



Community Impact REPORT 2023

 **ArdentHealth**

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A message from our President and CEO

I'm pleased to share Ardent's 2023 Community Impact Report, which shines a light on the many ways we are positively impacting the communities we serve.

At Ardent, our purpose is caring for people – our patients, our communities and one another. From investing in new technologies that support the delivery of high quality patient care to fostering a safer workplace for team members, and volunteering in our communities, this purpose is at the heart of everything we do.

As healthcare continues to evolve, we are evolving too. This year, we made significant progress advancing the delivery of care, strengthening the health of our communities, and caring for the people behind our purpose. We are also making important strides in minimizing our environmental impact, removing barriers to equitable care, and supporting the development of the next generation of physicians, nurses and caregivers.

While there is much more to be done, I am proud of all that our team has accomplished this year and excited about the opportunity to continue to grow our impact in the years ahead.

A handwritten signature in blue ink, appearing to read "M. Bonick".

Marty Bonick
President and Chief Executive Officer

About Ardent

Ardent is a leading provider of healthcare services in communities across the country through its affiliated network of 30 hospitals, more than 200 sites of care and over 1,700 aligned providers. With a focus on the consumer, we are passionate about making healthcare better and easier to access.

Our health system network includes:

23k+ Team members

8,168 Nurses

1,723 Medical Providers

394 Medical Residents

4,323 Beds

A Year at Ardent

5.7M Provider Encounters

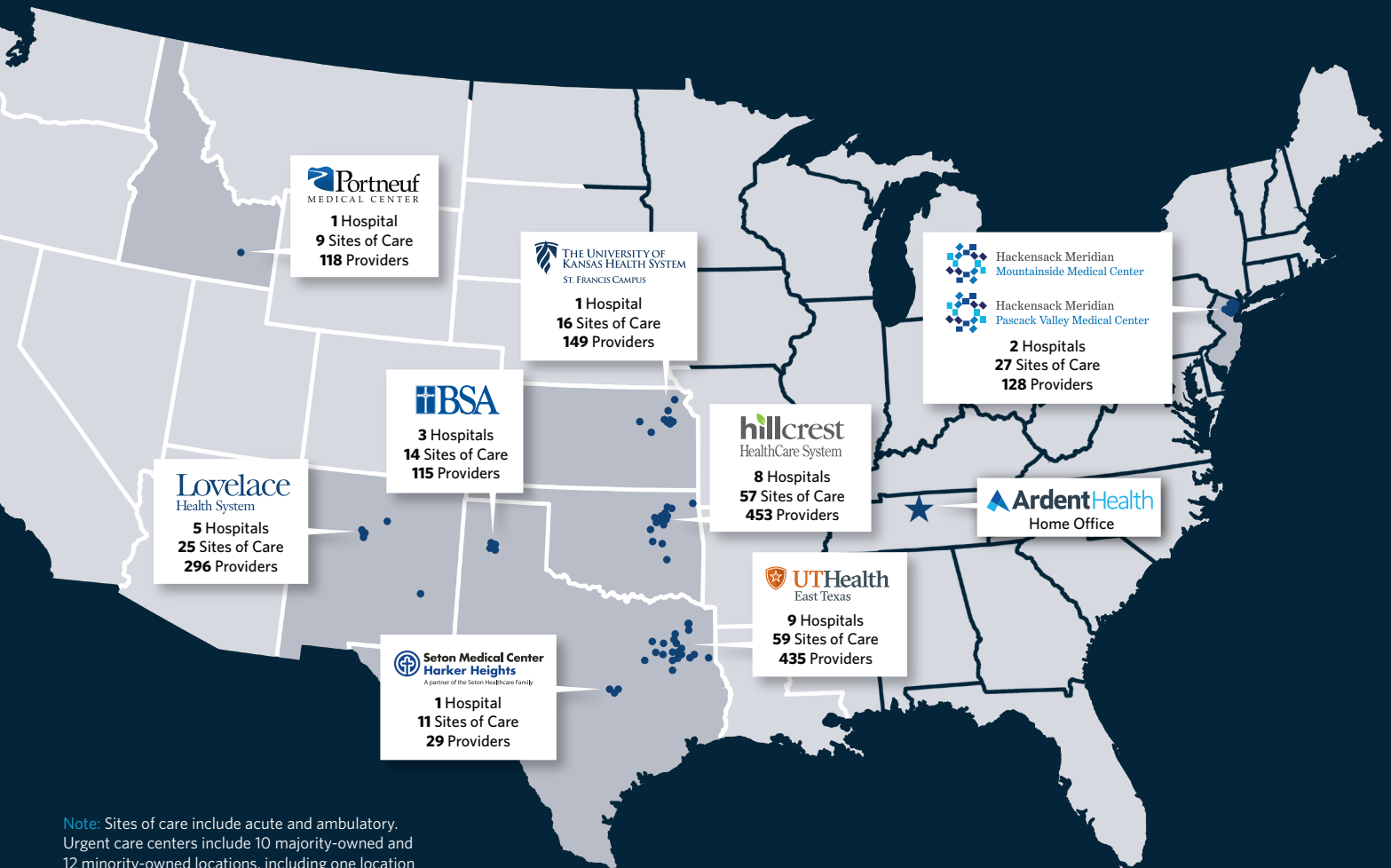
610k ED Visits

146k+ Admissions

130k Surgical Visits

16k Babies Delivered

120k Telehealth Encounters



Note: Sites of care include acute and ambulatory. Urgent care centers include 10 majority-owned and 12 minority-owned locations, including one location opening in 1Q24 and one by 3Q24.

*Each day is guided by our purpose of caring for people:
our patients, our communities and one another.*

As a team, we have set our core beliefs that make up **The Ardent Way** and our expectations of one another and our workplace.

What we believe

People first. Always.

We show compassion, celebrate differences and treat one another with respect.

Teamwork wins

We believe healthcare is a team sport and every player has something to contribute.

Simplicity is everything

We are passionate about finding new ways to make healthcare easier to access and deliver.

Think BIG

We pursue extraordinary in everything we do — never settling for good enough.

How we act

Do the right thing

We believe integrity matters and that intentions are nothing without actions.

Make it better

We always look for ways to improve and recognize that even small changes can have a big impact.

