



Community Impact REPORT

March 2025



Kassia Mallett, RN
Ardent Health
2024 Nurse of the Year



A message from our President and CEO

At Ardent, our purpose of caring for others is simple yet profound. It's the common thread that connects each of our 24,000 team members, whether they are on the frontlines delivering patient care or working behind the scenes to support those who do. United by this shared mission, we work each day to make healthcare better – for our patients, our communities and one another.

I'm proud to share the significant progress we've made toward this goal in 2024. From enhancing the quality of care in our facilities to giving back to our communities and finding new ways to support our team members, we positively impacted countless lives.

Last year, we saw our investments in new technologies deliver measurable improvements in patient safety and quality of care while reducing the administrative burden on caregivers. Our hospitals continued to outperform national benchmarks for quality and safety, and we introduced lifesaving new services that raised the standard of care in many of the communities we serve.

We also made strides in reducing our environmental footprint, removing barriers to care and fostering the growth of our team members – all while contributing to the health and economic well-being of our local communities.

Becoming a public company in 2024 marked a new chapter in our story. With the completion of our initial public offering in July, we are in an even stronger position to continue investing in the people and communities we serve. This commitment is at the heart of who we are, and it's a promise we are look forward to delivering upon in the years to come.

Marty Bonick

President and Chief Executive Officer

TABLE OF **CONTENTS**

- 5 About **Ardent Health**
- 7 **Making** healthcare better
- 15 **Supporting** our communities
- 24 **Caring** for one another

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

Guided by this simple belief, we believe in aspiring to a higher standard as we work together to fulfill our purpose. We call it The Ardent Way.

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.

About Ardent Health

Ardent Health is a leading provider of healthcare in growing mid-sized urban communities across the U.S. With a focus on people and investments in innovative services and technologies, we are passionate about making healthcare better and easier to access. Through its subsidiaries, Ardent delivers care through a system of 30 acute care hospitals and 280 sites of care with over 1,800 affiliated providers across six states.

Our network includes:

24k+ team members

8,200+ nurses

1,800+ providers

421 medical residents

4,281 beds

A year at Ardent:

