Information for CMS, who nationally leads the processes for change and improvement in the interoperability and functionality of healthcare information technology systems.
**Glossary of Terms**

**Partnership for Patients:** A public-private partnership that had as its focus improving the quality, safety and affordability of health care for all Americans. CMS was the public partner in this organization. This initiative was replaced by the Hospital Engagement Network versions 1.0 and 2.0 and subsequently by the current Hospital Innovation and Improvement Network.

**PCMH:** Patient-centered Medical Home – A Primary Care transformational approach that provides accessible, continuous, coordinated and compassionate care for patients who are dealing with chronic conditions or diseases.

**Patient Experience/Patient Satisfaction:** Scores that indicate patient and family perceptions of care given in various settings. The most commonly used approach in hospitalized patients is the Hospital Consumer Assessment of Health Care Providers and Systems (HCAHPS), and there are CAHPS evaluations for other care settings as well.

**Perfusion:** The passage of fluid through the circulatory or lymphatic system to an organ or tissue, usually referring to the delivery of blood to a capillary bed in tissue.

**PN:** Pneumonia.

**Pressure Ulcers:** Also known as bed sores, broken and deteriorating skin and underlying tissues that occurs as a result of unprotected, continuous pressure; occurs most often in areas where bony prominences are close to the skin surface.

**Process of Care:** A term developed by CMS to describe individual medical actions, such as providing aspirin upon admission to a patient with an apparent heart attack, that have been proven to improve outcomes and that are considered basic standards of proper care for patients with specific conditions.

**PSI:** Patient Safety Indicator – a term developed by the AHRQ to measure, in a standard way, incidents that may indicate less safe conditions for hospitalized patients.

**qSOFA:** Quick Sepsis-related Organ Failure Assessment – a bedside patient evaluation to predict which patients with suspected infection may have a poor outcome outside the ICU. qSOFA uses 3 criteria, low blood pressure, high respiratory rate, and altered mentation to develop a risk score and a probable sepsis prediction.

**Quadruple Aim:** The Triple Aim with an added focus on Improved Clinician Experience.

**Quality Rounding:** Also known as concurrent rounding – a technique used by hospital Quality leaders to assure that all patients receive all needed care measures during their hospital stay.

**Quartile:** See also Decile – example, a score or result in the bottom quartile is in the bottom 25% of all scores or results attained in a particular distribution of scores or results.

**Rapid Improvement Events (RIEs):** These are carefully planned and rapidly executed team events (also known as Kaizen Events) that generally span 1-5 days and involve key process participants solving a narrowly-scoped process improvement opportunity. The improvement opportunity has been approved by senior leadership in advance and is completed before the RIE is completed.

**RCA:** Root Cause Analysis, which is the process by which, through structured dialog, a team of care-givers seeks to understand the basic cause of any adverse event or patient harm that occurs in their unit or hospital.
Glossary of Terms

Readmissions: In CMS terms, it is the unplanned readmission of a patient to a hospital within 30 days of that patient’s having been discharged from the same or a different hospital.

Sepsis: A widespread, systemic inflammation in reaction to an infection that is present in the bloodstream. This disease, which can lead to multi-organ failure, carries a significant probability of death (over 20%) and frequently has ongoing consequences that are negative for a patient who contracts it.

SIR: The Standardized Infection Ratio developed by the NHSN to allow consistent performance tracking for HAIs in facilities with varying volumes and patient acuity indices.

SSI: Surgical Site Infection – a term that means the development of an infection following a surgical procedure either within the area of the incision or deeper within the body.

SQDC: An acronym of the words, Safety, Quality, Delivery and Cost that is used to describe the order of priorities which is most effective in implementing an effective Lean Transformation System such as the Franciscan Transformation System.

Transitional Care Management: A service offered to CMS ACO patients whose care process includes a transition of care from the acute, in hospital setting, to another care setting away from the hospital.

Triple Aim: A stated goal of CMS, which is to provide better care for large groups of people (populations), better experiences and outcomes of care for individuals and lower costs of care for everyone.

VAE: Ventilator-associated Event is a newer term that groups all the conditions that result in a significant and sustained deterioration in oxygenation and which includes several conditions including Ventilator-associated Pneumonia (VAP). This new term is considered to provide better, more complete information about the quality of care provided to patients who must breathe with the assistance of a breathing machine (a ventilator) through a tube inserted into their trachea.