Be curious

We know better begins with a question. We encourage one another to ask why and live “what if?”

Own it

We take pride in figuring it out — always seeking solutions, not blame.



Caring for Patients



A Collaborative Approach to Quality

At Ardent, caring for others begins with the delivery of high quality patient care. Our teams of dedicated providers, clinicians and support staff strive to provide the best care in the safest environment possible. With a shared focus on evidence-based practices and strategic investments in innovative technologies and tools to support our caregivers, we work to exceed quality and safety benchmarks and create a culture that places people at the center.

A Focus on Continuous Improvement

We consistently partner with providers, nurses and care teams to share the most effective practices across the Ardent network.

Our Physician Advisory Council brings together medical leaders from eight specialties to identify and scale clinical best practices across the organization. The Council also guides the development and implementation of new service lines, technology investments and other initiatives designed to improve the quality and safety of care across our facilities.

A separate Clinical Advisory Council leverages the expertise of nurse leaders to share input and guidance on the deployment of best practices, innovative technologies, and quality and safety initiatives.



Connect to Purpose: When moments matter the most

Jenna Tanner was home alone on March 9, 2023, when she suffered a major heart attack. After experiencing repeated chest pain over the course of several days, Tanner lost consciousness.

After waking up on the floor of her office, she willed herself to crawl to her phone in another room where she called her husband and then dialed 9-1-1. Firefighters rushed Tanner to Hillcrest Hospital South, where doctors discovered that Tanner's heart attack was due to a severe blockage in her left main coronary artery.

"Most of the time, we don't see people actually make it to the hospital with that type of blockage," said Stanley Zimmerman, MD, director of the catheterization lab at Oklahoma Heart Institute. "Time is critical in these situations, so we like to get in there as quick as we can. In a case like Jenna's, there was no time for surgical repair. She wouldn't have made it there."

Instead, Dr. Zimmerman's team rushed to implant an Impella® heart pump in less than 10 minutes. Soon after, Tanner's blood flow returned to normal. After five days in the hospital, Tanner was able to begin therapy and the recovery process.

"For about two months after I left the hospital, I just wanted to come back. It was the only place I felt safe. And I missed everybody," said Tanner. "The staff made me feel like I was the most important person in the world."

She has since visited the team that saved her life and now tells her story to bring awareness to the warning signs of cardiac arrest.