5.8M provider encounters

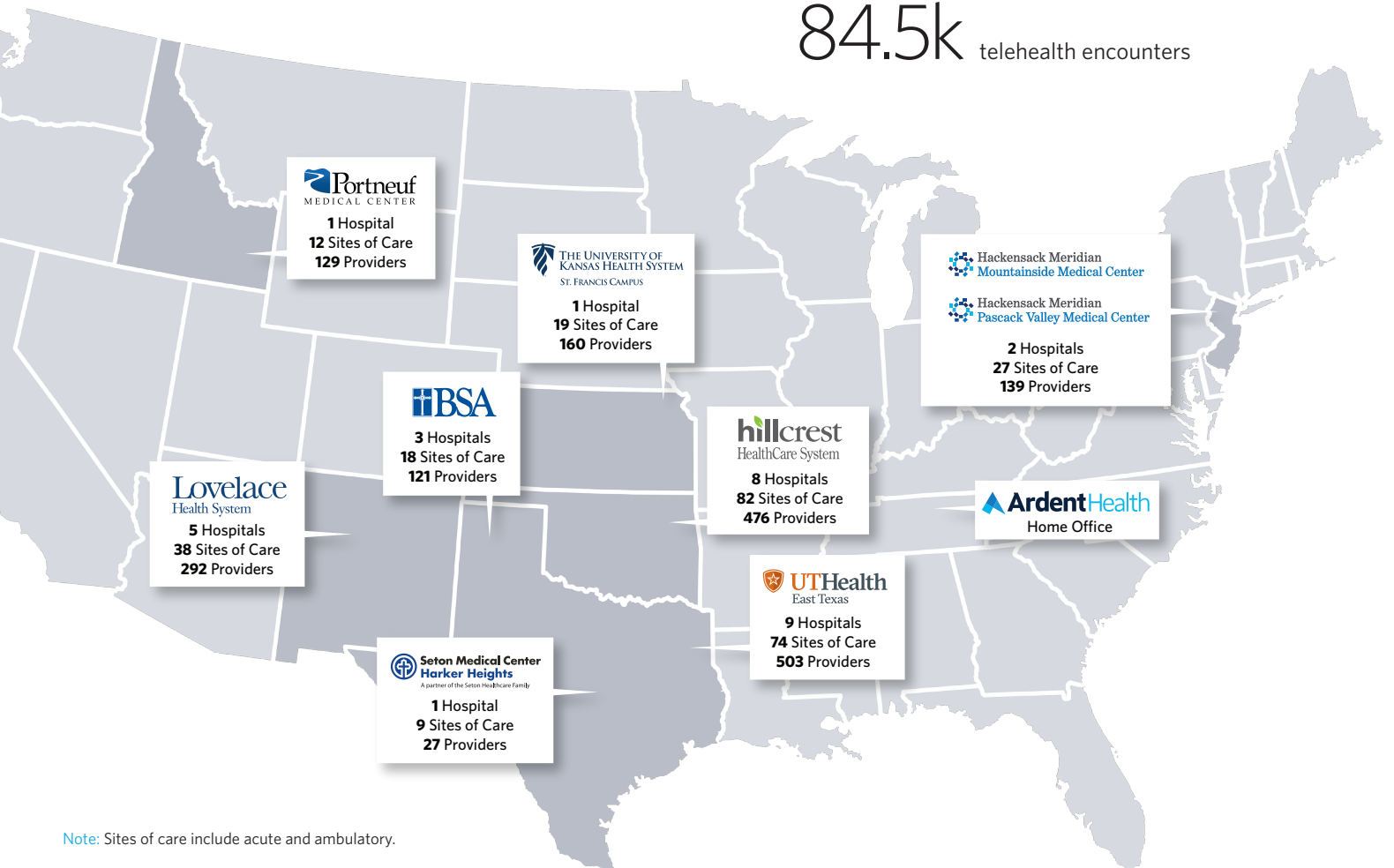
636k ED visits

157k+ admissions

129k surgical visits

16k babies delivered

84.5k telehealth encounters



Note: Sites of care include acute and ambulatory.

Connect to purpose:

Expert care helps rancher recover from severe injury

Brent and Suzanne Jones and their three children live in Oakley, Idaho, where Brent serves as a ranch manager for Cranney Farms.

"Brent was on his horse one day, rounding up a few cows that had gotten loose," Suzanne recalls. "As he rode up to open the gate, his horse's legs got tangled in some wires and he got spooked. Brent was thrown up into the air and landed on the top of his head, his neck taking the brunt of the impact."

Without moving him, Brent's co-workers quickly called for the paramedics. "He doesn't remember much about the fall," says Suzanne, "but he does remember waking up, talking, and feeling numbness in his arms and legs." After assessing his injuries, the paramedics called for a helicopter to transport Brent to Portneuf Medical Center in Pocatello.

The ER physician who reviewed the X-rays told Suzanne, "It's more severe than we thought. To be honest, some patients don't survive this kind of injury, and if they do, they often don't walk again."

Fortunately, Brent had been transported soon after the accident, so there was less swelling around his spinal cord. It was also helpful that neurosurgeon Dr. Jonathan Morgan was available at the medical center that day. It was Dr. Morgan who was thinking big - to help Brent walk again.

During the 6 ½ hour surgery, Dr. Morgan realigned Brent's spine and vertebrae at the base of the neck and anchored rods and screws above and below the damaged area. While the injury did pinch Brent's spinal cord, there was little damage to it.

After five days in the hospital and months of rehabilitation, Brent was walking and on his way to recovery.

"Pocatello may be a smaller town, but we shouldn't underestimate the quality of medical care we have here in southern Idaho," Suzanne says. "We are so impacted and forever grateful for the care provided by the entire team at Portneuf Medical Center."





Making Healthcare Better



Improving quality, enhancing outcomes

At the heart of everything we do is a desire to make healthcare better. That begins with a foundational commitment to delivering safe, high-quality care to every patient.

With a focus on continuous improvement, we measure our progress across a number of clinical indicators including infection rates, mortality, patient experience and compliance with proven clinical practices shown to yield better outcomes.

In 2024, we saw positive trends across these quality measures, translating to meaningful improvements in the lives of patients. This progress is a direct reflection of our ongoing efforts to enhance care standards, minimize risks and create an environment where every patient can experience the best possible outcome.