Value Stream: The work processes, work streams or workflows that add value to consumers of the service or product provided. In health care, there are multiple work streams that occur in caring for a hospitalized patient. Each individual work stream is eligible for optimization which then assures that the greatest value of the care provided reaches our patients and families. In health care, value is generally measured by reduced amount of time that a patient must remain in the hospital (see ALO S) and by improved health outcomes.

Value Stream Transformation: Involves systematically rethinking and redesigning the streams of work in our organization to provide the greatest value for our customers. Improvement approaches to improve those value streams include, in descending order of complexity, projects, Rapid Improvement Events (RIE), workshops, and Kaizens.

VBP: Value-based Purchasing – a program developed by CMS under the guidance of the PPACA that is designed to focus caregivers away from the number of interventions given as part of a patient’s care and toward better provision of care (Process of Care), better experiences of care by the patient, better outcomes and lower costs.

VTE: Venous Thromboembolism, also known as a deep vein thrombosis (DVT) - a blood clot that develops in a vein, usually in the leg, which could break loose and cause significant damage elsewhere in the body, particularly in the heart, lungs or brain.

WHO: The World Health Organization, an arm of the United Nations that has as its mission to direct international health within the UN system and to lead partners in global health responses.
APPENDICES

System Facilities

Franciscan Alliance Corporate Office
1515 W Dragoon Trail
Mishawaka, IN

Franciscan Health Carmel
12188-B N Meridian St

Franciscan Health Crawfordsville
1710 Lafayette Ave

Franciscan Health Crown Point
1201 S Main St

Franciscan Health Dyer
24 Joliet St

Franciscan Health Hammond
5454 Hohman Ave

Franciscan Health Indianapolis
8111 S Emerson Ave

Franciscan Health Lafayette East
1701 S Creasy Lane

Franciscan Health Michigan City
3500 Franciscan Way

Franciscan Health Mooresville
1201 Hadley Rd

Franciscan Health Munster
701 Superior Ave

Franciscan Health Olympia Fields
20201 S Crawford Ave

Franciscan Health Rensselaer
1104 E Grace St
APPENDICES

Resources

Alverno Laboratories, LLC (AL) / Alverno Provena Hospital Laboratories, Inc.
2434 Interstate Plaza Drive, Hammond, IN 46324
Telephone: (219) 989-3700
www.alvernoclinicalls.org

Alverno Laboratories, LLC is a full service, community based medical laboratory performing over 750 different tests in both clinical and anatomic pathology. Established in Hammond, Indiana, Alverno Clinical Laboratories, LLC is a joint venture of Franciscan and Amita.

Tonn and Blank Corporation
A for-profit construction company whose business is to provide construction services to all Franciscan facilities and to other health care and non-health care clients.
www.tonnandblank.com

Franciscan Home Care Services
A jointly-owned corporation providing home care primarily to residents of Northwest Indiana.

Franciscan Alliance Information Services
An information services company providing “I.S.” expertise to all system hospitals as well as consultative and operational services to other health care providers.

Health Trust
HealthTrust Purchasing Group is a group purchasing organization committed to obtaining the best price for clinically-recommended products, ensuring timely delivery, and improved services to patients, physicians and clinicians.

St. Elizabeth School of Nursing
Located in Lafayette, Indiana, St. Elizabeth School of Nursing is the only diploma school of nursing in the State of Indiana.
www.steson.org

University of Saint Francis
Located in Fort Wayne and Crown Point, Indiana, the University of Saint Francis is a private, Catholic university founded in 1890 by the Sisters of St. Francis of Perpetual Adoration.
www.sf.edu

Franciscan Physicians Network (FPN)
A physician network of approximately 700 family practice and specialty care physicians which covers all 4 Franciscan geographic Regions throughout Indiana and South Suburban Chicago, FPN physicians are currently accepting new patients in all Regions.

