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Quality First

In 2019, BrightSpring Health Services continued to expand its commitment to making a difference in people’s lives and communities. As a company, we invested more than \$200 million in clinical, quality, compliance, IT, advocacy, and training to support quality and safety measures to help ensure that every individual receives the right care, at the right time, in the safest environment possible. These investments are intended to provide quality outcomes for our clients and patients served that result in quality measures across businesses exceeding national averages.

This report describes in detail the continuous quality and safety efforts and improvements delivered in 2019 and demonstrates how our **Quality First** framework – a combination of technology, training, signature programs, culture, auditing, and data analytics – was instrumental in our success.

These investments provide  
**quality outcomes** for our clients  
that result in **quality measures**  
**across businesses exceeding**  
**national averages.**

Services and Growth

The strategic combination between BrightSpring and PharMerica created the leading provider of home- and community-based health and pharmacy services for high-need and medically complex populations. Our company is a uniquely positioned, diversified health care platform with comprehensive care capabilities across clinical, pharmacy, and non-clinical support services in multiple care settings. We provide a full spectrum of services for high-cost, “must-serve” seniors and specialty clients and patients with significant, lifelong chronic health needs. This integration of services enables better care and quality outcomes for patients in settings they prefer, also at the lowest cost for payors.

Daily non-clinical support services and intermittent clinical services delivered in home and community settings have been proven to improve outcomes and reduce hospitalizations; optimal medication management is critical to managing care and reducing hospitalizations, particularly right after discharge from a facility and during transitions. By providing our clients and patients with the right medications in a timely and reliable manner, helping them understand when and how to take their medications, and then helping to make sure they do so consistently, we can effectively address medication needs while also providing complementary caregiver services.

Workforce services assist nearly 1.9 million job seekers and thousands of employers annually in more than 350 locations throughout the nation. Together with our partners and collaborators, our team changes lives, advances economies, and helps communities improve. Our efforts contribute to a holistic workforce system that strengthens individuals and the networks that support them.

Our People

We employ over 50,000 people across the U.S., including caregivers, nurses, therapists, pharmacists, workforce professionals, and administrators. While we have adopted leading technologies and instituted evolved processes that continue to provide solutions for the well-being of our clients, patients, and customers, our employees are at the heart of our quality success.

There are countless success stories about our clients and patients who have overcome personal, physical, or medical obstacles due to the efforts of our employees who focus on helping them live the best life possible. By investing in our people with additional training, incorporating new technologies, and fostering healthy environments, our employees further improved the quality of their work.

We work in important yet challenging industries that have many opportunities and demands, and we always strive for improvement, quality, and operational excellence for all of our stakeholders in everything we do, every day.

A handwritten signature in black ink that reads "Jon Rousseau".

**Jon B. Rousseau**  
President and Chief Executive Officer  
BrightSpring Health Services





# About BrightSpring Health Services



BrightSpring Health Services is the leading provider of complementary pharmacy and home- and community-based health services for complex populations in need of specialized and/or chronic care. We focus on providing quality outcomes through best-in-class services and technology innovation. We offer daily living support services and in-home care, vocational training, job placement, pharmacy, neurorehabilitation, and behavioral health services for people of all ages and skill levels.

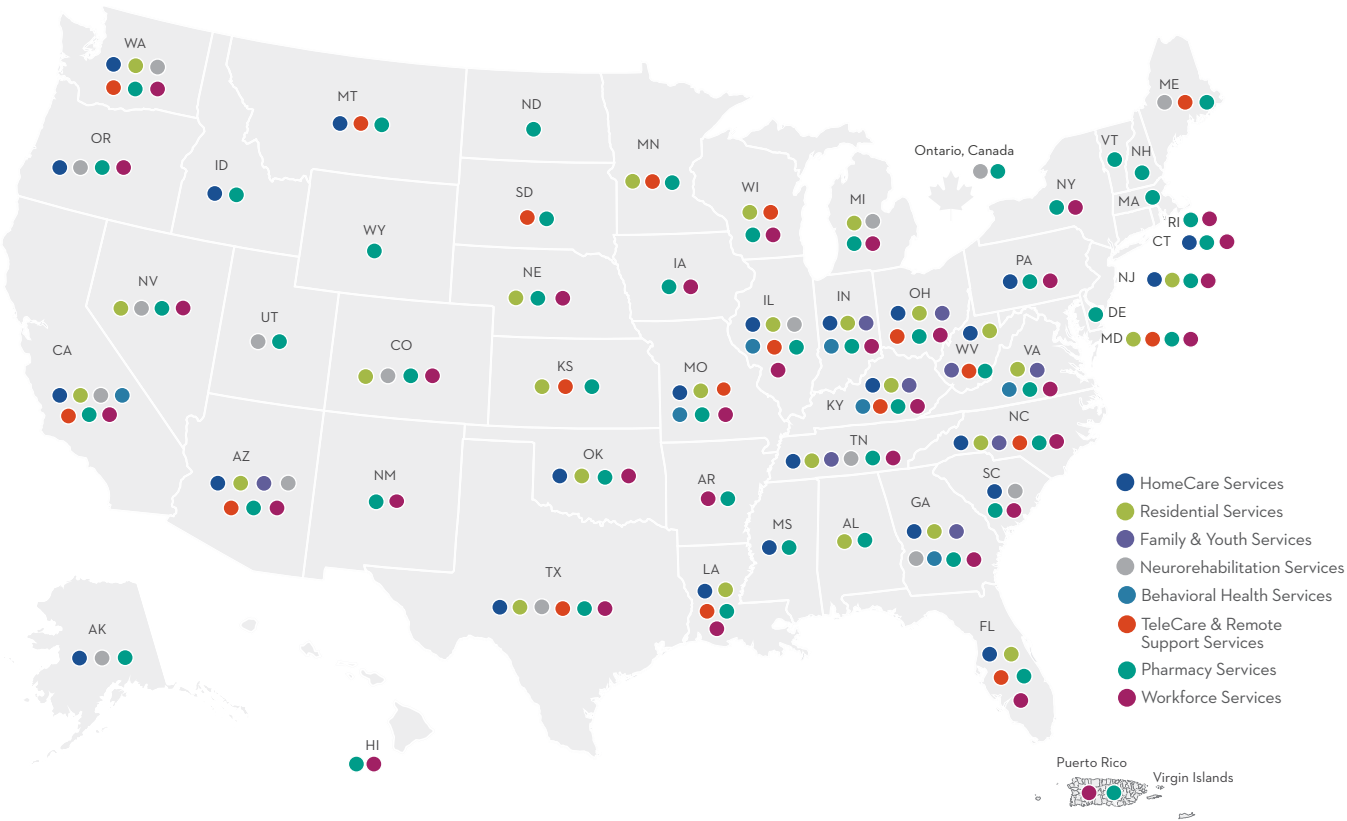
BrightSpring has 40 years of experience connecting people and homes to improve outcomes for patients, clients, and families. The development of care management tools and programs keep the individuals we serve safe, enhance independence, improve quality outcomes, and lower health care costs. Our goal is to ensure every individual receives the right care – at the right time – in the safest environment possible.

Cost-effective care and quality outcomes are achieved through our industry-leading Connected Home model. The model includes the use of electronic health records (EHRs), analytics, medication management, remote monitoring, telehealth, behavioral health services, and care management to create an outcome-based environment centered around the client that enables them to live their best life.

Our workforce services team offers stability to hundreds of thousands of families that rely on federal programs to address their needs. We have developed unique service methods and protocols that help state and local service administrators get their citizens back to work, reducing poverty and unemployment, and improving their outcomes.

## Combined Company Operating Segments

Combined business delivers more holistic service offerings and cross-referral and partnership opportunities, driving improved patient outcomes and lower costs.



» Provides services in 50 states

» 9,000+ clinical providers and pharmacists serving 6,400+ facilities

» Serves more than 330,000 people daily

» Employs more than 50,000 people across North America





# Quality First Framework



BrightSpring Health Services brings 40 years of experience connecting people and homes to improve outcomes for patients, clients, and families. We develop care management tools and programs that keep the individuals we serve safe, enhance independence, improve quality outcomes, and lower health care costs. Our goal is to ensure every individual we serve receives the right care - at the right time - in the safest environment possible.