Commitment to Quality and Safety

During 2023, Ardent facilities were recognized with a combined 17 Leapfrog 'A' Hospital Safety Grades from The Leapfrog Group, a national nonprofit organization that sets standards for excellence in patient care based on over 30 national performance measures. Leapfrog assigns a letter grade to nearly 3,000 U.S. general hospitals biannually in the spring and in the fall.

In spring 2023, 83% of eligible Ardent hospitals received either an "A" or "B" grade, in addition to 69% in the fall - outperforming the national average of 55% and 54% of all U.S. hospitals in each grading period.

The Leapfrog Group also recognized nine Ardent facilities as Top Hospitals of 2023 in the categories of Top General Hospitals, Top Rural Hospitals and Top Teaching Hospitals. These awards consider quality of care across many areas of hospital performance, including infection rates, surgery, maternity care, the hospital's capacity to prevent medication errors and other qualities. Among the many awards and distinctions hospitals can receive, only a small percentage earn a Top Hospital award from The Leapfrog Group.

**Nationally
Recognized
for Patient
Safety**

MissionZERO

Our Culture of Safety

MissionZERO represents Ardent's commitment to fostering a culture where every team member feels empowered to speak up for safety. Rooted in the principles of high reliability, our MissionZERO program aims to improve the experience of care for patients and team members and, most importantly, ensure that zero harm occurs.

Through consistent MissionZERO training, evidence-based error prevention techniques and event reporting systems, we strive to ensure safety remains top of mind for every team member while creating an environment where caregivers feel supported in upholding the highest standards of care.

We also launched a new partnership to measure and improve the human experience in our facilities. In addition to strengthening intelligent listening capabilities, the program includes tools that make it easier for caregivers to report patient safety events, team member injuries, and workplace violence events. Creating a culture of transparency is a critical step on our MissionZERO journey.

Innovation in Action

Improving patient care and nursing workflows

Ardent continues to break new ground with the implementation of technology designed to improve patient care and safety while reducing the administrative burden on nurses and other team members.

One example is the organization's virtual nursing platform. First introduced at Lovelace Health System in Albuquerque, New Mexico, in late 2022, the program is now making a significant impact on patient and team member experience in Idaho and will soon expand into facilities in Texas.

Virtual nurses, who are fully credentialed registered nurses employed by Ardent, conduct tasks that do not require physical proximity and help ease the workload on bedside nurses. In addition to helping to address the workforce shortages faced by many hospitals, the platform enables virtual nurses to carry out error prevention and safety protocols as well as monitor patient vitals from their workstations.

In 2023, virtual nurses at Ardent helped relieve some of the administrative burden on nursing team members through taking on more than 120 daily patient interactions, conducting more than 1,100 admissions intakes and more than 17,000 patient interactions during rounding.

As the program expands, ambient monitoring technology is being added to virtual nursing units. These devices improve safety by monitoring patient movements to identify individuals who may be at risk for a fall.



Supporting Clinical Decision Making

A new program that automates the collection of patient vital signs is helping Ardent's clinical teams identify patients who may be deteriorating or in need of intervention sooner.

Since it was first piloted at BSA Hospital in Amarillo, Texas, in 2022, the program has expanded to additional locations across the Ardent system and will soon be implemented organization-wide. To date, more than 12,000 inpatients have been monitored using a small, silver dollar-sized wearable device that wirelessly transmits up to 1,440 sets of vital sign measurements a day - compared to four to six sets when collected manually.

In addition to improving the patient experience and reducing caregivers' workloads, remote monitoring is helping identify patients who may be discharged earlier or monitored outside an acute care setting. In 2024, Ardent will launch a hospital-to-home program using this technology and continue scaling the program across its 30 hospitals.





Caring for Our Communities

Supporting Our Communities

Ardent's purpose of caring for people includes the communities we call home. Below are a few ways in which Ardent impacted local economies during 2023 in the communities we serve.



Payroll and benefits:

\$2.38B



Federal and state taxes:

\$22.6M



Capital investment:

\$137.4M



Uncompensated and charity care*:

\$191M

*The cost of charity care, uninsured discounts and other uncompensated care and charitable contributions made by Ardent facilities in local communities.



Social Determinants of Health

During 2023, Ardent advanced several initiatives aimed at improving health equity and addressing social determinants of health (SDOH) that often serve as barriers to care.