- **Improving sepsis bundle compliance:** Sepsis, a life-threatening condition that occurs when the body's immune system overreacts to an infection and causes inflammation and organ damage, is the leading cause of death in hospitals. However, following a set of standardized, evidence-based sepsis care protocols has been shown to reduce mortality and ensure timely delivery of lifesaving care. In 2024, Ardent facilities improved sepsis bundle compliance by 7.3%, placing our hospitals among national leaders and reducing associated mortality rates.
- **Reducing hospital-acquired infections (HAI):** Ardent facilities continue to outperform the expected CMS benchmark for HAI, with exceptionally low rates of preventable infections, underscoring our dedication to maintaining safe hospital environments.
- **Decreasing length of stay:** Ardent-affiliated hospitals also achieved meaningful reductions in average length of stay in 2024, reflecting our focus on delivering highly coordinated care and ensuring patient safety.
- **Keeping patients healthy:** Our commitment to patients' health extends beyond the hospital walls. We consistently measure – and improve upon – our performance across a range of outpatient metrics, including annual wellness visits, diabetes and blood pressure control, and use of medication to manage heart failure.



Seven Ardent facilities recognized as Top Hospitals

Seven Ardent-affiliated hospitals were recognized by The Leapfrog Group as Top Teaching Hospitals and Top Rural Hospitals in the U.S. for 2024. The Leapfrog Top Hospital award is widely acknowledged as one of the most competitive awards American hospitals can receive.

Building a culture of safety

Ardent's MissionZERO program strives to ensure zero harm for patients and team members by fostering a culture of safety, transparency and accountability. Rooted in high-reliability principles, MissionZERO empowers every team member to feel comfortable speaking up for safety through consistent training, evidence-based error prevention techniques and advanced event reporting systems.

In 2024, Ardent deployed a new platform to help frontline team members track and report safety events. By simplifying the reporting process, we can better understand and address the factors leading to patient safety events, team member injuries or incidents of workplace violence.

This commitment to safety and transparency is making a difference across Ardent. Since MissionZERO was first introduced in 2019, we have experienced significant results:

**INCREASES
IN PATIENT
EVENT
REPORTING**

**INCREASED
GOOD
CATCHES**

**IMPROVED
REPORTING
OF
PRECURSOR
SAFETY
EVENTS**

**SIGNIFICANT
DECREASE
IN SERIOUS
SAFETY
EVENTS**

**REDUCTION
OF SERIOUS
REPORTABLE
EVENTS**

Exceeding national averages

Ten Ardent Health hospitals received an "A" Hospital Safety Grade in 2024 from The Leapfrog Group, an independent national nonprofit watchdog focused on patient safety. For the fall grading period, 81% of Ardent's eligible facilities received an "A" or "B" grade compared to 56% of eligible hospitals nationally. Leapfrog assigns grades to general hospitals across the country based on over 30 performance measures.





Physician and nursing councils

Collaboration with physicians, nurses and other healthcare providers is an important part of our quality and safety program. Recognizing the importance of integrating new clinical tools and processes into existing workflows, we partner with frontline leaders to ensure that new technologies help – not hinder – their work.

- Ardent’s Physician Advisory Council is a multidisciplinary committee that focuses on optimizing the content and workflows in the Epic electronic health record.
- Clinical Service Line Committees include physician leaders from eight specialties who guide the adoption of new services and technologies, while scaling clinical best practices to standardize and improve care delivery across Ardent.
- The Clinical Advisory Council includes nursing leaders from across the organization who help guide and support the adoption of new technologies, care models and patient safety initiatives.

Clinical operations conference

In November, Ardent hosted its Clinical Operations Conference with more than 1,000 team members – including frontline managers and directors – attending virtually. The meeting focused on clinical quality and safety, patient service and technology-driven care improvements while outlining clinical goals for 2025.

Turning opportunity to impact

At Ardent, we believe in innovating to solve real-world problems. This philosophy guides our adoption of new tools and technologies that make it easier to access, deliver and experience healthcare.

From virtual nursing and remote patient monitoring to the use of AI-powered tools to reduce falls and improve OR scheduling, we continue to pilot and scale innovative technologies across our ecosystem of care - creating meaningful improvements for patients and caregivers.

Expanding virtual nursing and attending programs

Ardent continues to expand virtual nursing. Since becoming one of the first health systems to implement a virtual nursing program in 2021, the concept is now live in more than half of our 30 hospitals.

The program employs fully credentialed virtual nurses who perform admissions, discharges and other administrative tasks, allowing bedside nurses to focus on direct patient care. Participating hospitals have seen improvements in patient satisfaction, reduced nurse turnover and increased efficiencies that allow patients to move through the system more quickly.