We have taken unprecedented steps in the industry to bring new safety procedures and technologies into homes in communities across the country. We deploy prevention-focused quality measures to ensure the safety and welfare of the people we support and the team members we employ.

BrightSpring has **40 years of experience** connecting people and homes to improve outcomes for patients, clients, and families.

Our goal is to ensure every individual we serve receives the right care - **at the right time** - in the safest environment possible.

## BrightSpring and PharMerica - Providing Both Pharmacy and Provider Services to the Highest-Cost and Most Complex Populations

In 2019, BrightSpring Health Services and PharMerica merged to become the leading provider of home- and community-based health and pharmacy services for high-need and medically complex populations. The strategic combination of BrightSpring and PharMerica creates a uniquely positioned, diversified health care platform with comprehensive care capabilities across clinical, pharmacy, and non-clinical support services in multiple care settings. The combination brings together unmatched capabilities to drive improved outcomes and reduced costs through integrated service and care models for all of the people and stakeholders we serve. With our scale and scope of integrated services and the merging of our

complementary, community-based health services and pharmacy capabilities, we will bring valuable benefits to our clients, patients, and customers.

Our merged organization takes a local and customized approach when serving the behavioral, senior, and specialty populations in the community, as well as offering differentiated capabilities and a unique set of comprehensive offerings to the skilled nursing, senior living, hospital, behavioral provider, and home infusion and specialty clinic customers that we serve. The increased breadth of the company's services and our proximity in serving complex populations, which are most often significant polypharmacy populations, will provide added solutions and opportunities for working with Medicare, states, and other payers to improve outcomes and lower costs.

**Over \$200 million committed annually** to people, processes, training, and technologies to support quality and safety.

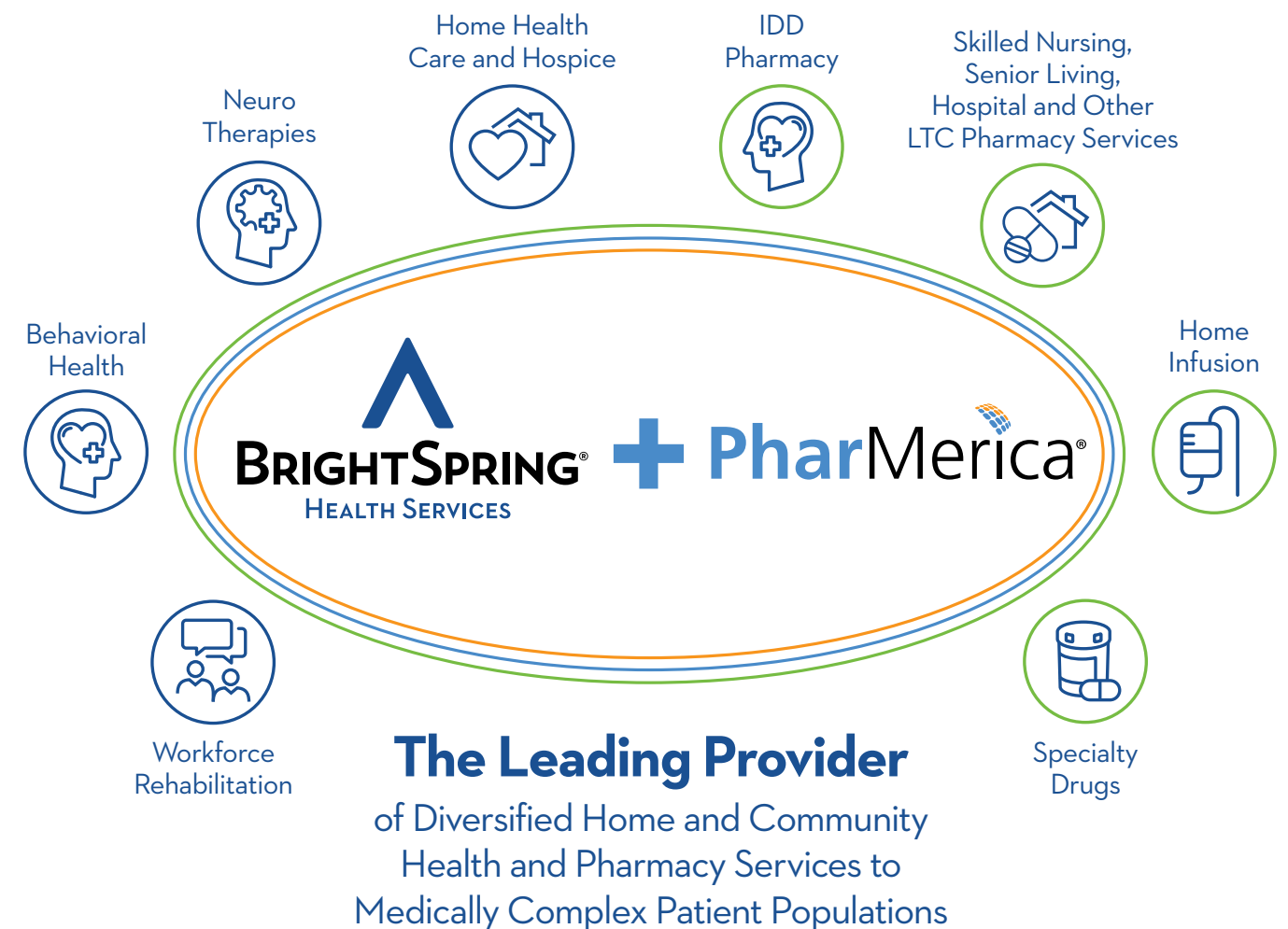


# Quality First Framework

The combined company of **BrightSpring Health Services** and **PharMerica** uniquely provides a full spectrum of services to high-cost, “must-serve” seniors and specialty clients/patients with significant, lifelong, chronic health needs.

The merger of BrightSpring and PharMerica **provides added solutions and opportunities** for working with Medicare, states, and other payers to improve outcomes and lower costs.

Comprehensive care solutions delivered to high-need and high-cost populations through services and settings that **improve quality and lower costs to payors and improve outcomes for patients.**





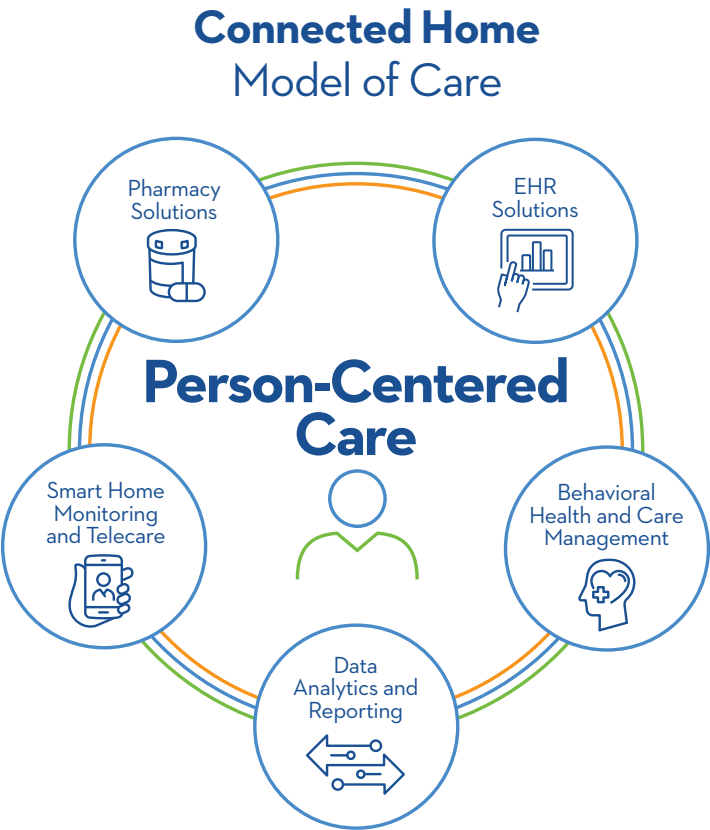
# Quality First Framework

## Leveraging Technology

Investment in processes and technology makes BrightSpring a leader in innovation with Electronic Medical Record (EMR) solutions, state-of-the-art pharmacy solutions, smart home monitoring, telehealth, clinical, behavioral and care management, and data analytics and reporting. We have a long legacy of innovation driving new and emerging strategies to enhance and improve the quality of care for those we serve.