Franciscan Physicians Shared Service Organization

Centralized Business Office / Ambulatory Business Office

Centralized Purchasing and Disbursement Services Center

Central Order Verification Pharmacy
Clinical Service Recognition & Distinctions

America’s 50 Best Hospitals, Healthgrades, 2018
America’s Best Bariatrics, Obstetrics, Heart Care, Cancer Care, Breast Center, Women’s Choice Award - Indianapolis, 2018
America’s Best Obstetrics, Emergency Care, Women’s Choice Award - Mooresville, 2018
Blue Distinction Center for Cardiac Care, BlueCross BlueShield, 2018
Chest Pain Center Accreditation, Society of Cardiovascular Patient Care, 2018
Coronary Artery Bypass Surgery Accreditation, Consumer Reports, 2018
Aortic Valve Replacement Surgery, Consumer Reports, 2018
Breast Imaging Center of Excellence, American College of Radiology (ACR), 2018
Gold Plus Award for Stroke, American Heart Association/American Stroke Association Get with the Guidelines (GWTG), 2018
Gold Performance Achievement Award with NCDR (National Cardiovascular Data Registry), American College of Cardiology ACTION Registry, 2018
Stroke Gold Plus Target: Stroke Elite Plus Honor Roll, 2018
Patient Safety Excellence Award, Healthgrades, 2018
Outstanding Patient Experience Award, Healthgrades, 2018
Silver Safe Sleep Leader Certification, National Safe Sleep Hospital Certification Program, 2018
Premier Recognition In the Specialty of Medical-Surgical Nursing (PRISM), Academy of Medical-Surgical Nurses and the Medical-Surgical Nursing Certification Board, 2018
Health Care Hero Honoree, IBJ, 2018
High Quality Standards, Quality Oncology Practice Initiative Certification Program, 2018
Number 1 in Indiana for Medical Excellence in Joint Replacement Care, CareChex, an information service of Quantros, Inc, 2018
Top 10% in the Nation for Medical Excellence in Joint Replacement Care, CareChex, an information service of Quantros, Inc, 2018
5 Star Hospital, Mooresville, Centers for Medicare and Medicaid Services, 2018
Infant Hepatitis B, Mooresville, Immunization Action Coalition (IAC), 2018
Silver Level Beacon Award, American Association of Critical-Care Nurses (AACN), Mooresville, 2018-2020
5 Star Hospital, Carmel, Centers for Medicare and Medicaid Services, 2018
INspire, Hospital of Distinction for Women and Children Services, IHA, 2020
Accreditation for Standards in OB Fetal Anatomy - Maternal Fetal Medicine, American Institute of Ultrasound in Medicine (AIUM), 2018
Reaccreditation for MBSAQIP - Metabolic and Bariatric Surgery Quality Improvement Program, American College of Surgeons and the American Society for Metabolic and Bariatric Surgery, 2020
Medical Excellence - Top 100 in Nation for Overall Medical Care Patient Safety, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Cardiac Care - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - Top 10% in State for Cardiac Care - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Pulmonary Care Patient Safety - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - Top 100 in Nation for Pulmonary Care - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - #1 in State for Pulmonary Care Patient Safety, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for General Surgery - Indianapolis, Quantros/CareChex, 2020
Clinical Service Recognition & Distinctions

Medical Excellence - Top 100 in Nation for Interventional Carotid Care - Indianapolis, Quantros/CareChex, 2020
Patient Safety - Top 100 in Nation for Transplant of Bone Marrow - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Heart Failure Treatment - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Intervventional Coronary Care - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - #1 in State for Intervventional Coronary Care, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Pneumonia Care - Indianapolis, Quantros/CareChex, 2020
Patient Safety - Top 100 in Nation for Pneumonia Care - Indianapolis, Quantros/CareChex, 2020
Patient Safety - Top 10% in Nation for Gastrointestinal Hemorrhage - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Major Bowel Procedures - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Bariatric Surgery - Indianapolis, Quantros/CareChex, 2020
Medical Excellence - Top 100 in Nation for Chronic Obstructive Pulmonary Disease - Indianapolis, Quantros/CareChex, 2020
Patient Safety - Top 10% in Nation for Chronic Obstructive Pulmonary Disease - Indianapolis, Quantros/CareChex, 2020
Patient Safety - Top 100 in Nation for Sepsis Care - Indianapolis, Quantros/CareChex, 2020
Named Among the Top 10% in the Nation for Joint Replacement, Healthgrades, 2021
Five-Star Recipient for Total Knee Replacement for 7 Years in a Row, Healthgrades, 2015-2021
Five-Star Recipient for Total Hip Replacement for 7 Years in a Row, Healthgrades, 2015-2021
Five-Star Recipient for Hip Fracture Treatment, Healthgrades, 2021
America’s 50 Best Hospitals for Vascular Surgery for 2 Years in a Row, Healthgrades, 2020-2021
Five-Star Recipient for Treatment of Heart Failure, Healthgrades, 2021
Five-Star Recipient for Treatment of Stroke for 2 Years in a Row, Healthgrades, 2020-2021
Vascular Surgery Excellence Award for 2 Years in a Row, Healthgrades, 2020-2021
Top 5% in Nation for Vascular Surgery for 2 Years in a Row, Healthgrades, 2020-2021
Top 10% in the Nation for Vascular Surgery for 2 Years in a Row, Healthgrades, 2020-2021
Five-Star Recipient for Repair of Abdominal Aorta, Healthgrades, 2021
Five-Star Recipient for Carotid Procedures for 2 Years in a Row, Healthgrades, 2020-2021
Five-Star Recipient for Peripheral Vascular Bypass for 7 Years in a Row, Healthgrades, 2015-2021
Five-Star Recipient for Treatment of Sepsis for 9 Years in a Row, Healthgrades, 2013-2021
Five-Star Recipient for Treatment of Sepsis for 9 Years in a Row, Healthgrades, 2013-2021
Five-Star Recipient for Treatment of Sepsis for 9 Years in a Row, Healthgrades, 2013-2021
Gold Performance Achievement Award, American College of Cardiology’s NCDR Chest Pain, 2021
Get with the Guidelines - Heart Failure GOLD PLUS with Honor Roll Quality Achievement Award, American Heart Association - Indianapolis and Lafayette, 2021
Silver Beacon Award of Excellence for Cardiac Critical Care Unit, 2020
Blue Distinction Centers for Cardiac Care, Anthem Blue Cross and Blue Shield - Crown Point, Lafayette and Michigan City, 2020
Certified AACVPR Program, American Association of Cardiovascular and Pulmonary Rehabilitation, 2020
Accredited Chest Pain Center - Primary PCI, American College of Cardiology, 2020
APPENDICES  Clinical Service Recognition & Distinctions

