LEADERSHIP PROFILE

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This leadership profile is intended to provide information about Franciscan Missionaries of Our Lady Health System and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest.
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THE ORGANIZATION

Vision Statement

To make a significant difference in our communities through Catholic health services.

Mission Statement

Inspired by the vision of St. Francis of Assisi and in the tradition of the Roman Catholic Church, we extend the healing ministry of Jesus Christ to God’s people, especially those most in need.

We call forth all who serve in this healthcare ministry to share their gifts and talents to create a spirit of healing – with reverence and love for all of life, with joyfulness of spirit, and with humility and justice for all those entrusted to our care.

We are, with God’s help, a healing and spiritual presence for each other and for the communities we are privileged to serve.

Core Values

Service – The privilege of reaching out to meet the needs of others.

Reverence and Love for All of Life – Acknowledging that all life is a gift from God.

Joyfulness of Spirit – An awareness of being blessed by God in all things.

Humility – Being authentic in serving as an instrument of God.

Justice – Striving for equity and fairness in all relationships with special concern for those most in need.

Aspiring Vision

By 2020, Franciscan Missionaries of Our Lady Health System, a Catholic Healthcare Ministry, will provide clinically integrated, market-based care through its sponsored organizations to effectively and efficiently manage the health of specific populations, especially those most in need. Through its team members and culture of excellence the Health System will provide distinctive value for all constituents. Sustainable financial performance ensures the long-term viability of our sponsored organizations and the System as a whole.
Strategic Plan

The strategic plan of the Franciscan Missionaries of Our Lady Health System is a three year roadmap, with annual updates, which allow the System to deliver on its promise to our communities. With a strong foundation grounded in our Catholic identity, mission and values, the FMOLHS strategy reads: “We will distinguish our ministry with exceptional experiences and high-value results that exceed the expectations of our patients, communities, and all those we are called to serve.” Objectives, tactics, targets, accountable leaders, and timeframes have been developed and are reported and reviewed quarterly.

History of the Sponsors

The Franciscan Missionaries of Our Lady began in 1854 when seven autonomous groups of Franciscan Sisters in France banded together and were named the Franciscan Sisters of Calais. These Sisters soon moved into Europe, Asia and North and South America. The United States group, organized and operating solely in Louisiana, began in 1911 when six Franciscan Sisters brought their healing ministry to Louisiana.

 Provincial Council of Franciscan Missionaries of Our Lady

The Provincial and members of the Provincial Council serve as members of Franciscan Missionaries of Our Lady Health System. The members of the Provincial Council serve as members of FMOLHS. The Provincial Council appoints the members of the Board of Trustees of the System. In addition, the Provincial and the Provincial Council have the following powers with respect to the System: change the philosophy, objectives, and purpose; amend, alter, modify or repeal the articles of incorporation and bylaws; authorize mergers, joint ventures or affiliations; dissolve and distribute assets; appoint and terminate the Chief Executive Officer of the System; acquire, sell, lease and encumber real estate; and add to or incur long-term debt of the System in excess of $5 million for all first tier subsidiaries.

Franciscan Missionaries of Our Lady filed an application for a change in sponsorship with the Vatican in November 2016 to a Public Juridic Person (PJP). A Public Juridic person is a legal entity under Canon Law that allows the church’s ministries to function in the name of the Catholic Church. It is now scheduled for discussion among the members of the Congregation that will ultimately act on the application.