## Cost-Effective Care and Quality Outcomes Through Our Connected Home Model

Our Connected Home model of care drives efficiency and reduces waste. The model includes the use of proprietary electronic health records (EHRs), analytics, medication management, remote monitoring, live telehealth, behavioral health services, and care management to create an outcome-based environment centered around the client that enables them to live their best life.



## Peace of Mind Through Technology

Remote monitoring technology gives people with disabilities and seniors the ability to stay safe and receive continuous care while living as independently as possible.

Our innovative telecare monitoring service, Rest Assured, provides connectivity and support from remote caregivers, with wireless monitoring and two-way video chat with specially trained caregivers. The patented web-based remote support system uses the latest wireless technology and offers real-time, interactive in-home support services. Our services have been specifically designed to support adults with cognitive, intellectual, and developmental disabilities. Electronic sensors, speakers and microphones, tele-cameras, smoke detectors, temperature detectors, and personal emergency response systems make up the multi-faceted system. The personal emergency response systems help detect emergency situations for caregivers and clients, speeding response times.

## Site Review App

Regular site visits and reviews are critical tools for quality success in our residential services. These visits improve the quality of the support we provide, helping engage our direct support staff to ensure they have the tools and training necessary to help keep the people we support safe.

The Site Review App is used by Site Review teams and Executive Directors of the operations for real-time data collection and monitoring to identify potential risks. Through it, employees are contacted and receive important messages regarding quality, safety, compliance, and ethics. The collection of data analytics through the app and the use of reporting tools evaluate health and safety information and better track areas of concerns for clients and patients.

BrightSpring has a **long legacy of innovation** driving new and emerging strategies to enhance and improve the quality of care for those we serve.



# Quality First Framework

## Electronic Health Record (EHR) Management Solutions

BrightSpring’s integrated suite of workflow and care management solutions connect people and homes with high-tech, high-touch care.

### QuickMar

Electronic medication management reduces missed medications and errors while increasing data integrity, quality, and accuracy. Research shows that adults with intellectual and developmental disabilities have a higher propensity for hospitalization associated with adverse medication events. In response to this problem, each

state has adopted minimum qualifications for training caregivers to learn how to administer medications safely and to identify when a clinician or 911 is required. Historically, visibility of the documentation was limited to the on-site team.

BrightSpring addressed this issue and went beyond the minimum requirements by equipping locations with QuickMar, an electronic Medication Administration Record. This unique tool allows clinicians to view the completed medication administration remotely, view required treatments, and identify gaps requiring immediate intervention and support to delegated staff.

Gaining a direct feed from our pharmacy, the Electronic Medication Administration Record is populated after being reviewed by a licensed pharmacist. This process automatically reduces transcription error. Delegated staff at the home use a scanning device to help eliminate errors of wrong time, dosage, and even wrong individuals by indicating any errors immediately – prior to administration.

This innovative technology allows for improved care and reduction of adverse events with medication administration to our individuals served.

### PREDICS

EHR technology is critical for tracking and assists in adjusting care/therapies to improve care coordination and quality. Clinical coordination, planning, and oversight of our clients is more efficient with our proprietary PREDICS tool. PREDICS is used in our Community Living segment and is designed to predict nursing units and levels of need based on assessments conducted at routine intervals. The tool is incorporated into the EHR following the completion of the comprehensive nursing assessment.

### State-of-the-Art Pharmacy Solutions to Support Complex Populations

Our pharmacies specialize in complex in-home populations with leading systems and packaging technologies designed for their needs.

### ViewMasterRx®

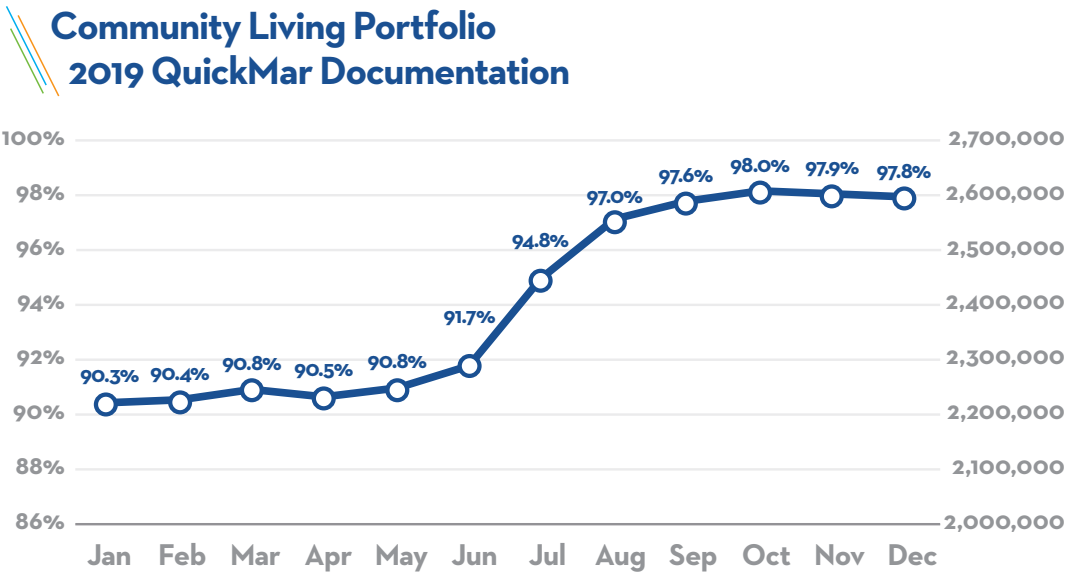
ViewMasterRX® is PharMerica’s secure, easy-to-use online portal that provides accurate, real-time pharmacy information, making medication management and comprehensive reporting easy for pharmacy clients. Users can access medication orders and billing information, manage reports, schedule refills, and identify cost-saving opportunities.

### RxForecaster

RxForecaster is a pre-admission assessment tool that identifies lower-cost alternatives and therapeutic interchange recommendations prior to or during admission. Customers can go online or fax requests to get timely estimates on medication costs. Once lower-cost options are identified, RxForecaster enables customers to obtain physician authorization for the medications prior to admission, including covered alternatives for both Medicare A and Medicare D recipients. This technology ensures the changes are available when residents arrive, reducing therapy delays and interruptions.

### RxAllow

RxAllow maximizes prescription coverage and reduces non-covered costs by gaining approval of previously denied Part D claims. This Medicare Part D denial management solution provides a step-by-step process that delivers a recapture rate of more than 60% on previously denied claims. Throughout, the RxAllow team reports the savings in daily and weekly action reports available in ViewMasterRx® and shares any action required.



By December 2019, 97.8% of Community Living locations had successfully implemented QuickMar.





# Community Living \ Behavioral Health



With almost four decades of experience in the disabilities services field, our community living line of business provides support for individuals who need assistance and support with daily living due to an intellectual, developmental, or cognitive disability, in addition to assisting with health and wellness and medical needs.

Every individual receiving services and care plays an active role in creating their support service plan and works alongside case managers, family or guardians, therapists, clinicians, and caregivers to develop a plan that allows them to reach a higher level of independence to live their best life.

A comprehensive range of services includes behavioral and mental health support, in-home pharmacy solutions, telecare and remote support, supported employment, day programs, clinical support, community integration, and training programs.



## Behavioral Health Services

SpringHealth Behavioral Health & Integrated Care specializes in professional behavioral and intervention services for children and adults who are diagnosed with IDD, Autism Spectrum Disorder (ASD), and mental illness. We believe in a holistic approach to treat the mind and body together. Evidence-based programming helps deliver the best quality support for our clients to live more positive, active, and social lives.