With the help of new AI-powered technology, Ardent's UT Health East Texas system in Tyler, Texas, launched a chronic care management program that proactively identifies patients who may need help navigating social determinants such as lack of transportation or access to healthy food or medication. Since its launch in March 2023, the program has expanded to five markets and

reached more than 6,000 patients. Care coordinators support patients between clinic visits, arranging transportation or connecting them with medications savings assistance or other social service programs that help ensure basic housing and utilities needs are met.

With plans for implementation at additional sites in 2024, the program is poised to make a significant impact for patients while improving outcomes and reducing hospital readmissions.

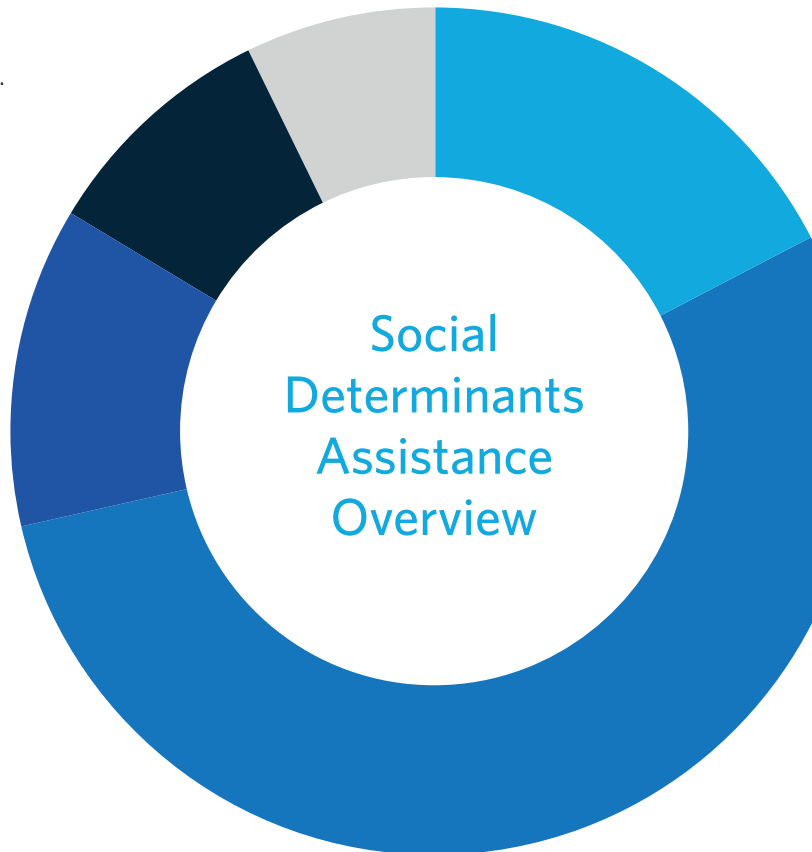
By the numbers:

Ardent's chronic care management program identified local services to help participating patients with the below needs.

- 53.8% Medication Costs Savings
- 17.5% Food Assistance
- 12.2% Transportation Assistance
- 9.2% Utility Assistance
- 7.3% Other Assistance

Patients served:

6,115



Removing Barriers to Care

An estimated 108 million people around the world have been forced to flee their home countries to find a safer place to live due to civil, political or social unrest. The communities that welcome refugees offer basic support to help them establish their new lives, but access to healthcare may fall short.

Ardent's Utica Park Clinic (UPC) discovered this was the case in Tulsa, Oklahoma, which is home to the nation's largest population of Zomi refugees who are originally from Myanmar, Bangladesh and India. With 325 providers and over 70 clinics throughout the community, the lack of Zomi interpreter services at UPC created a barrier to care.

UPC was recognized as a 2023 AMGA Acclaim Award honoree for its work to address this challenge by hiring a full-time Zomi/Burmese translator to staff clinics in areas with the highest concentration of Zomi patients.