Governance

The System is governed by a Board of Trustees. The Bylaws of the System provide that all corporate powers of the System and its business and affairs shall be managed under the direction of The Board. The Bylaws provide that the Board shall consist of not less than three nor more than eighteen persons, at least three of whom must be Sisters who are members of the Province. The trustees serve an initial two-year term and may be appointed for no more than two consecutive three-year terms. The President of the System serves as an ex-officio member of the Board while holding the office of the President. The Board accomplishes much of its oversight through active committees including: Executive, Finance, Audit, Investment, and Human Resources and Compensation.
The System has the following powers with respect to the System first tier subsidiaries: change the philosophy, objectives and purposes; appoint and remove members of the Board of Directors of each hospital; amend, alter, modify or repeal bylaws and articles of incorporation; appoint a fiscal auditor; authorize mergers, consolidations, joint ventures or affiliations; dissolve assets or terminate existing and distribute assets; appoint and terminate officers; acquire, purchase, sell, lease or transfer or encumber immovable property; add to or incur long-term debt of the System in excess of $5 million; approve additions or increments to capital debt; approve operating and capital budgets; and approve strategic business plans.

Franciscan Missionaries of Our Lady Health System, Inc. (FMOLHS or The System), is a non-profit corporation headquartered in Baton Rouge, Louisiana, operating a diversified, integrated healthcare delivery system with locations throughout the state of Louisiana. With seven owned and operated acute care hospitals totaling 1,799 total beds, FMOLHS is the largest healthcare system in the state. The System's diverse service area includes 39 of the state's 64 parishes and encompasses 2.2 million people, almost half of the state's population. FMOLHS maintains the leading market share in its markets in Baton Rouge, Gonzales and Bogalusa. Approximately 76% of the population in FMOLHS's service area resides in the southern portion of the state, which exhibits stronger demographic trends than the remainder of the state. The System has a significant presence in Baton Rouge, Lafayette, Monroe, Gonzales and Bogalusa.

The System and the hospital corporations comprise the Obligated Group under the Master Indenture. As of the fiscal year ending June 30, 2014, the Obligated Group Members collectively accounted for 92% of the total assets and 82% of the total operating revenue of the System.

The System is the sole member of the following Franciscan non-profit corporations:

- Our Lady of the Lake Regional Medical Center (733 beds).
- Louise Insurance Company, an offshore captive insurer based in the Cayman Islands.
- Our Lady of the Lake Ascension Community Hospital dba St. Elizabeth Hospital (78 beds)
- Our Lady of Lourdes Regional Medical Center (186 beds).
- St. Francis Medical Center (352 beds).
- Our Lady of the Angels Hospital, Inc. residency clinic, and outpatient facilities (formerly LSU Bogalusa Medical Center). (56 beds)

In addition to providing inpatient care, FMOLHS maintains a comprehensive healthcare delivery network that includes interests in specialty surgery facilities, urgent care clinics, home care centers, senior living nursing home facilities, imaging facilities, health and wellness centers, and other outpatient clinics and facilities located throughout the state.
In the last fiscal year the System provided more than $39 million in unreimbursed care and support as community benefit.

FMOLHS provides care to almost half of Louisiana’s citizens through:

- 1,799 licensed beds
- 64,010 admissions
- 39,796 OR procedures
- 10,897 full-time employees
- 329,019 inpatient days
- 2,095 active medical staff
- 293,240 emergency visits

**Other Services and Organizations**

*Health Leaders Network* – a clinical network created to improve the management of care across the continuum of services with a goal of assuring quality and cost.

1. Use of up-to-date and proven protocols for health conditions.
2. Performance data to drive optimal health and provide support to patients with chronic conditions.
3. Enhanced access and convenience for patients needing specialty care.

*Healthy Lives for Employees* – a comprehensive care management program to improve the health of work force members and dependents for FMOLHS and other employers.

*PACE Baton Rouge and Lafayette (Program of All-Inclusive Care for the Elderly)* – A nonprofit health and supportive services program designed to assist seniors who are Medicare/Medicaid dual eligible and want an alternative to long-term care placement.

*Senior Services* – comprehensive senior services program through long-term care, residential living, supportive services and primary care.

*FMOLHS Medical Group* – currently maintains 2,191 active physicians on staff at their facilities including 379 that are employed directly by the hospitals and related organizations. Of the 379 employed, 121 are primary care, 136 are specialists, and 122 are hospital-based physicians.