No two people are the same, and our treatment approach is based on person-centered principles. Clients receive unique behavioral plans that are tailored to meet their specific needs. Incorporating clients' strengths, abilities, interests, and what's important to them allows clinicians to think outside the box and develop programs and interventions that can be generalized and used across multiple settings.

## Family and Youth Services

Every child deserves to grow up in safe and healthy environments. StepStone Family & Youth Services is a network of providers who support children in need of alternative, safer, and more positive living environments. Families also require strong support systems, and StepStone services offer care and support through foster care services, training for foster parents, respite care, and counseling.

For young adults transitioning from foster care to independent living, personalized training, education, and guidance are provided on subjects including money management, life skills training, education, employment, and apartment living.

StepStone's residential services serve young people with emotional and behavioral issues or other special needs. Our services offer intense support which teaches young people strategies for independent living as well as social and academic skills within residential treatment facilities or group home settings. Some facilities specialize in residential placement for children with developmental disabilities.

No two people are the same, and our treatment approach is based on **person-centered principles**.





# Community Living \ Behavioral Health

## RESULTS

Those served in our community living locations need support with managing activities of daily living due to an intellectual, developmental, or cognitive disability. Many of these individuals also have medical issues. Every person in our care has unique needs that must be understood and met for them to live their best life.

Industry-leading investments in quality and monitoring efforts in behavioral health services result in care that dramatically improves outcomes while reducing costs. In 2019, our staff provided compassionate direct care services to more than 11,000 medically complex and high-need populations with the goal of delivering positive outcomes every day.

Our Critical Incident System is used by our locations to report medical or behavioral events with our residents and is continuously monitored by operations and the corporate clinical and quality team. The clinical and quality team implements our signature behavior support training program, **You're Safe, I'm Safe**. The program

teaches specific de-escalation methods and is tailored to address specific job responsibilities. The training provides caregivers with the knowledge necessary to better understand and address the needs of the individuals they serve, resulting in a reduction of behavioral incidents.

Identifying areas of concern and satisfaction with services allows for deficiencies to be addressed quickly and efficiently. Our access to regular and consistent data means quality and safety outcomes are based on data-driven decisions.



The annual cost for private, home-based community care that we provide is approximately 50-90% (for ICF and Waiver) less than larger public institutional care, **representing annual savings of \$115,000-\$165,000 per person.**

Our behavioral health services include adult foster care, group homes, home- and community-based services, behavioral health and integrated care, periodic and supported living, and supported employment. We ensure every individual receives the right care in the safest environment possible to live their fullest life.

Although there has been increased usage of value-based outcome measures, there is little research about which measures should be used for people with intellectual and developmental disabilities (IDD). In a published study conducted by BrightSpring clinicians, the annual hospitalization rate and mean days spent at home by the population of IDD who are enrolled in community-based residential waiver programs were highlighted as value-based measures for people with IDD.<sup>1</sup>

Hospitalization rate and days spent at home are emerging value-based outcome measures that help align those we serve, their families, and stakeholders around the shared goal of enabling people with IDD to spend more time in the community and less in institutional settings.



Host/foster homes and periodic services provided to individuals with IDD and youth offer significant value in allowing clients to **remain in private homes in a family setting, or on their own, with less ongoing labor need, at a lower cost.**

In 2019, our staff provided **compassionate direct care services to more than 11,000** medically complex and high-need populations with the goal of delivering positive outcomes every day.

In 2019, **every region reported a 2% drop** (down from 5% in Q1, 2019) in **behavioral incidents.**

1. Mills WR, Law K, Boyd R, Conkrite W, Howard S, et al. (2020) Hospitalization Rate and Days Spent at Home as Value-Based Outcome Measures for People with Intellectual and Developmental Disability. Health Sci J. 14 No. 3: 717.



RESULTS

Average Client and Family Satisfaction Scores:

4.3 Satisfied/Likely to Recommend (out of 5)

Behavioral Therapy Satisfaction Scores:

93% Very Satisfied/Satisfied (90% Very Satisfied); 72% Net Promoter Score

Our clients spend an average of

360 Managed days at home out of 365 days per year

John's New Life



John was referred to the Greencastle Intermediate Care Facility (ICF) and Comprehensive Rehabilitative Management Needs Facility (CRMNF) due to extremely aggressive behaviors. Once John came to Greencastle,

he remained violent toward peers and staff for several months. Oftentimes, his behaviors required police intervention.

However, while he was a resident of the CRMNF, his team worked diligently with him to help him create a plan using his strengths, talents, and skills. During this time, John learned to adapt to the community and reduce his own aggressive tendencies. He is a true success story and an example of how our team came together to help John start living his best life.

John moved into a community waiver home in January 2019. He continues to partner with his team to take

advantage of opportunities and services to enrich his life. John has been involved in sheltered workshop services throughout his care. He was chosen to participate in community integration and has been successful at working in the community at a local grocery store and a housekeeping business.

John has also been involved in Special Olympics, including bowling and basketball, and his 3:3 basketball team made it to the state championship. John enjoys socializing with peers, playing video games, and attending music concerts.

We are proud of all the progress that John has made with our support. John now maintains a close relationship with his family, and these ties have added to his success.

He is a true success story and an example of how our team came together to help John start living his best life.





# Home Health Care \ HomeCare \ Hospice \ Neurorehabilitation



## HomeCare

The ability for people to remain independent, stay in familiar surroundings, and engage socially promotes physical and mental health. All Ways Caring HomeCare services are designed around the needs of the client in their own living space. From short-term and transitional to long-term and complex care, All Ways Caring provides expert, compassionate, and affordable in-home care. Needs change over time, and the care clients require often becomes more complex; to meet that need, our services are flexible and can evolve. We make sure clients make safe transitions as their needs change. We make sure that our clients receive the right care and services in the right setting throughout their time with us.

All Ways Caring provides a broad range of services tailored for the individual – personal care services, Alzheimer’s care, assistance with activities of daily living, hospital to home, respite care, Rest Assured Telecare, nursing, veteran care, therapy services, and infusion services.

Needs change over time, and  
the care clients require often  
becomes more complex;  
**to meet that need, our services  
are flexible and can evolve.**



## Home Health

Adoration Home Health agencies are state-licensed and Medicare-certified organizations that provide compassionate care at the highest quality for patients with a variety of illnesses, injuries, and rehabilitation needs. Services are available to clients and families 24/7, including holidays.

Services include daily assistance, short-term recovery and rehabilitation of acute illnesses and conditions, and long-term treatment of more chronic conditions. The home health team is comprised of an interdisciplinary team of clinical managers, nurses, medical social workers, home health aides, and occupational, physical, and speech therapists, all located in the patient’s community. The team works with the patient’s physicians to create care plans that address clinical and recovery requirements adhering to the patient’s needs. The care plan is reviewed and revised on a routine basis to meet the constant evolution of recovery and care.

## Hospice

Adoration Hospice and Embrace Hospice offer patients and their families options to make important care decisions and retain control at the end of life. The interdisciplinary team is comprised of physicians, a hospice medical director, nurses, social workers, home health aides, chaplains, and volunteers, all from the patient’s community. The team creates individualized plans providing medical care, pain management, symptom alleviation, support programs, counseling, and bereavement support.



## Neurorehabilitation

Leaving the hospital is just the beginning of recovery. Regaining maximum functionality and quality of life may require months or even years of post-acute neurorehabilitation. Rehab Without Walls is a neurorehabilitation program that removes the traditional barriers of rehabilitation, allowing the team to tailor individualized rehabilitation, and meet the patient where they would benefit the most. It is designed to help adults and children who have experienced a brain injury, spinal cord injury, or stroke due to injury or illness, as well as deliver therapy treatments for pediatric conditions, including developmental delays, cerebral palsy, autism, sensory processing, spina bifida, scoliosis, and orthopedic injuries.