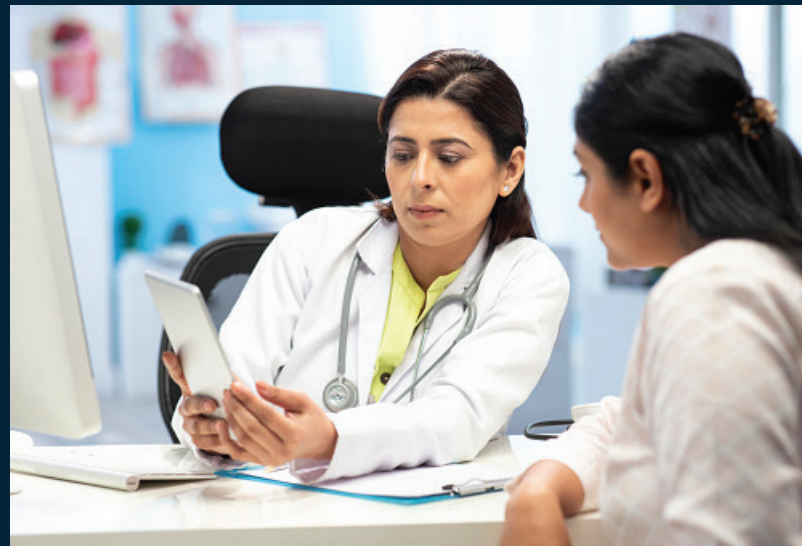
After coming on board, the translator spent time in the community understanding the Zomi people's challenges accessing healthcare and identifying common health concerns. Through this exercise, UPC learned that basic instructions for lab work, medication and appointments were difficult for the Zomi people to follow through on due to the language barrier and often resulted in an incomplete medical history.

In addition to translating patient paperwork, the translator accompanies patients throughout their appointments to ensure concerns are addressed. She also makes reminder phone calls to explain provider instructions and help close gaps in care.

The program has been so successful that UPC has hired a nurse practitioner who is also fluent in Zomi and Burmese and is considering adding a second translator. More importantly, UPC has received numerous testimonials of lives saved due to this program.



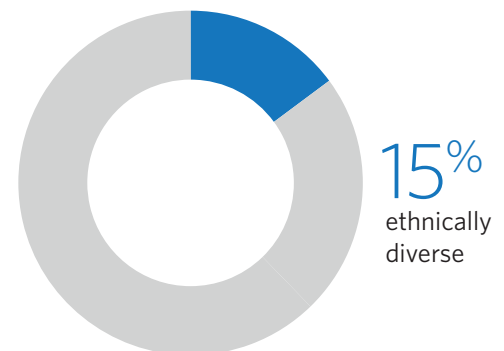
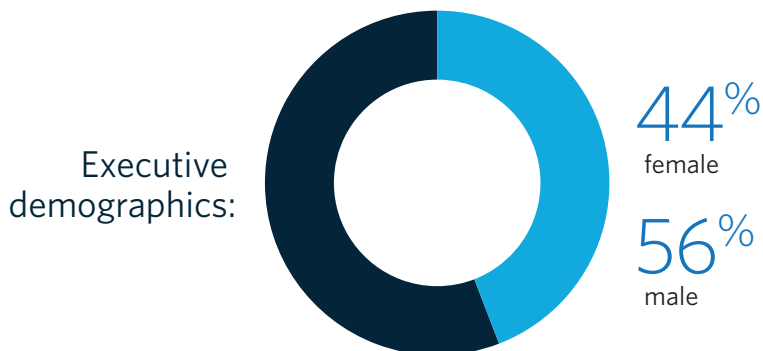
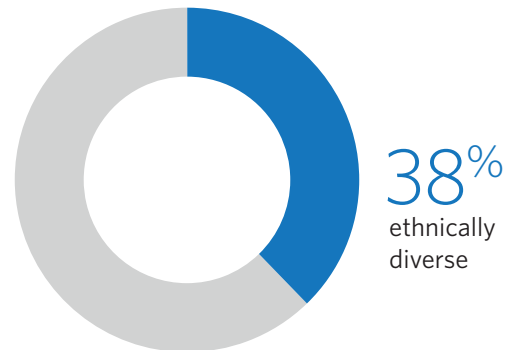
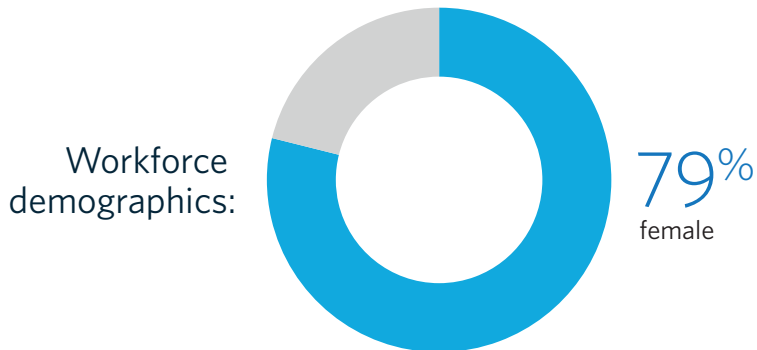
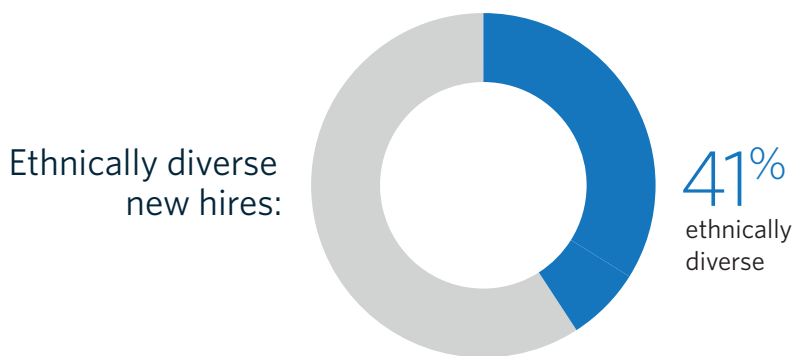
Cing Taithul, business relations liason, advocate and certified translator at Utica Park Clinic.