*Clinically Integrated Network* – in partnership with other leading health care systems in the state, a statewide clinical network, Health Leaders Alliance, is being formed. Health Leaders Network is the FMOLHS Partner in The Alliance, sharing already developed care management competencies.

*Joint Ventures* – Entities within FMOLHS have entered over 25 joint ventures in clinical services and real estate, all of which have been successful in improving quality, safety and efficiency while remaining profitable.
The Innovation Institute – A joint venture among Providence St. Joseph Health System, Children’s Hospital of Orange County, Bon Secours Health System, Avera Health, and FMOLHS with three functions: 1) create an innovation lab and provide resources to encourage and support the submission of innovative ideas which might be commercialized, 2) acquire companies providing needed services by health care entities and with positive cash flows, and 3) create an investment fund to invest in and learn from emerging ideas.

Resource Optimization, Inc. – FMOLHS owns a minority interest in the supply chain company of Mercy in St. Louis, providing greater scale in our acquisition of supplies.
THE POSITION

The President and Chief Executive Officer (CEO) provides leadership, strategic guidance and management oversight to ensure fulfillment of FMOLHS’ mission and vision. The CEO ensures organizational integrity, the provision of high-quality care, efficient operations, financial results, and the development and implementation of a strategic plan that aligns with the ideals of the Franciscan Missionaries of Our Lady and Catholic identity.

The CEO works closely with and is directly accountable to the Board of Trustees to establish strategic direction, organizational policy, and leadership of the entire organization, its business entities, and Catholic faith obligations. Direct reports to the CEO include:

- President, Operations Group and Chief Executive Officer at Our Lady of the Lake Regional Medical Center
- Chief Clinical Transformation Officer
- Chief Financial Officer
- General Counsel
- Chief Human Resources Officer
- Vice President Mission
ESSENTIAL DUTIES

It is expected that all of the major responsibilities outlined below will be carried out in a manner that reflects the mission, vision and values of Franciscan Missionaries of Our Lady Health System. The CEO works in concert with the Sponsors, Board and leadership of the organization to:

- Honor the rich history of the Franciscan Missionaries of Our Lady. She/He will be a visible champion in extending the mission and Catholic identity in all activities of leadership.

- Serve as the organization’s internal and external advocate for creating healthier communities, paying particular attention to service to those most in need. Embrace the role of leading Franciscan Missionaries of Our Lady Health System as a ministry of the Catholic Church.

- Ensure the strength of the leadership team by championing talent management and developing future leaders with an emphasis on collaboration, mission orientation, leadership competencies, and honest and direct communication.

- Identify partnerships and opportunities that best position Franciscan Missionaries of Our Lady Health System for the future.

- Bring a strategic mindset and approach that challenges the status quo, promoting innovation in operations and business opportunities to better serve the population.

- Ensure effective, collaborative decision-making processes with clearly understood lines of responsibility, authority and accountability.

- Promote diversity and inclusion, along with an environment that values differences and integrates them into the workforce. Foster a culture of true discourse and sharing of best practices, leveraging the team as a whole to move to the next level.

- Identify innovative ways to collaborate with physicians, team members and communities to fully participate in and lead the System for clinical, service, financial, operational success and excellent patient experience.

- Sustain Franciscan Missionaries of Our Lady Health System’s commitment to and leadership in continuous quality improvement based upon concrete performance measures across the System for clinical, service, financial, operational, management, team member engagement, patient satisfaction and community functions.

- Cultivate relationships internally and externally, fostering collaborative partnerships needed to address community needs and participation in integrated delivery systems within the region and nationally to achieve predictable outcomes and predictable costs.

- Serve as a community leader, developing critical relationships and productive political alliances; exert political acumen in leveraging alliances and managing competitive environments for the betterment of the System.
CANDIDATE EXPERIENCE

- Graduate degree in business administration, healthcare administration, management, medicine or related field.