CENTRAL INDIANA  Franciscan Health Carmel | Franciscan Health Indianapolis | Franciscan Health Mooresville
Accreditations, Certifications, Awards and Honors

Intersocietal Accreditation Commission Facility for Vascular Testing, 2020
Community Health Accreditation Partner (CHAP), Franciscan VNS Home Care, Inc., 2020
Community Health Accreditation Partner (CHAP), Franciscan Hospice Care - Indianapolis, 2020
Community Health Accreditation Partner (CHAP), Franciscan Alliance Home Health Pharmacy, 2020
Ranked #1 Hospital in Indiana for Medical Excellence in Joint Replacement - Franciscan Health Mooresville, CareChex/Quantros, 2018-2020
Ranked 10% in Nation for Joint Replacement - Franciscan Health Mooresville, CareChex/Quantros, 2018-2020
Blue Distinction Centers for Knee Replacement - Indianapolis and Mooresville, Anthem Blue Cross and Blue Shield, 2020
Blue Distinction Centers for Hip Replacement - Indianapolis and Mooresville, Anthem Blue Cross and Blue Shield, 2020
Blue Distinction Centers for Spine Surgery - Indianapolis, Anthem Blue Cross and Blue Shield, 2020
Get with the Guidelines - Stroke GOLD PLUS with Honor Roll Quality Elite Award - Indianapolis, American Heart Association/American Stroke Association, 2021
Commission on Cancer Accredited Program, American College of Surgeons - Indianapolis and Mooresville, 2020
Quality Oncology Practice - FPN Medical & Hematology Indianapolis and Mooresville, Quality Oncology Practice Initiative QOPI/American Society of Clinical Oncology, 2020
Accreditation for the Indiana Blood and Marrow Transplant Program, Foundation of Accreditation of Cellular Therapy (FACT) - Indianapolis and Mooresville, 2020
Accreditation Award for the National Accreditation Program for Breast Centers (NAPBC), American College of Surgeons - Indianapolis and Mooresville, 2020
Accredited by the American College of Radiation Oncology (ACRO) - Indianapolis and Mooresville, 2020
Innovator Award for the Cardio-Oncology Program, Association of Community Cancer Centers (ACCO) - Indianapolis and Mooresville, 2020
INspire Hospital of Distinction in Women and Children Services, INspire, 2020
Perinatal Level III, Baby Friendly Certified, 2020
Silver Level Certified, Safe Sleep - Indianapolis and Mooresville, 2020
WestERN INDIANA

Franciscan Health Crawfordsville | Franciscan Health Lafayette | Franciscan Health Rensselaer