Our approach blends scientifically backed rehab protocols with the patient’s real-life activities, a combination that delivers better results during the recovery journey and into the future. A team of professionals made up of occupational therapists, physical therapists, speech-language pathologists, and psychologists come together to create and implement a custom rehab program. By removing the barriers to provide care in the home, school, community, or workplace, greater health and independence are promoted throughout the recovery process.



# Home Health Care \ HomeCare \ Hospice \ Neurorehabilitation

## RESULTS

### Home Health Care

Older adults seeking to remain at home as they age benefit from home health care services that ensure optimal home environments and reduced risk for hospitalization. The transition from a highly supported medical environment to a home setting can pose challenges for patients and their families. A home health care team – comprised of a case manager, registered and licensed practical nurses, medical social workers, home health aides, and therapists – partner with patients’ physicians, allowing for a comprehensive plan of care and treatment.

Our Home Health Care’s quality measures for 2019 are above the national average, and in 2019, a positive value-based purchasing (VBP) incentive was received from Medicare in the states served. Quality improvements were achieved through the implementation of best practices, continuous training, and technology enhancements.

Accurate tracking and monitoring of patient progress are critical in the quality improvement process. The use of CareInsights and PPS Plus, quality reporting programs within our WellSky electronic health record, ensures improved coding accuracy, allowing clinicians the ability to easily track the patient’s recovery. Clinical algorithms notify the clinician of exceptions, allowing them to take prompt action and make adjustments to the plan of care.



In-home services such as home health and personal care are **roughly half the \$230/day cost of a Skilled Nursing Facility**; hospice **reduces ICU admissions, hospitalizations, invasive procedures, deaths in hospitals, and health care expenditures (by 25%)**.

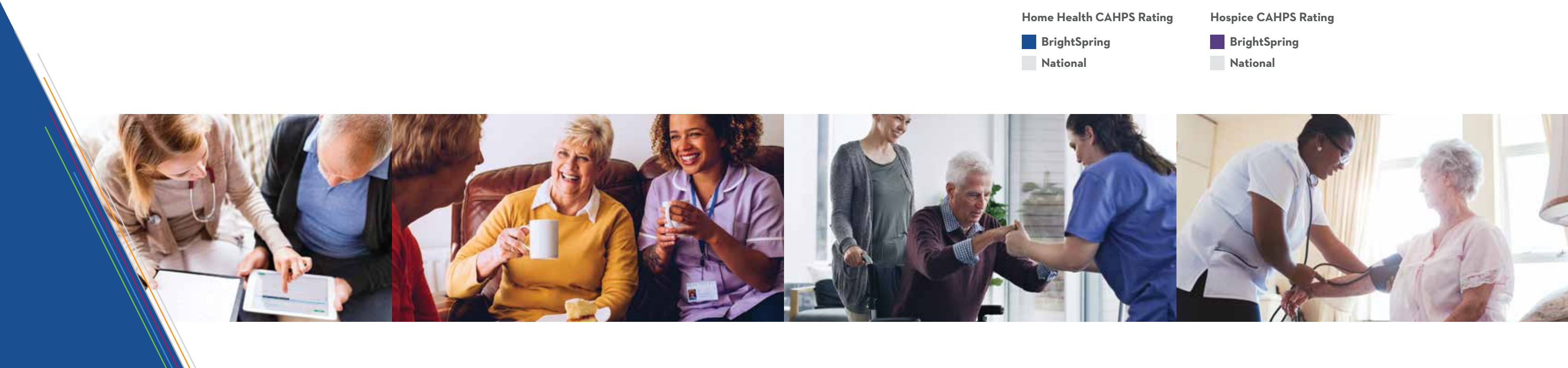
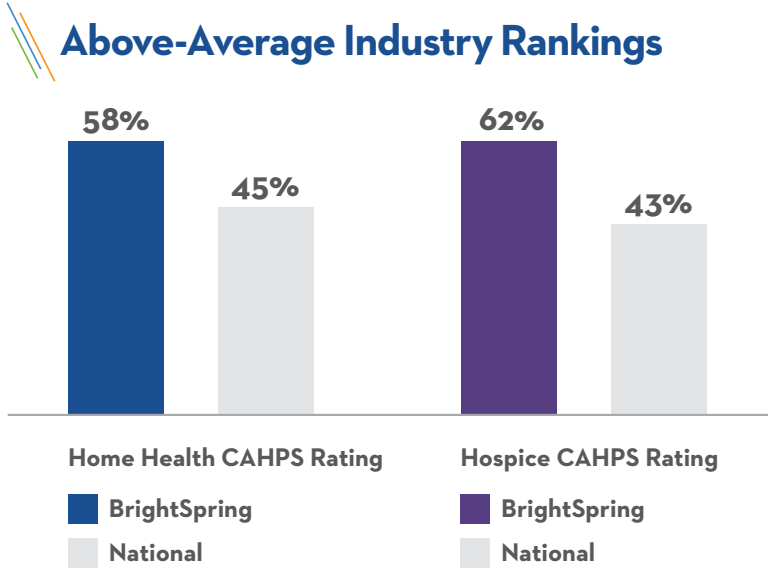
Significant improvements in acute care hospitalization rates are attributed to our “Call Me First” program. The program is designed for patients to contact their local branch first with any non-urgent issues before going to an emergency room.

A connected system of care includes continuous training and support for employees and leadership. Based on data and audit trends, education and training are focused on regional needs for improvement, with local clinicians receiving additional support for coding procedures, the use of CareInsights quality reporting, Targeted Probe and Educate (TPE) improvement activities, and the Patient-Driven Groupings Model (PDGM). Training on PDGM is critical as it relies heavily on clinical characteristics and other patient information to place home health periods of care into important payment categories for improved clinical management.

» 4 (out of 5) National Star Rating

» Above CMS National Average  
(based on Centers for Medicare & Medicaid Services 2019 data)

» 73% Discharge to Community vs. 60% National Average





# Home Health Care \ HomeCare \ Hospice \ Neurorehabilitation

## RESULTS

### Gerald's Story



Gerald Haynam, a 91-year-old World War II Navy veteran living in an independent senior living facility, had a complicated medical history. He endured 11 hospitalizations over four years and five hospitalizations over four months, with treatment for serious medical conditions, including coronary artery disease, cardiorenal syndrome, liver failure, and hypoxemic respiratory failure. During each of the last five hospitalizations, Gerald was given multiple lab tests and imaging and had procedures done to remove liters of fluid before being discharged home. During each

hospitalization, Gerald became deconditioned and, in some instances, delirious. The estimated cost for three of his last hospitalizations totaled \$45,000.

In October 2019, Gerald became a home-based primary care patient, receiving skilled nursing care, physical therapy, and home care services for assistance with daily activities. The medical goal for Gerald and his family was for him to be as comfortable as possible and avoid return trips to the hospital.

Gerald's care team made 14 home-based medical and palliative care visits and established his care plan that included advanced care, fluid removal, and treatment of infections. The care team improved Gerald's existing conditions, and the therapeutic, large-volume procedures performed at his home had a cost savings of more than \$3,700, as compared to the treatment being administered in a hospital setting.

In November, Gerald and his family began hospice care at home, and in January 2020, he died peacefully at home surrounded by loved ones.

Our home-centered approach reduced the cost of his care by 67%, as compared to treatment with three hospitalizations for necessary procedures and care at a nursing facility. Most important, Gerald's care goals were met with our high-impact, friendly, integrated care in the comfort of his home, allowing him to spend his final days in peace.

### Hospice

To provide compassionate, high-quality end-of-life care for patients and their families, clinical, comfort, spiritual, and emotional needs must be met. Our interdisciplinary hospice team tailors unique and individualized plans for patients and their families based on a comprehensive understanding of their needs, providing expert clinical care, pain management and symptom alleviation, support programs as well as counseling and bereavement support.