- Extensive executive level experience (CEO or other senior leadership role) in a nationally recognized healthcare organization with exemplary quality, growth, and sustained financial strength.

- Thorough working knowledge of all aspects of integrated health system operations, with a preference for experience in Catholic integrated health systems.

- A distinguished track record of developing, communicating, and articulating an innovative vision and strategy, in coordination with the Board and executive leadership team.

- A track record of success in highly competitive markets and an appreciation for the uniqueness of individual sub-markets and the strategies to leverage assets differently based on specific dynamics.

- Experience with population health and value-based strategies.

- The CEO will be adept and experienced in blending cultures, operations and strategies.

- Experience with systems that operate across multiple sites/markets that build and leverage local, state and federal relationships to achieve success.

- Should ideally have experience with mergers and acquisitions, joint ventures, development of capital projects, and investment procurement in the bond market.

- Will be a practicing Catholic.
CANDIDATE ATTRIBUTES

- Aligns culturally with FMOLHS’s Catholic Mission, Vision, Values
- Inclusive
- Decisive
- Trustworthy
- Forward-thinking
- Accepting of risk
- Understands the customer and values best-practices experiences
- Humility
- Forgiving
- Friendly
- Appreciates “The Franciscan Way”
- Exudes a joyful demeanor
- Is genuine
- Models servant leadership
- Communicates with skill
- Leads with vision
- Focuses on quality and safety
- Advances innovation and transformation
- Inspires and motivates
- Leverages strong financial acumen
- Drives results through accountable structures
- Advocates effectively
- Builds strong teams
- Acts with courage
- Instills trust
- Collaborates and integrates
OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

- Establish personal and professional credibility, gaining respect and building trust throughout FMOLHS, with board members and the communities FMOLHS serves.

- Build strong working relationships with the FMOL members to foster an environment of collaboration, transparency and trust. Establish oneself as a highly accessible, visible, responsive and knowledgeable executive, engaging all key stakeholders in operational planning and decision-making.

- Lead efforts to ensure culture is aligned with the mission of FMOLHS, with a focus on excellent patient-centered care and outcomes.

- Play a prominent role in identifying and creating new programs, investments and activities that lead to important and novel partnerships going forward.

- Identify opportunities to further stabilize the System’s current financial situation, ultimately leading to increased revenues. This financial stability across the system will enable FMOLHS to continue the focus on the mission.

- Ensure and effectively communicate annual updates to the strategic planning process based on a three year horizon. The process should be well understood and inclusive of all key stakeholders, and dynamic and fluid to ensure the plan is able to be quickly adjusted to keep up with continuous changes in the care delivery environment.

- Transform FMOLHS as a system to be focused on managing care across the continuum and enlighten the system fully about opportunities surrounding population health. The CEO will drive the conversation and execution on population health initiatives to best serve the communities and leverage financial opportunities as well.

- Provide guidance to the System and physician partners in models that include taking on risk and delivering fully on value-based care initiatives. Engage with board, community, physicians and other leaders within FMOLHS to establish responsible financial and risk based models and incorporate these models into the strategic plan.

- Preserve the Mission of the FMOLHS ministry, while transforming FMOLHS into an effective, focused, and coordinated System, focused on modern healthcare delivery strategies, culture and advocacy. This focus will be on a system level, bringing all entities together in concert.

- Establish thoughtful and thorough plans surrounding succession planning. The organization, under the leadership of the CEO should be well-equipped with top-tier talent. This talent should be nurtured and provided opportunities to grow and flourish within the System.

- Assess current system branding, marketing and image. Encourage and recommend that the brand and image be contemporary and representative of the System’s mission as well as its full range of offerings. Marketing efforts should be aligned with the strategic plan and understood across the System as an integrated approach.

- Effectively advocate and represent FMOLHS within the political circles. Passionately fight for what is best for FMOLHS and the patients served by the System. Local, state and national government officials will be aware of FMOLHS and the care and exceptional quality FMOLHS delivers.
Create a culture that encourages team members from across the System to leverage the strengths of one another. The culture and the environment should exude trust and respect for colleagues and patients alike.