Accreditations, Certifications, Awards and Honors

America’s 250 Best Hospitals, Healthgrades, 2019
Accreditation Commission for Education in Nursing, ACEN, 2018
Verified Trauma Center Emergency Department
American College of Surgeons, 2018
America’s Best Patient Safety, Obstetrics, Heart Care, Orthopedics, Women’s Choice Award, 2018
Silver Plus Award for Stroke, American Heart Association/American Stroke Association Get with the Guidelines (GWTG), 2018
Gold Plus Award for Heart Failure, American Heart Association/American Stroke Association Get with the Guidelines (GWTG), 2018
Healthgrades Outstanding Patient Experience Award, Healthgrades, 2018
Commission on Cancer Accredited Program, American College of Surgeons (ACS), 2018
Safe Sleep Champion Certified OBGYN, The Cribs for Kids National Safe Sleep Hospital Certification, 2018 - Gold
Healthgrades Distinguished Hospital Award for Clinical Excellence, Healthgrades, 2017 & 2018
Healthgrades America’s 100 Best Hospitals for Cardiac Care, 2017 & 2018, Joint Replacement, 2013 - 2018 and Critical Care 2018, Healthgrades
AACVPR, American Association of Cardiovascular and Pulmonary Rehabilitation, 2018
Sleep Centers Accreditation - Sleep Disorders Center, Accreditation Commission for Health Care Inc., 2018
Stroke Center - Primary Stroke Center Certification, Healthcare Facilities Accreditation Program (HFAP), 2018
Breast Imaging Center of Excellence, American College of Radiology (ACR), 2018
Accredited for Ultrasound, Computed Tomography (CT) and Magnetic Resonance Imaging (MRI), American College of Radiology (ACR), 2018
Accredited Chest Pain Center with PCI - Heart and Vascular / Emergency Medicine, Society of Cardiovascular Patient Care, 2018
INspire, Hospital of Distinction, IHA, 2020
Silver Performance Achievement Award, American College of Cardiology’s NCDR Chest Pain - MI Registry, 2020
Get With The Guidelines® - Heart Failure GOLD PLUS with Honor Roll Quality Achievement Award, American Heart Association, 2020
Perinatal Level of Care III Certification - Obstetric and Neonatal Care, 2020
CAP Accreditation - Lab, College of American Pathologists (CAP), 2018
Community Health Accreditation Partner (CHAP), Franciscan Home Care - Lafayette, 2020
Community Health Accreditation Partner (CHAP), Franciscan Hospice Care - Lafayette, 2020
Blue Distinction Centers for Cardiac Care, Anthem Blue Cross and Blue Shield - Crown Point, Lafayette and Michigan City, 2020
Medical Excellence - Top 100 in Nation for Neurological Surgery (Major), Quantros/CareChex, 2020
Patient Safety - Top 10% in Nation for Gastrointestinal Care, Quantros/CareChex, 2020
Medical Excellence - Top 100 in Nation for Spinal Surgery, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Spinal Fusion, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Heart Attack Treatment, Quantros/CareChex, 2020
Patient Safety - Top 10% in Nation for Major Bowel Procedures, Quantros/CareChex, 2020
Five-Star Recipient of Heart Attack for 4 Years in a Row, Healthgrades, 2017-2020
Five-Star Recipient for Total Knee Replacement for 9 Years in a Row, Healthgrades, (2012-2020)
Five-Star Recipient for Total Hip Replacement for 9 Years in a Row, Healthgrades, (2012-2020)
Clinical Service Recognition & Distinctions

WESTERN INDIANA

Outstanding Patient Experience Award for 3 Years in a Row, Healthgrades, (2018-2020)

Top 10% in Nation for Outstanding Patient Experience for 3 Years in a Row, Healthgrades, (2018-2020)

Five-Star Recipient for Cranial Neurosurgery for 2 Years in a Row, Healthgrades, (2019-2020)

General Surgery Excellence Award, Healthgrades, 2020

Top 10% in the Nation for General Surgery, Healthgrades, 2020

Five-Star Recipient for Esophageal/Stomach Surgeries for 3 Years in a Row, Healthgrades, (2018-2020)

Five-Star Recipient for Treatment of Bowel Obstruction for 3 Years in a Row, Healthgrades, (2018-2020)

Five-Star Recipient for Treatment of Sepsis for 4 Years in a Row, Healthgrades, (2017-2020)

Five-Star Recipient for Treatment of Respiratory Failure for 4 Years in a Row, Healthgrades, (2017-2020)
APPENDICES
Clinical Service Recognition & Distinctions

NORTHERN INDIANA
Franciscan Health Crown Point | Franciscan Health Dyer | Franciscan Health Hammond
Franciscan Health Munster | Franciscan Health Michigan City
Accreditations, Certifications, Awards and Honors

Franciscan Health Crown Point
Hospital Accreditation, Healthcare Facilities Accreditation Program (HFAP), 2019
Pulmonary Rehabilitation, American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR), 2018
Breast Imaging Center of Excellence, American College of Radiology (ACR), 2018
Cardiovascular Rehabilitation, American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR), 2018
Pulmonary Rehabilitation, American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR), 2018
Echocardiography - Adult Transthoracic, Intersocietal Accreditation Commission
Echocardiography, 2020
Paramedic Program Accreditation, Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP/CAAHEP), 2020
Certified Medicare Program, Centers for Medicare and Medicaid Services (CMS), 2019
Stroke Center - Emergency Department, American Heart Association, 2018