Building a Diverse Workforce

At Ardent, we recognize the importance of cultivating a workforce that mirrors the diversity of the communities we serve.

Our commitment to diversity not only aligns with our purpose, but also ensures that our workforce is attuned to the unique needs of the people we serve, promoting culturally competent care. Building a workforce reflective of our communities is not just a responsibility, but an imperative to ensure clinical excellence.



We also support local and minority-owned businesses, which contribute to the growth and prosperity of their regions and foster economic empowerment. In 2023, nearly 22% of Ardent's suppliers were minority-owned or operated. Together, those suppliers accounted for approximately \$109 million in supply chain costs.

Sustainability In Action

As healthcare advances, so does the need to incorporate sustainable business practices into the design and operation of our facilities. Recognizing the profound impact that environmentally conscious practices can have on the well-being of patients and communities, Ardent is taking purposeful steps to reduce its environmental impact.



Reducing Greenhouse Emissions in East Texas

UT Health East Texas launched a de-carbonization plan in 2023 with investments in new, energy-efficient equipment in the physical plant of its flagship hospital UT Health Tyler.

The infrastructure improvements, which were supported with Property Assessed Clean Energy (PACE) financing, have reduced water use and will decrease annual greenhouse gas emissions by approximately 4,000 MtCO₂e (metric tons of carbon dioxide equivalent).





Caring for One Another

Ardent Cares Foundation

Caring for One Another

The Ardent Cares Foundation was created to help Ardent team members by providing emergency financial assistance in times of need. When team members and supporters give to the Ardent Cares Foundation, they are helping ensure that colleagues across the country are supported when they need it most.

Whether helping a team member experiencing a prolonged illness or devastation from a natural disaster, it is one more way we show our strength and unity when faced with unexpected challenges. Since its inception in 2019, the Ardent Cares Foundation has provided 388 individual grants to team members in need.

Support in Times of Need

UT Health East Texas Physicians team member Chasity R. experienced the power of Mother Nature when a storm severely damaged her home and displaced her family in the spring of 2023. Though insurance covered the cleanup from the damage and repairs, she faced unexpected costs.

"When you are out of your home and worrying about the financial aspect, on top of making sure your kids are okay, it becomes a bit much," Chasity recalls. "The Ardent Cares Foundation helped cover costs of food and other items while we were out of our home, as well as assistance towards our insurance deductible."

"It is amazing to work with such wonderful people who care about their fellow team members and are looking out for them in times of need," she shares. "I couldn't be more pleased to be a part of the Ardent team and our culture. If you donate, you are helping others and you know you have a team standing behind you saying, 'It's going to be okay, we've got you!'"

[Learn more about the Ardent Cares Foundations and how to give at ArdentCares.com.](https://ArdentCares.com)



Caring for the Caregiver

Safety is a fundamental element of care delivery. Yet, healthcare workers are five times more likely to face workplace violence than people in other industries. Recognizing that fear and intimidation should never be part of the job, Ardent has prioritized new initiatives to help maintain a safe environment for team members, patients and visitors.