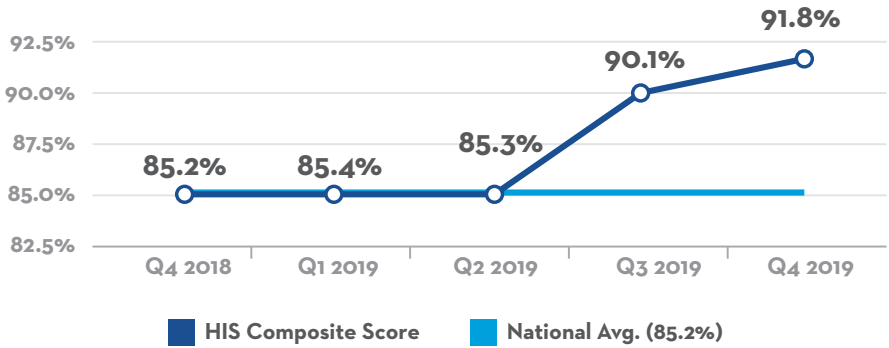
The Hospice Information Set (HIS) Composite collects hospice patient data and is comprised of seven discrete quality measures encompassing treatment preferences, beliefs and values, side effects of opioid use, and symptom management, including pain and shortness of breath. With improvement efforts and education relating to best practices, our HIS Composite score outperforms the national average and continues to improve.

» 98% HIS Admission Measures Completed (CMS average 92%)

The Hospice Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey results serve as the voice of the patient and family experience and the perception of the care provided. The results are based on surveys sent to family members following the patient's death. The caring relationships our staff have with the patient and patient's family along with exceptional quality care are reflected in our HCAHPS results.

Our 2019 HCAHPS overall rating of care is 90%, well exceeding the CMS average of 85%.

### HIS Composite Score Q/Q 2018-2019



# Home Health Care \ HomeCare \ Hospice \ Neurorehabilitation

## RESULTS

### HomeCare

Studies show that aging in place is a priority for many adults age 65 and older. As physical limitations increase or they are faced with chronic or acute health conditions, access to quality, value-based care provided in the comfort of their home is important. The broad range of services provided by All Ways Caring and our other home care affiliates is designed around the needs of our clients and created to be an extension of their home and family.

All Ways Caring’s use of extensive quality reviews and training proves valuable to consistently deliver the highest quality care and service. Each quarter, three separate quality reviews are conducted – at the location, regionally by executive directors, and by the state. Home care leaders use the results to identify trends and address any issues. Our caregiving team receives training in the home care field with an emphasis on fall-prevention and general safety, critical incident reporting, and state-specific requirements.

HomeCare Satisfaction Response

Score – **4.2 satisfaction/**

**likelihood to recommend**

(out of 5)



Aging individuals seeking to remain at home benefit from Home Health Care services that **ensure optimal home environments and reduced risks and hospitalizations; Medicare spends an average of 3x more on older adults with functional limitations.**



The most effective way to **lower long-term care costs and delay/prevent nursing-home placement is through home and community-based services,** for example, with **personal care that reduces the likelihood of nursing home placement by 46%.**

Client feedback is the most crucial component of our quality and care measures. Surveys are sent to clients using a health care survey and quality measurement system, and results are monitored by BrightSpring’s Quality Team and are used to improve operational performance.

### Accreditation

In 2019, All Ways Caring began the state accreditation process for all of our locations. Accreditation requires the addition of quality standards that must be maintained in addition to the existing state and company standards already in place. Pursuing accreditation through the Accreditation Commission for Health Care represents our commitment to maintaining high standards of care and our dedication to improving patient outcomes and safety.

## RESULTS

### Neurorehabilitation Therapies

For 20 years, the skilled clinicians at Rehab Without Walls have been bringing rehabilitation to real-life settings. We are dedicated to healing, educating, and empowering patients to take charge of their own care so they can achieve the highest possible level of health and independence.

» **91% of Rehab Clients Are Very Satisfied/Satisfied with Our Services**

The overall goal of rehabilitation after a traumatic brain injury (TBI) is to improve the patient’s ability to function as independently as possible at home and in their community. Interventions drive the reduction of required supervision

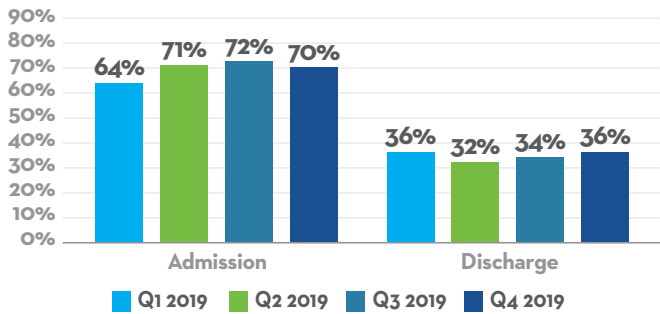
and maximize independence post-injury. From admission into the rehabilitation program to discharge, our patients have greater independence and require less supervision.

### 100% Accredited

All Rehab Without Walls home- and community-based services and traumatic brain injury (TBI) sites are accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), which focuses on quality and results. To receive CARF accreditation, Rehab Without Walls is required to maintain high-quality standards, focus on patient needs, and continuously commit to service monitoring and process improvement.

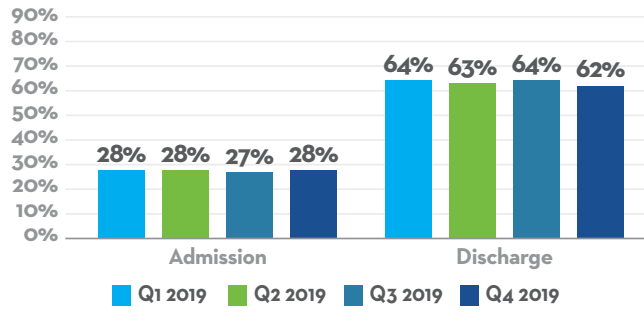
## Proven Outstanding Value and Clinical Improvement Results

% of TBI Patients Requiring 24-Hour Supervision



In 2019, there was up to a 70% reduction in patients requiring 24-hour supervision in our home- and community-based services serving patients with traumatic and acquired brain injuries.

% of TBI Patients Independent for at Least 8 Hours

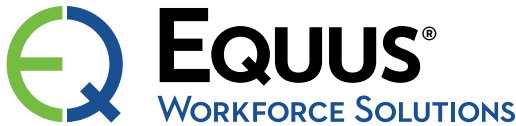


In 2019, there was up to a 75% increase in patients who could be left alone for eight or more hours at a time.





# Equus Workforce Solutions



Equus Workforce Solutions is a comprehensive provider of workforce development services in North America. Our fifty-plus-year legacy of experience encompasses the development, design and delivery of demand-driven workforce solutions. Our portfolio of services provides a full continuum of solutions focused on increasing opportunities for individuals and families. Management of career centers, Job Corps Centers, business services operations, and family support functions all combine to assist nearly 1.9 million job seekers and thousands of employers annually in locations throughout the nation.

We design and implement  
transformative workforce networks  
that are **locally responsive,**  
**community-based, outcomes-**  
**focused, and client-centered.**

Workforce encompasses the development, design, and delivery of demand-driven workforce solutions. We are drivers and collaborators for workforce systems change, including adapting to changes in legislation, job seeker demographics, and market and industry changes. We assist and share best practices with state and local government entities as they strategize, redesign, and implement innovative solutions with limited resources to address changing demographics and shifting workplace demands. We have a proud history of working with funders and community partners to implement cost-effective solutions in rural, urban, and suburban areas across North America.

We design and implement transformative workforce networks that are locally responsive, community-based, outcomes-focused, and client-centered. This results in simplified and effective pathways to finding sustainable employment for individuals based on their needs and a skilled workforce for businesses to meet current and future needs to stay competitive and grow.

Equus Workforce Solutions positively impacts our communities by providing a personalized customer experience, expanding access, delivering impactful performance, and providing outstanding quality to all our customers. These elements, combined with productive stakeholder relationships, help create healthier, more vibrant communities.

» 350 North American Locations

» 33 States, Puerto Rico and the U.S. Virgin Islands Served Annually

» 95% Customer Satisfaction

» 2,800 Workforce Professionals

» 1.9M Job Seekers Served Annually

» Thousands of Employers Served Annually





# Equus Workforce Solutions

## RESULTS

Equus Workforce Solutions has a rich history of collaborating with local, regional, and national partners.