Primary Stroke Center Accreditation, Healthcare Facilities Accreditation Program (HFAP), 2020
Chest Pain Center - Emergency Department, Society of Cardiovascular Care (SCPC), 2018
Chest Pain Center with Primary Percutaneous Coronary Intervention (PCI), American College of Cardiology Accreditation Services (v6), 2019
American College of Radiology (MRI - Hospital, Franciscan Point, Valparaiso), American College of Radiology (ACR), 2018
American College of Radiology (Ultrasound - Hospital, Franciscan Point, Broadway Clinic), American College of Radiology (ACR), 2018
ACHC Sleep Lab Certification, Accreditation Commission for Health Care (ACHC), 2023
HFAP - Sleep Center, Healthcare Facilities Accreditation Program (HFAP), 2020
Certificate of Verification Level III Trauma Center, American College of Surgeons Committee on Trauma, 2017-2020__extended to 2021 due to Covid
AACVPR Cardiac Rehab Accreditation, American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR), 2018
AACVPR Pulmonary Rehabilitation, American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR), 2018
Echocardiography - Adult Transthoracic, Intersocietal Accreditation Commission Echocardiography, 2020

Commission on Cancer Accredited Program, American College of Surgeons (ACS), 2020
Blue Distinction Centers for Cardiac Care, Anthem Blue Cross and Blue Shield - Crown Point, 2020
Patient Safety - Top 10% in Nation for Pulmonary Care, Quantros/CareChex, 2020
Medical Excellence - Top 10% in Nation for Women’s Health, Quantros/CareChex, 2020
Excellence Award for Cranial Neurosurgery for 3 Years in a Row, Healthgrades, (2019-2021)
Top 5% in the Nation for Cranial Neurosurgery for 2 Years in a Row, Healthgrades, (2020-2021)
Five-Star Recipient for Treatment of Stroke, Healthgrades, 2021
Five-Star Recipient for Treatment of Chronic Obstructive Pulmonary Disease for 3 Years in a Row, Healthgrades, (2019-2021)
Five-Star Recipient for Treatment of Respiratory Failure for 5 Years in a Row, Healthgrades, (2017-2021)
Patient Safety Excellence Award, Healthgrades, 2020
Top 10% in the Nation for Patient Safety, Healthgrades, 2020
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Clinical Service Recognition & Distinctions

NORTHERN INDIANA

Franciscan Health Crown Point | Franciscan Health Dyer | Franciscan Health Hammond
Franciscan Health Munster | Franciscan Health Michigan City
Accreditations, Certifications, Awards and Honors

**Franciscan Health Dyer**
- Addiction Services Provider Regular Certification, Indiana Division of Mental Health & Addiction (DMHA), 2020
- Chest Pain Center v5 with Primary PCI, American College of Cardiology Accreditation Services (Society of Cardiovascular Patient Care), 2018
- National Accreditation Program for Breast Centers (NAPBC), American College of Surgeons (ACS), 2018*
- Breast US/Biopsy Accreditation, Dyer, American College of Radiology (ACR), 2018
- Anticoagulation Center of Excellence, Anticoagulation Forum, 2022
- CAP Accreditation - Lab, College of American Pathologists (CAP), 2018
- Breast Imaging Center of Excellence, American College of Radiology (ACR), 2018
- CLIA Accreditation, Centers for Medicare and Medicaid Services (CMS), 2018
- Certificate of Accreditation Comprehensive Center of Excellence, American College of Surgeons American Society for Metabolic And Bariatric Surgery, 2018
- Hospital Accreditation, Healthcare Facilities Accreditation Program (HFAP), 2018* Accreditation will move to Munster on November 2, 2020.