As part of our MisszionZERO culture of safety initiative, Ardent established a Workplace Violence Prevention Committee in 2023. Incorporating feedback from team members, the committee has created additional tools and training to help team members address aggressive behavior.

In addition to adding new signage throughout its facilities, Ardent is leveraging technology and other systems to identify high-risk behaviors and warn caregivers when they should take extra precautions when interacting with a patient or visitor. The committee is also working with Ardent's innovation partners to leverage AI and other smart hospital technology to automatically signal for help if a caregiver is threatened or in need of support.



Celebrating a Culture of Belonging



At Ardent, we strive every day to create a culture of belonging for our patients, their families and one another. With the support of our enterprise and local Diversity, Equity and Inclusion (DEI) Councils, we are focused on developing policies and practices to support a sustainable culture of equity and belonging for all.

This year, Ardent's DEI Council established a formal governance structure and launched Embrace Different, an enterprise-wide local event series designed to foster conversation and connection around key DEI topics.

Ardent also earned national recognition from Newsweek as one of "America's Greatest Workplaces for Diversity." Named among other large companies, Ardent was selected based on publicly available data, interviews with human resources professionals and an anonymous online survey of workers at U.S. companies.



DEI Around Ardent

From Texas and Idaho to New Mexico and New Jersey, local DEI Councils created opportunities to celebrate diversity through their support of events ranging from Juneteenth and Pride Month to Hispanic Heritage Month cooking classes and holiday celebrations. Local councils also took steps to address health disparities and create inclusion in their own communities.



- In New Jersey, Mountainside Medical Center and Pascack Valley Medical Center were recertified by the Human Rights Campaign's Healthcare Equality Index, recognizing the hospitals' commitment to equitable treatment for LGBTQ+ patients, visitors and team members. Mountainside also opened an Islamic prayer room.
- In Oklahoma, Hillcrest HealthCare System team members participated in high school medical education summits and hosted DEI experts as part of Grand Rounds, an educational program for team members. In 2024, Hillcrest will host its second Youth Medical Summit to help expose underrepresented high school students to medical career paths.
- In Tyler, Texas, team members at UT Health East Texas gave back to underserved populations by participating in food bank events and distributing supplies to those experiencing homelessness in the region. The local council also began developing facility-specific employee resource groups for the system's 10 hospitals.





Building the Healthcare Workforce of the Future

At the core of Ardent's commitment to enhancing healthcare in the communities we serve is an imperative to educate and train the next generation of healthcare providers and caregivers. This need is especially great in rural areas or communities where there is a shortage of practitioners.

In collaboration with our medical and nursing leaders and local partners, Ardent has established nursing and medical residency programs across five states. These partnerships not only train the next generation of healthcare providers but also help ensure a strong pipeline of providers to address regional healthcare needs and overcome health disparities that persist in many of our communities.

By the numbers:

394 residents

33 medical residency programs

BSA Health System

Hackensack Meridian Mountainside
Medical Center

Hillcrest HealthCare System

Lovelace Health System

Portneuf Health

UT Health East Texas

Investing in the Next Generation of East Texas Providers

East Texas faces a disproportionate number of health challenges. In addition to being the least healthy region in the state, the 35 counties that make up East Texas face a shortage of healthcare providers that is an estimated eight times greater than national benchmarks.

However, a unique partnership between Ardent and The University of Texas at Tyler has positioned UT Health East Texas to help address these issues. Scheduled to open in 2025, the UT Tyler School of Medicine will leverage the academic excellence of the University of Texas at Tyler and the clinical expertise of Ardent's UT Health East Texas to educate and train future generations of providers.

In 2023, the school enrolled its 40-person inaugural class - 95% of whom hail from East Texas. With an emphasis on hands-on training and research opportunities in UT Health East Texas facilities, the partnership seeks to align academic programs with real-world healthcare issues to prepare students to meet the region's unique needs.





Advancing the **Nursing** Workforce

Ardent's comprehensive nurse recruitment and development strategy aims to address nationwide shortages and other critical challenges within the healthcare industry. With a focus on continuous learning and support, Ardent has implemented innovative initiatives to attract and retain qualified caregivers, including partnerships with nearly two dozen academic institutions.

● **New graduate education**



A key tenet of our recruiting strategy is the development of newly graduated nurses and other clinicians already working within the Ardent system. As a result of our strong partnerships with local colleges and universities, Ardent hired more than 720 new graduate nurses in 2023.