Build a financial model that supports sustainability and continues the work of the Mission.

Encourage the System to explore opportunities to create operational efficiencies within cost structures, vendors, processes, information technology, and staffing models.

Ensure the System is optimizing the electronic medical record (EMR), Epic, so as to drive financial improvement and to realize maximum benefits offered within the Epic product.

Inspire a culture that is deeply rooted in the FMOLHS Mission and with an appreciation for innovation. This culture should resonate with all team members and will be understood as “The FMOLHS Culture” across the System.

Harness the passion across FMOLHS to create world-class experiences for patients, physicians and team members. These experiences should exude the FMOLHS Mission and positively impact everyone who comes in contact with the System.

Advocate at the state, local and national levels on behalf of FMOLHS and the State of Louisiana.

Leverage national exposure and understanding of best practices to implement appropriate concepts into FMOLHS.

Collaborate with physicians to understand clinical and community needs and to implement models of operation that work best to serve these needs.
COMMUNITY PROFILE

Baton Rouge is a community where life provides pleasure, opportunity and growth to its residents in lifestyle and in business – a community that seeks new opportunities through innovative thinking and new relationships. This is a city where some of the world’s most advanced industrial facilities sit side by side with antebellum mansions. Cutting-edge technology has chiseled a firm foothold in this thriving industrial and agricultural center that still retains charm and romance.

Baton Rouge is an exciting blend of all that is Louisiana – from its dynamic and diverse musical heritage, to its Cajun and Creole cuisine. It is a city of significant landmarks and museums, swamps, plantations, and legendary hospitality.

Located in Southeast Louisiana, Baton Rouge is 65 miles northwest of New Orleans metropolitan area and 90 miles north of the Gulf of Mexico. Almost 840,000 people live in the metropolitan area making Baton Rouge one of the largest cities on the Mississippi River.

In 1927, Huey P. Long was elected governor and served from 1928-1932, when he became a United States Senator. One of the most famous “populist” politicians, Long provided free textbooks for public schools. During Long’s term, the new State Capitol skyscraper was erected. It cost $5 million and took only 14 months to complete. It stands nearly 450 feet tall with 34 stories. It was there that Long was assassinated in 1935, and died at the original Our Lady of the Lake Hospital. Long is buried on the grounds of the State Capitol.

Baton Rouge is the capital of Louisiana, the site of the main campus of Louisiana State University, and is the headquarters for all branches of parish, state, and federal government. Louisiana has parishes rather than counties. Unique to the nation, parish divisions are based on the old boundaries established by the many Roman Catholic churches in the state. Louisiana is also the only state in the Union that bases its civil laws on the old Napoleonic Code of France.

The Port of Greater Baton Rouge, the seventh largest port in the nation with its 40 ft. channel, is the farthest inland deepwater port on the Gulf of Mexico via the Mississippi River. This location, 229 river miles from the Gulf, offers shippers lower inland transportation costs for imported products and for exported resources of the Mississippi/Gulf Coast region.

Baton Rouge has a semi-tropical climate, perfect for outdoor activities. Precipitation is reasonably well-distributed and ample throughout the year with average precipitation of 55 inches.

Cultural and arts activities are offered through several venues, including the Baton Rouge Ballet Company, Baton Rouge Symphony, LSU Museum of Art, Southern Museum of Art, Louisiana Art and Science Museums, Swine Palace Productions, and the LSU Theatre.