Our intense focus on leadership, collaboration, innovation, and performance empower our local teams to build customized workforce solutions for each community where we operate. In addition, we are inspired by our daily drive to say work smart, do good, and make an impact.

### Preparing Job Seekers for Employment and Connecting Businesses With Qualified Employees

Workforce Solutions collaborates with a diverse group of stakeholders to advance communities, families, and businesses. We are invested in supporting businesses in their efforts to secure qualified employees and ensure job seekers earn credentials that are valued by local employers. Our partnership with local and national training providers, apprenticeship programs, and our proprietary online learning academy aligns the skills of job seekers with the demands of employers. Dedicated retention and follow-up services provide continuous support to job seekers as they successfully transition to employment, enabling them to keep good jobs or find better ones.

We develop high-performance standards used to direct strategies and practices that improve workforce systems. Our focus on planning for and exceeding our customers' expectations for performance has resulted

In 2019, More Than **81.9% Of Adults/DW** And **79.5% Of Youths** We Served Were **Employed Six Months After They Left The Program.**

in steady improvements, with an increase from 75.5% in January 2019 to 84% by the end of the year. We embrace innovation to solve problems, develop best practices, and transform how we work. In 2019, our Service Delivery Team launched the Microsoft Business Intelligence (BI) platform to track and manage dozens of metrics critical to operations. BI processes data from multiple sources, allowing company leaders to manage our business with funding partners and company expectations in the areas of finance, performance, human resources, and quality.

Our **Legacy in Action** program trains all workforce services team members and partners on the principles of providing exceptional customer service. The curriculum was built using principles that place customers first, combining learning how to understand customers' needs with the right guidelines and service standards. In 2019, the curriculum was updated to enable more virtual and real-time delivery.

Our focus on planning for and exceeding our customers' expectations for performance has resulted in steady improvements, with **an increase from 75.5% in January 2019 to 84% by the end of the year.**

Customer feedback is important for service improvement, and all job seekers we serve are given online surveys. The survey results are used to evaluate service and drive customer experience improvement.

We recruit, hire, and develop leaders who demonstrate humility, integrity, inclusion, and passion for their work. In 2017, we held our first Academy for new One-Stop Operators to prepare for the new Workforce Innovation and Opportunity Act (WIOA) legislation change, which included a new emphasis on the role as the overseer of the one-stop system. Based on the feedback and success

of the first Academy program, it was expanded and is now the **New Leader Academy**.

The **New Leader Academy** is a three-day training program that prepares new Career Center Project Directors, One-Stop Operators, Job Corps Center Directors, and Regional Directors for rules and regulations related to their roles, as well as improving team dynamics, leading through change, understanding performance, building critical thinking skills, and learning how to build a strategic plan for the system and partners.

In 2019, we experienced a **12% increase** in customer expectation performance score.





# Pharmacy



## Long-Term Care Pharmacy

PharMerica is a leading provider of institutional and community-based pharmacy services. The company serves the long-term care, senior living, hospital, home infusion, behavioral, specialty, and oncology pharmacy markets. In 2019, we operated 96 institutional pharmacies, 20 specialty home infusion pharmacies, and five specialty oncology pharmacies in 45 states.

PharMerica is customer- and patient-focused, serving institutional health care providers, such as skilled nursing facilities, senior living communities, hospitals, and group homes. The settings serve seniors, persons receiving in-home infusion therapy services, and cancer patients, among others. The company provides medication delivery and support services for approximately 250,000 individuals a day with service reliability, cost containment, and clinical, regulatory, and educational support for their clients, residents, and patients.

Pharmacy Alternatives is a comprehensive, closed-door, long-term care pharmacy and one of the few pharmacies in the nation that specializes in serving persons with IDD.

The clients we serve may reside in intermediate care facilities, waiver homes, group homes, assisted living, supported-living, or foster care. Comprehensive pharmacy services, including state-of-the-art packaging and dispensing technology, electronic medication management, and clinical support are all designed to facilitate timely administration of and adherence to medications to reduce errors.

## Infusion Pharmacy

Amerita and Advanced Home Infusion are specialty infusion pharmacies focused on providing complex pharmaceutical products and clinical services for patients outside of the hospital. Driven by the increase in health care costs, the market is expanding to move patients into the most cost-effective delivery settings. The market is also impacted by a growing bio-pharmaceutical pipeline of infusible and injectable medications, the aging population, and the addition of a Medicare benefit for these products and services.

Specialty infusion therapy services primarily involve the intravenous administration of medications that treat a wide range of acute and chronic health conditions, including infections, auto-immune illnesses, cancer pain, multiple sclerosis, hemophilia, and nutritional deficiencies. Medications are compounded in a sterile environment, dispensed under the supervision of a local registered pharmacist, delivered directly to the patient's home, and administered by a registered nurse. Our therapies include (but are not limited to) immune globulin, IV antibiotics, nutrition, inotrope, clotting factors, chronic inflammatory conditions, and specialty medications. These medications are high-cost and often require special handling, extensive patient training, and administration by a clinician.

## Specialty Pharmacy

Onco360 is one of the largest, independent oncology pharmacy companies in the country. We bring together unique capabilities that focus solely on oncology and simplify the complexities of cancer care for patients and their physicians. Our service is a highly coordinated, high-touch service model dispensing oral and injected medications that also includes a portfolio of limited distribution drugs.

Beyond medication dispensing, our highly trained and certified oncology pharmacists are available 24/7 to provide critical clinical and care management support services for patients and caregivers while working in close coordination with their physicians. We set industry standards for oncology pharmacy care with dispensing and clinical practice standards that consistently deliver superior service.

Onco360 also provides important administrative, billing, and other operation and reimbursement support, allowing physicians and caregivers to focus on patient care. We help patients navigate through the clinical, emotional, and financial challenges their illness presents so they can focus on their treatment.

PharMerica provides medication delivery and support services for approximately **250,000 individuals a day.**

PharMerica operates **140 pharmacies nationwide.**

**33 million prescriptions** filled per year.

**PharMerica®**

 **Pharmacy Alternatives**  
by PharMerica®

 **amerita**  
specialty infusion services

 **Onco360**  
ONCOLOGY PHARMACY

# Pharmacy

## RESULTS

Merging BrightSpring and PharMerica created an industry leader with a unique and holistic platform that delivers proven care capabilities supported by value-added customer products for measurable results that allow people to live their best life. We are a national provider of long-term care, senior living, hospital, home infusion, behavioral, specialty, and oncology pharmacy services. We implement industry-leading solutions to ensure accurate and timely access to medications, control pharmacy costs, support customer education, and remain in compliance with state and federal regulations.



Pharmacy solutions reduce hospitalizations and improve adherence and outcomes as optimal drug regimens **lead to fewer hospitalizations and reduce costs for an average client/patient by \$1,900 a year.**

### Leading Medication Management and Service Reliability

Our expert staff is backed by technology solutions for industry-leading access to medications for improved adherence and outcomes. Revolutionary dispensing options, real-time order tracking, e-prescribing and customized reporting ensure timely access for on-time administration, every time.

» 24/7/365 Medication Availability

» 99.64% Order Completeness

» 97.34% On-time Delivery

### Ensuring Continuity of Medications for Transitional Care

An important part of staying healthy after discharge from a facility is medication adherence. Medication errors may account for 66% of adverse events patients experience post-hospital discharge.<sup>2</sup> Through DischargeRX, patients have safer transitions from skilled nursing facilities to home with ongoing medication surveillance and patient follow-up, as well as consultant pharmacy services that reduce drug-to-drug interaction.

We also make the transitions safer for incoming residents with TransitionRx, a no-cost, pre-admission program that provides a complete list of patient medications before patients arrive. With effective communications and accurate medication reconciliation, TransitionRx improves resident transitions between hospitals and other facilities, adding safeguards against delays, inappropriate therapies, and increased health care costs.