**Primary Stroke Center Certification, Healthcare Facilities Accreditation Program (HFAP), 2018**
- AACVPR Cardiac Rehab Accreditation, American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR), 2018
- ACR Obstetrical (1st, 2nd, 3rd Trimester), Gynecological, General, American College of Radiology (ACR), 2018
- America’s Best Breast Center, Women’s Choice Award, 2018
- Patient Safety - Top 100 in Nation for Women’s Health, Quantros/CareChex, 2020
- Patient Safety - Top 100 in Nation for Vascular Surgery, Quantros/CareChex, 2020

**Franciscan Health Hammond**
- Medical Fitness Facility Certification, Medical Fitness Association, 2018
- CHAPS Accreditation, Community Health Accreditation Partner, 2018
- Chest Pain Center v5 with Primary PCI, American College of Cardiology Accreditation Services (Society of Cardiovascular Patient Care), 2018
- American College of Radiology - Mammography Accreditation, American College of Radiology (ACR), 2018
- CAP, College of American Pathologists (CAP), 2018

**Postgraduate Year One (PGY-1) Pharmacy Residency, American Society of Health-System Pharmacists (ASHP), 2018**
- Anticoagulation Center of Excellence, Anticoagulation Forum, 2018
- Adult and Ped. Pts- Head/Neck, Chest Abdomen (CT/Toshiba AQUILLION 64/CFX 2005), American College of Radiology (ACR), 2018
- Obstetrical, Gynecological, General and Vascular (Ultrasound Services), American College of Radiology (ACR), 2018
- Hospital Accreditation, Healthcare Facilities Accreditation Program (HFAP), 2018
- NAACLS Accreditation, National Accrediting Agency for Clinical Lab Science (NAACLS), 2018
- AACVPR Cardiac Rehab Accreditation - Hammond and Dyer, American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR), 2018
- Community Health Accreditation Partner (CHAP), Franciscan Home Care - Hammond, 2020
- Medical Excellence - Top 100 in Nation for Gall Bladder Removal, Quantros/CareChex, 2020
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Clinical Service Recognition & Distinctions

NORTHERN INDIANA
Franciscan Health Crown Point | Franciscan Health Dyer | Franciscan Health Hammond
Franciscan Health Munster | Franciscan Health Michigan City
Accreditations, Certifications, Awards and Honors

Franciscan Health Michigan City
Medical Fitness Facility Certifications, Medical Fitness Association, 2018
CMS/CLIA Certificate - POC, Lab/Woodland Cancer Care Center, Clinical Laboratory Improvement Administration (CLIA), 2019-2022
CMS/CLIA Certificate - POC, Lab/Chesterton Emergency Health Center, Clinical Laboratory Improvement Administration (CLIA), 2019-2021
CMS/CLIA Certificate - Hospital Main Lab, Clinical Laboratory Improvement Administration (CLIA), 2019-2021
CAP, College of American Pathologists (CAP) - Main Labs, Chesterton, 2018
HFAP Primary Stroke Center Accreditation, HFAP (Healthcare Facilities Accreditation Program) Stroke Accreditation Program, 2018
Accredited Chest Pain Center with PCI (Percutaneous Coronary Intervention), Society of Cardiovascular Care (SCPC), 2018
CT Accreditation, American College of Radiology (ACR), 2018
Accredited for Breast Ultrasound & Ultrasound-Guided Biopsy, American College of Radiology Commission on Quality and Safety, 2022
ASGE Quality Award for Promoting Quality in Endoscopy, American Society for Gastrointestinal Endoscopy (ASGE), 2019-2021
Outstanding Achievement Award, American College of Surgeons - 2015 Commission on Cancer (CoC), 2018
Chest Pain Center v6 with Primary PCI, Society of Cardiovascular Care (SCPC), 2018-2022
Commission on Cancer Accredited Program, American College of Surgeons HFAP Primary Stroke Center Accreditation, HFAP (Healthcare Facilities Accreditation Program) Stroke Accreditation Program, 2019-2022
Get with the Guidelines - Stroke GOLD PLUS with Honor Roll Quality Elite Award - Indianapolis, American Heart Association/American Stroke Association, 2020
Hospital Accreditation, Healthcare Facilities Accreditation Program (HFAP), 2018
Blue Distinction Centers for Cardiac Care, Anthem Blue Cross and Blue Shield - Michigan City, 2020
CAP Number 1685201 - Lab/Hospital Main Lab, College of American Pathologists (CAP), 2019 -2021
CAP Number 8685054, - Woodland Health Center, College of American Pathologists (CAP), 2019 -2021
Hospital Accreditation, Healthcare Facilities Accreditation Program (HFAP), 2020
Stereotactic Breast Biopsy Accredited Facility, American College of Radiology (ACR), 2020
Breast Imaging 2D and 3D Accredited Facility, American College of Radiology (ACR), 2022
Nuclear Medicine Accreditation, American College of Radiology (ACR), 2022
Five-Star Recipient for Hip Fracture Treatment for 3 Years in a Row, Healthgrades, 2019-2021