http://www.brchamber.org/

http://www.bracvb.com/
## TIMELINE FOR SEARCH

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<tr>
<th>Event</th>
<th>Timeline</th>
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<tr>
<td>Recruitment and Candidate Evaluation</td>
<td>Approximately 10 weeks</td>
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<tr>
<td>Candidate Review</td>
<td>Mid-July</td>
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<tr>
<td>Round I Semi-Finalist Interviews</td>
<td>Late-July</td>
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<tr>
<td>Round II Semi-Finalist Interviews</td>
<td>Early-August</td>
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<tr>
<td>Finalist Selection and Negotiations</td>
<td>Late-August</td>
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<tr>
<td>Search Conclusion and CEO Transition</td>
<td>Fall 2017</td>
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PROCEDURE FOR CANDIDACY

Please direct all nominations and resumes to Andrew Chastain or Marvene Eastham, preferably via email, through the office of Daniel Young – Dyoung@wittkieffer.com

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Marvene M. Eastham  
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Franciscan Missionaries of Our Lady Health System is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, age, national origin, disability, veteran status, sexual orientation, gender identity, ancestry, U.S. military service or any other classification protected by Federal, State or local law. We participate in E-Verify.
APPENDIX A: FRANCISCAN MISSIONARIES OF OUR LADY HEALTH SYSTEM

Our Lady of the Lake Regional Medical Center, Baton Rouge, LA – Established as a 100-bed hospital in downtown Baton Rouge, Our Lady of the Lake relocated to its present site of 120 acres approximately five miles from downtown Baton Rouge in 1978. Currently licensed for 733 beds, it is a leading healthcare provider for the south Louisiana region and the largest acute care hospital in the State of Louisiana. This Level 2 trauma center for approximately 33,000 inpatients each year with over 139,000 emergency room visits and over 460,000 outpatient visits a year. It is recognized as a regional leader in cardiology, oncology, pediatrics, and orthopedics.

Children’s Hospital operates a 14-bed pediatric intensive care unit within Our Lady of the Lake Regional Medical Center. The Lake is in the process of construction of a free-standing $200 million Children’s Hospital and medical office building near the existing campus.

In 2010, the Lake entered into a Cooperative Endeavor Agreement with the State of Louisiana Department of Health and Hospitals and Louisiana State University Health Sciences Center resulting in implementation of graduate medical education and residency programs, the addition of 60 beds and a trauma center. The Lake is now affiliated with 191 residents and 236 physicians with clinical faculty appointments and became a major academic medical center in the State. The Lake has constructed a medical education building to house LSU residency training programs and donated the facility in November 2014. Building upon the Lake’s recent academic affiliation, the Children’s Hospital creates a national profile with the graduate medical education and pediatric residency program enhancing its ability to recruit and retain physicians nationwide. In 2012, the Lake expanded its services to Livingston Parish by opening a 170,000 square foot medical complex including a free-standing emergency department and outpatient services providing care for 38,000 patients a year. The campus also consists of five medical office buildings and a nine-story 330,000 square foot Heart and Vascular Tower. Mary Bird Perkins Cancer Center provides an array of cancer diagnostic and treatment services.

Franciscan Missionaries of Our Lady University – Baton Rouge, Louisiana

Franciscan Missionaries of Our Lady University aspires to be a premier Catholic college in the Gulf Coast region. The College will be known for excellence in academics, civic engagement and student and faculty achievement within a culture of Catholic faith identity consecrated to the cause of truth which embraces diversity and lifelong learning.

Franciscan Missionaries of Our Lady University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award doctorate, master’s, baccalaureate and associate degrees with a healthcare emphasis offering degrees in nursing, health sciences, humanities, behavioral sciences and natural sciences.
Franciscan Missionaries of Our Lady Health System will maintain its three established schools: School of Arts and Sciences, School of Health Professions and Our Lady of the Lake School of Nursing. The University has an enrollment of 1,600 students and a full-time faculty of 76 and is a subsidiary of Our Lady of the Lake Regional Medical Center.

In early 2011, the University was recognized by the Carnegie Foundation for the Advancement of Teaching as a Carnegie Engaged Campus. The University has been named seven times to the President’s Higher Education Community Service Honor Roll, which is the highest federal recognition a college or university can receive for its commitment to volunteering, service-learning and civic engagement. Since 2012, the University has earned the enhanced “With Distinction,” an honor bestowed on only 120 colleges and universities in the nation and the only institution in Louisiana.