In 2019 our clients averaged a savings of around **\$56 cost-saved/interchange** with a **52% adoption rate.**

### Providing Cost-Effective Medication Solutions for Patients, Residents, and Their Families

Saving money is a top priority for long-term care, skilled nursing facilities (SNF), assisted living facilities (ALF), hospitals, and other institutional care settings. Combining long-term care pharmacy services with our unique solutions for clinically appropriate medications, PharMerica works with providers, patients, residents and their families to provide recommendations through easy-to-use cost containment tools that drive medication management and cost savings.

» 89% Generic Dispensing Rate

Our preferred drug formulary is designed by expert geriatric care physicians and pharmacists to ensure it is clinically appropriate and cost effective for residents. We maximize preferred formulary use with leading generic dispense rates, cost-effective brand medications, and therapeutic substitution recommendations to reduce cost. Therapeutic Interchanges are pairings of medications assessed for equivalent therapeutic effects that provide significant economic value in substituting one product for the other. PharMerica offers the most comprehensive Global Authorization/Therapeutic Interchange program in the industry. In 2019 our clients averaged a savings of around \$56 cost-saved/interchange with a 52% adoption rate.

The quantity limit program lowers cost by limiting exposure to higher-cost brand or specialty medications. Our pharmacy prioritizes small doses of certain medications found in distinct package sizes, places quantity limits on certain high-cost medications, and caps medications typically indicated as short-stay carryovers from a hospital discharge.

Another cost-saving opportunity for clients is Split Bill at Discharge. This program splits the cost of a medication supply at the time of a resident's discharge, when a payor changes from Med A to a third-party payor that assumes financial responsibility of a patient's pharmacy services. In unshouldering this portion of drug spend away from the facility onto the patient's third-party payer our clients realize reduced waste, improve continuity of care, and diminished costs.

In 2019, our clients averaged a **savings of approximately \$23/Rx and \$100/resident with Split Bill at Discharge.**

### Leading Compliance and Education

The need to keep up with the latest state and federal regulations as well as best practices is constant to improve outcomes, reduce errors, and increase confidence. PharMerica offers a full range of online and on-site clinical support and training to optimize care and reduce risk.

<sup>2</sup>The incidence and severity of adverse events affecting patients after discharge from the hospital. Forster AJ, Murff HJ, Peterson JF, Gandhi TK, Bates DW Ann Intern Med. 2003;138(3):161.





# Our People



BrightSpring is a leader in providing comprehensive services and cutting-edge technology, but the heart of our success is our employees.

We employ over 50,000 people across the US and everyone at BrightSpring has an opportunity to lead the charge to provide the most compassionate, quality care where and when people need it. It's that work and passion for helping people that help shape our future success.

With access to tuition assistance, tuition discounts, and continuous training, many of our employees have established career paths that have grown into leadership positions.

**Everyone at BrightSpring has an opportunity to lead the charge to provide the most compassionate, quality care where and when people need it.**



## Anita Lewis \ Regional HR Manager, ResCare Community Living

Anita joined the company in 2008 as a Direct Support Professional (DSP). She's the third of four sisters and the only one without documented special needs. She is a born caregiver who learned true empathy and tolerance from watching her mother. Additionally, she spent several summers throughout high school volunteering in special needs classrooms. Growing up with special needs sisters, combined with her volunteer work, taught her what was truly important - compassion, care, and patience.

Anita has witnessed firsthand how poorly people with disabilities can be treated. She wanted to be part of ensuring the caregivers hired would treat those entrusted to our care with the respect and dignity they deserve. While she had little control over that as a DSP, she worked to become a manager, first of one home shortly after joining the company, then of several homes six months after that. That growth motivated her to take another step forward, toward human resources (HR). In her HR role, she is able to be part of the screening and placement process. She has the kind of firsthand direct care experience that is valuable to share with those interested in working with our population. Anita is also in a great position to give a real-life overview of the required tasks to candidates. She has experience working with many of our individuals, so she has insight into placing new hires appropriately.



## Marianne Rusczyk \ Vice President of Operations, PharMerica

Marianne joined PharMerica directly out of school as a staff pharmacist. She had always been intrigued by long-term care pharmacy. While Marianne was growing up, her elderly grandparents lived with her, and she observed her mother work in a skilled nursing facility as a director of nursing.

Throughout her time with PharMerica, Marianne has always been involved in a leadership role. Within a year of starting with the company, she was promoted to Pharmacy Director. She continued to grow with the company and became the Regional Pharmacy Director for the New England area. Currently, she serves as the Vice President of Operations for the north region.

Marianne loves pharmacy operations because each day is unique. She finds it very satisfying to see her team work together to solve challenging problems. Each day is filled with a sense of accomplishment because she knows that she is helping her clients serve the elderly population.



## Brad Story \ Regional Director, ResCare Community Living

Brad began working with the company in 2008 as a Direct Support Professional (DSP) in a Waiver Home after graduating from high school. He wanted a position with flexibility so he could attend college, and ResCare allowed him that opportunity as he pursued his associate and bachelor's degrees. Throughout his time with the company, he has held several positions, including Home Manager, Qualified Intellectual Disabilities Professional (QIDP), Therapeutic Consultant, Program Manager for ICF and Waiver, Executive Director, and now Regional Director.

Brad noted of his journey, "My first day on the job was a huge eye-opener for me...I decided to give it a week, and that week turned into years. I fell in love with the clients and providing services." He added, "Our clients have given more to me over these last 12 years than anything else. They taught an 18-year-old boy how to cook, clean, and to appreciate the small things in life."



## Tanisha Haythorne \ Executive Director, All Ways Caring

Tanisha began her career as a Direct Service Provider (DSP)/caregiver in 1997. Tanisha's love for people and natural skill in caregiving drove her to this field. At the early age of 12, she would watch over her 96-year-old great grandmother when her great aunt was unavailable. She also learned how to be a caregiver by watching her mother, who adopted four of her eight siblings.

A year after beginning as a DSP, she was promoted to an office assistant, and in 2006, she was promoted to a Client Service Supervisor. She realized she had a knack of matching clients with caregivers who would often stay together beyond homecare and until the end of life. Tanisha's supervisor noticed her innate leadership skills when all her peers began looking to her for advice. In 2008, she became a Branch Manager. Only five months passed until she was promoted again as an Executive Director, where she took on an entire region instead of just a single branch. Throughout her journey, she has enjoyed watching her staff grow in their skills and having the opportunity to promote them as positions become available.



# A Community Partner



## What We Believe

We believe that our long-standing commitment to provide care and services to help people live their best life includes partnering with organizations with shared missions. We are proud to work with Special Olympics, American Heart Association, The Ronald McDonald House, and many other local and regional organizations.

» BrightSpring and PharMerica have contributed  
**\$1,056,287**  
 to non-profit organizations which positively impact our communities across the nation.

At BrightSpring, we believe that everything we do, every service we provide, should not only benefit our clients, patients, and partners, **but also their communities.**

## 2019 Community Service Challenge Results

» **2,079** Hours Spent

» **\$113,908** Funds Raised

» **6,573** Donation Items Collected

## Community Challenge

At BrightSpring, we believe that everything we do, every service we provide, should not only benefit our clients, patients, and partners, but also their communities.

All BrightSpring operations are actively involved in community service projects. The Community Service Challenge, launched on the company's 25th Anniversary in 1999, challenges each of our operations to participate in at least 10 community service projects annually.

We encourage our community service teams to include our employees and the people we support, who gain a valuable opportunity to grow by interacting with their communities to help others. Community service also gives those we serve the opportunity to integrate into the community and gives the public a positive representation of the people we serve, whether they are individuals with disabilities, aging seniors, or at-risk youth.



During a time of need, our employees have always stepped up to generously serve and give. SHARE is BrightSpring's emergency assistance program – funded by employees to help other employees who need help and aid due to an emergency or disaster.

## 2019 SHARE Support

» **\$355,000** in Contributions

» **\$345,000** in Employee Awards

From 2017 through 2019, BrightSpring team members have **contributed \$1,093,003** to the SHARE program and **\$1,104,512** has been awarded.