Franciscan Health Munster
Hospital Accreditation, Healthcare Facilities Accreditation Program (HFAP), 2018
IAC Accreditation in Echocardiography, Intersocietal Accreditation Commission (IAC), 2018
CAP - Lab/Same Day Surgery, College of American Pathologists (CAP), 2018
MRI Accreditation, American College of Radiology (ACR), 2018
CT Accreditation, American College of Radiology (ACR), 2018
Designated Lung Cancer Screening Center, American College of Radiology (ACR), 2018
Mammography Accreditation, American College of Radiology (ACR), 2018

Nuclear Medicine Accreditation, American College of Radiology (ACR), 2018

MRI Accreditation, American College of Radiology (ACR), 2018

IAC Accreditation in Echocardiography, Intersocietal Accreditation Commission (IAC), 2018

CAP Accreditation - Lab, College of Pathologists (CAP), 2018

ACHC Sleep Lab Certification, Accreditation Commission for Health Care (ACHC), 2018

Top 10% in the Nation for Cardiology Services, Healthgrades, 2021

Certified Cribs for Kids® Safe Sleep Champion—Silver - Michigan City, Silver - Hammond, Gold - Crown Point
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Clinical Service Recognition & Distinctions

SOUTH SUBURBAN CHICAGO
Franciscan Health Olympia Fields

Accreditations, Certifications, Awards and Honors

ACTION Registry Silver Performance Achievement Award for the Treatment of Coronary Artery Disease, American College of Cardiology, 2020
Accredited Chest Pain Center with PCI, Society of Cardiovascular Patient Care, 2018
Certified Cardiovascular and Pulmonary Rehabilitation Program, American Association of Cardiovascular and Pulmonary Rehabilitation, 2018
Accredited Echocardiography Facility, Intersocietal Accreditation Commission, 2018
Accredited Vascular Testing Facility, Intersocietal Accreditation Commission, 2018
Accredited Vascular Laboratory, Intersocietal Commission for the Accreditation of Vascular Laboratories, 2018
Teaching Hospital Cancer Program, American College of Surgeons Commission on Cancer, 2018
Certified Mammography Facility, U.S. Food and Drug Administration, 2018
Mammography Accredited Facility, American College of Radiology (ACR), 2018
Breast Ultrasound Accredited Facility, American College of Radiology (ACR), 2018
Stereotactic Breast Biopsy Accredited Facility, American College of Radiology (ACR), 2018
Computed Tomography Accredited Facility, American College of Radiology (ACR), 2018
National Accreditation Program for Breast Centers (NAPBC), American College of Surgeons (ACS), 2018
Home Care Accreditation, Community Health Accreditation Program, 2018
Certified Cribs for Kids® Safe Sleep Champion, 2018 - Gold Best of Chicago’s Southland, Hospital, Daily Southtown, 2011-2020
Excellence Award, Healthcare Facilities Accreditation Program, 2018
Home Medical Equipment approved, Accreditation Commission for Healthcare, Inc., 2018
Acute Stroke Ready Hospital, Illinois Department of Public Health, 2019
Commission on Cancer Accredited Program, American College of Surgeons
Top 10% in Nation for Pulmonary Care, Quantros/CareChex, 2020
Top 10% in Nation for Heart Attack Treatment, Quantros/CareChex, 2020
Cardiac Surgery Excellence Award, Healthgrades, 2021
Top 10% in Nation for Cardiac Surgery, Healthgrades, 2021
Five-Star Recipient for Coronary Bypass Surgery, Healthgrades, 2021
Five-Star Recipient for Valve Surgery, Healthgrades, 2021
Five-Star Recipient for Treatment of Stroke, Healthgrades, 2021
Designated Blue Distinction Center Plus Bariatric Surgery Program, BlueCross BlueShield Blue Distinction Specialty Care Program, 2020
Heart & Vascular Institute Stroke Bronze Quality Achievement Award, Get with the Guidelines Stroke Quality Achievement Awards, American Heart Association and American Stroke Association, 2020
Accredited Bariatric Surgery Program, Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program, a joint quality program of the American College of Surgeons and the American Society for Metabolic and Bariatric Surgery, 2020
Bariatric Surgery Program Center of Excellence, Clinical Sciences Institute of Optum, 2020
Family Birth Center Baby-Friendly Designation, Baby-Friendly USA, 2019
First Hospital in the Nation to Receive Critical Care Ventilators Produced by General Motors and Ventec Life Systems, at the Direction of the U.S. Department of Health and Human Services During COVID-19 Pandemic, 2020
CONTINUING CHRIST’S MINISTRY
IN OUR FRANCISCAN TRADITION