**St. Elizabeth Hospital, Gonzales, LA** – Licensed for 78 beds, St. Elizabeth Hospital serves residents of five parishes. The main campus houses a medical office building with two additional medical office buildings nearby. Built in 1986 by American Medical International (AMI) as Riverview Medical Center, a for profit hospital, St. Elizabeth was acquired by Our Lady of the Lake in 2000. In 2010, the hospital completed its four-year expansion and renovation program increasing the emergency room capacity and converting to private rooms.

**Our Lady of Lourdes Regional Medical Center, Lafayette, LA** – Our Lady of Lourdes opened in 1949 in a 50-bed facility and relocated to its current site in 2011. Located on a 45 acre campus, the hospital is licensed for 186 beds with capacity to expand to 332 inpatient beds. A 104,000 square foot medical office building is located on the same site. The Medical Center owns and operates 16 clinics and centers, 12 primary care physician practices, and 4 subspecialty medical practices. It also has an ownership interest in the Heart Hospital of Lafayette (32 beds), Park Place Surgical Hospital and its 120,000 square foot medical office building; three after-hours urgent care clinics, and a home health agency. The Medical Center serves a nine-parish area.
**St. Francis Medical Center, Monroe, LA** – Originally known as St. Francis Sanitarium, St. Francis is Monroe’s oldest hospital, opening in 1913, with an initial complement of 75 beds. Currently St. Francis is situated on two inpatient and outpatient campuses and a third ambulatory services campus and is licensed at 352 beds. St. Francis acquired a facility formerly known as North Monroe Medical Center, now known as Francis-North in 2005 occupying 366,397 square feet of hospital and medical office space. A large portion of the North Campus facility is currently not being used by St. Francis and the hospital is pursuing additional avenues to better utilize the space. The Medical Center also operates a new 97,000 square foot outpatient care center known as Community Health Center. St. Francis serves a large geographic area that spans 17 parishes and 3 counties in southeast Arkansas. St. Francis provides more services than its competitors, including pediatric and neonatal intensive care and neurological services. It is also recognized as the hospital best equipped to serve the most acutely ill patients in the market as evidenced by its case mix index. St. Francis leads its competitors in general acute discharges, open heart discharges, obstetrical discharges, medical discharges and surgical discharges. The hospital recently opened an outpatient clinic in Ruston, Louisiana.

**Our Lady of The Angels Hospital, Bogalusa, LA** – In 2013, FMOLHS formed the hospital in a Cooperative Endeavor Agreement with the State of Louisiana Department of Health and Hospital and Louisiana State University Health Sciences Center under which the System leases and manages the 56-bed acute care hospital, residency clinic and related outpatient facilities. The agreement provides for the continuation of the graduate medical education and training programs associated with the hospital as previously operated by LSU.
APPENDIX B: AWARDS AND RECOGNITION

St. Elizabeth Hospital, Gonzales, LA

- Received the Centers for the Medicare and Medicaid Services HCAHPS 5-Star Rating.
- Ranked in the 94th percentile by Press Ganey for patient satisfaction in the emergency department and invited to present at the National Press Ganey Conference.
- Recognized at the highest level of care for the elderly by the Nurses Improving Care for HealthSystem Elders (NICHE) Program.
- Named Hospital of the Year by the Louisiana State Nurses Association.

Our Lady of Lourdes Regional Medical Center, Lafayette, LA

- Louisiana Stroke Network celebrated its five year anniversary working with rural hospitals to treat hundreds of patients with outcomes exceeding national standards.
- For the second consecutive year, earned the Press Ganey Guardian of Excellence Award for being ranked in the 95th percentile for overall patient satisfaction.
- Recognized as a Top Performer on Key Quality Measures by the Joint Commission for excellence in accountability measure performance for heart attacks and surgical care.
- Recognized at the highest level of care for the elderly by the Nurses Improving Care for HealthSystem Elders (NICHE) program.
- Consumer Choice Award for 2012 – 2013 by National Research Corporation for highest overall quality and image.