From Intern to RN

Since Annie Jewell was a child, she has been surrounded by family members working in healthcare. Watching her aunt's work as a nurse positively impact patients and the community, Annie knew she also wanted to do something to serve others. In 2023, that dream came to fruition when Annie completed nursing school and began her first role as a registered nurse in couplet care at BSA Hospital in Amarillo, Texas.

While in school, Annie began working as a nurse intern at BSA and credits the team for teaching her more than imaginable. "The people are what make BSA so great," she said. "As a student, I was never made to feel lesser and the nurses always took time to make sure I understood what they were doing."

When Annie completed her internship, she decided to begin her career serving others at BSA Hospital. Now as an RN, Annie hopes to someday help others build their career caring for others.



Practice preparation and support



However, development doesn't stop on day one. Ardent established an NCLEX test prep and review program to help newly hired nurses increase their first-take pass rate to become a registered nurse (RN). As a result, 81% of participants passed the assessment in their first attempt.

Career advancement

In 2024, Ardent will expand licensed practical nurse (LPN) bridge programs to support team members' advancement into RN roles. The program will enable LPNs to build upon their existing knowledge and skills while taking on new tasks to develop RN skills and complete their education.



Academic partnerships



Ardent also invests in its nursing pipeline through intern and extern programs. These programs, which provided hands-on clinical training to more than 300 aspiring nurses in 2023, immerse potential team members in our culture and communities.

Jentre Dollar, RN, Annahi Ruiz, RN, and Annie Jewell, RN.



Developing Careers

In 2023, Ardent began piloting several new bridge programs to support the career development of team members and help fill critical roles throughout our hospitals and other sites of care.

Through new certificate learning programs and workforce development partnerships, Ardent is helping train and place new medical assistants, as well as patient care, sterile processing and surgical technicians. These individuals are a critical part of the patient care team and allow nurses to practice at the top of their license.

Recognizing the value of continuing education, Ardent also enhanced the benefits it offers team members. In addition to increasing annual tuition reimbursement amounts, team members now have access to a program to help them access and manage continuing education opportunities and tuition discounts.

In 2023 alone, Ardent provided team members with more than \$710,000 in tuition assistance for higher education and professional certificate programs.



Commitment to **Compliance**

To help ensure accountability in upholding Ardent's values and our purpose of caring for people, each Ardent hospital appoints a Compliance Committee that works with individual compliance directors in each facility. Every Ardent team member also plays a crucial role in upholding our purpose and living our values. Our deep commitment to ethical standards protects patients and team members from harm. Our Code of Conduct is one of the essential tools used to guide our decisions each day. Ardent's community impact and success delivering high quality care is created one person, one moment and one decision at a time.

Ethics in Action

Ardent's ethics and compliance program includes a Code of Conduct that establishes our commitment to compliance, accountability, ethical performance, a respectful workplace and a dedication to quality patient care. Team members complete annual Code of Conduct training, including modules on respect and inclusion of colleagues, patients and guests. Ardent maintains an anonymous, 24/7 Ethics Line and reporting website staffed by an independent third party for team members' questions and reporting.

Ardent Health

Board of Directors

Our board consists of veteran healthcare and management experts who are committed to sustaining and growing Ardent's strong presence in the communities we serve. The board continually works to support Ardent's leadership team in its efforts to improve operations and enhance care delivery.



Mark Sotir

Board chair, president of Equity Group Investments



Marty Bonick

President and CEO of Ardent Health



Peter Bulgarelli

Executive vice president at Ventas, president and CEO of Lillibridge Healthcare Services



Peter Bynoe

Senior advisor, DLA Piper LLP



Suzanne Campion

Advisor to Doran Leadership Partners



William Goodyear

Retired chairman and CEO of Navigant Consulting



Ellen Havdala

Managing director at Equity Group Investments



Edmondo Robinson, MD

Faculty hospitalist at Moffitt Cancer Center, professor of Internal Medicine at the University of South Florida



Rahul Sen

Managing director at Equity Group Investments



Philip Tinkler

Chief financial officer at Equity Group Investments



Rob Webb

Former president of UnitedHealth Group Ventures, former CEO of Optum Health Care Solutions

Our purpose
is caring for people:
our patients, our communities
and one another.