Our Lady of the Lake Regional Medical Center, Baton Rouge, LA

- Re-designated Magnet Status for excellence in nursing for the second consecutive time by the American Nurses Credential Center’s Magnet Recognition Program.
- Recognized at the highest level of care for the elderly by the Nurses Improving Care for HealthSystem Elders (NICHE) program.
- NOVA Award by the American Hospital Association for Collaboration with the Mayor’s Healthy City Initiative.
- Named Hospital of the Year by the Louisiana State Nurses Association.
- 2015 Alliance Innovation Award winner by the Alliance of Independent Academic Medical Centers (AIAMC) for creative and innovative approaches to medical education.
- Consumer Choice Award by the National Research Corporation for highest quality and image in the Baton Rouge metropolitan area.
- Named one of the 12 best academic medical centers in the U.S. for reducing unnecessary hospital readmissions of patients by Consumer Reports.
American College of Surgeons designated Our Lady of the Lake the region’s only Level 2 Trauma Center with best possible care for severely injured patients.

2013 Women’s Chair Award as one of America’s Best Hospitals for Patient Experience by Women for second consecutive year.

St. Francis Medical Center, Monroe, LA

- Ranked as third best hospital in Louisiana by *U.S. News and World Report*.
- Ranked Number 1 in Louisiana for overall surgical care by Care Chex.

FMOLHS, Baton Rouge, LA

- Recognized as 2015 Best Employer for Healthy Lifestyles by the National Business Group on Health for the third consecutive year.
- National Research Corporation Path to Excellence Group Award in 2013 and 2014 on behalf of Our Lady of the Lake Physician Group for satisfaction of patients at all of its affiliated clinics.
Guidelines for Values-Based Decision-Making

“Economic decisions have human consequences and moral content” —Economic Justice for All

In considering significant decisions to add, change or eliminate programs and services it is vitally important that the manner in which such decisions are made and carried out reflect the mission and core values of the Franciscan Missionaries of Our Lady Health System (FMOLHS). To that end, the following guidelines have been developed. Each decision that is made affects our own organization, those we serve, as well as the broader community. Therefore, these guidelines are designed to incorporate all of these areas. The goal of these guidelines is to ensure that:

- Proposed actions demonstrate our values in action and are compatible with and advance the organization’s mission
- Proposed actions provide appropriate stewardship of financial resources

Consideration and evaluation of the following areas are recommended:

**How will the organization’s ability to improve be affected?**
- Affect on the quality of care delivered
- Responsibility the organization has to itself and its members
- Items that can be given up and items that cannot be given up without changing the purpose of the organization
- Affect of each alternative on the reputation of the organization
- Impact of each alternative on the financial resources of the organization
- Congruence of the decision with our mission and core values
- Affirmation or denial of a specific FMOLHS value

**How will each group to whom the organization is responsible and accountable be affected?**
- Name those affected
- Name the expected affect (positive or negative) on specific individuals or groups; discuss those who will benefit and who will be burdened by the decision
- Spiritual and emotional needs of those affected
- Affects of the decision/choice on the ministry of the Church and alignment with the Ethical and Religious Directives for Catholic Health Care Services

**How is our responsibility to and in the community affected by this decision?**
- The change or assistance to be achieved
- The unmet community need which could be addressed by the choice/option
- The community need that will go unaddressed by this choice/option
- Number of lives program/service is/will touch
- The acuity of the need the program/service is/will be addressing
- Affect on those who are poor or disadvantaged
- Other community agencies providing a similar service
- Anticipated community perception of the alternative(s) being considered

*If you have questions or concerns about value-based decision-making, please contact your mission leader.*