Building on this success, Ardent introduced a virtual attending program at UT Health East Texas, a nine-hospital system based in Tyler, Texas. The program provides patients in rural communities with virtual access to specialists - allowing many to receive care closer to home and reserving hospital capacity for those in need of higher acuity services. Since the program's launch in July, specialty providers at UT Health Tyler saw over 200 patients at rural facilities who needed consultation otherwise not immediately available.

Eighty-five percent of these patients were able to receive care close to home.

By the numbers:

Virtual nursing is making a difference across Ardent hospitals. Since the program was implemented in medical/surgical units across UT Health East Texas, the 9-hospital system has seen strong improvements in nurse turnover and improved patient satisfaction on participating units.

52%
reduction in
contract labor

6%
reduction in
voluntary
RN turnover
from prior year

*August - December 2024

Automated patient monitoring

Ardent continues to expand its use of remote monitoring technology to automate the identification of deteriorating patients both to automate vital sign collection both in and out of the hospital. First piloted in 2022 at BSA Hospital in Amarillo, Texas, Ardent has expanded the program across Texas, as well as in its New Mexico and Oklahoma markets with strong results.

In 2024, nearly 50,000 inpatients across Ardent received a silver-dollar sized wearable BioButton upon admission. The device captures up to 1,440 sets of vital signs daily - compared to the four to six sets typically gathered manually. In addition to reducing bedside caregivers' workloads, continuous monitoring allows clinical teams to spot signs of distress earlier - allowing for faster interventions that saves lives.

Since beginning inpatient monitoring in July, Hillcrest Medical Center in Tulsa, Oklahoma, documented more than 1,100 cases where the BioButton alerted staff of potential trouble signs - resulting in intervention that prevented significant deterioration. More than 130 of those cases resulted in a higher level of intervention that might have otherwise been delayed.



15% reduction in mortality
9% reduction in length of stay

**BioButton Hillcrest Hospital pilot results: Q4 2024 vs. Q4 2023*

9.84% Hillcrest Medical Center Hospital-to-Home patient population readmission rate vs. **14.61%** national average readmission rate

**Hospital-to-home pilot (August - December 2024)*

Improving outcomes. Reducing readmissions.

Ardent's Hillcrest HealthCare System has also used the BioButton technology to launch a hospital-to-home program, allowing patients to transition safely from hospital care to home settings while remaining under continuous monitoring. The program has been instrumental in reducing hospital stays, lowering readmission rates, and ensuring patients stay connected with high-quality care after discharge.

"Remote monitoring technology has allowed us to directly improve length of stay and reduce mortality outside of the ICU. This additional level of data supports better clinical decision making."

— **FJ Campbell, MD**
Chief Medical Officer

Making care safer

Each year, more than 700,000 patient falls occur in U.S. hospitals, resulting in around 250,000 injuries and up to 11,000 deaths. An estimated 86% of serious injury falls occurred with patients already flagged as a high fall risk. Ardent is piloting new AI-driven technology to reduce these risks. Using LiDAR (light detection and ranging) sensors to monitor patient rooms, the technology alerts staff in the event of movement that indicates a patient is attempting to exit the bed or chair. While ongoing, the pilot has supported a reduction in falls with injury and improved caregiver response time.



Transforming OR scheduling

Operating room time is a precious commodity in hospitals. Too often, however, it goes unused due to inefficient scheduling processes.

During 2024, Ardent adopted new technology to change that - allowing patients to schedule surgeries more quickly and reducing waste. The tool uses machine learning to predict blocks of unused surgical time and deliver “nudges” to surgeons to release or rebook unused time. Following a successful pilot, the program is now being rolled out in ORs across Ardent.

For patients, the impact is significant: shorter wait times and reduced risk of cancellation. It also allows Ardent care teams to ensure that urgent and elective procedures are prioritized appropriately while improving the experience for surgeons and schedulers.

Addressing provider burnout

With more than 46% of physicians aged 55 and older, provider burnout is a growing concern. To help address this problem, Ardent is piloting new AI technology aimed at reducing the time providers spend documenting in the patient chart. The tool uses smart listening and large language models to automatically generate clinical notes from patient visits - screening out any unnecessary conversation. These notes integrate with Ardent’s Epic electronic medical record, saving providers a significant amount of time documenting and allowing them to be more present with patients.



Investing in life-saving care:

ECMO helps Oklahoma man beat the odds

The phrase “just in the nick of time” can be traced back to 16th century England when the word “nick” meant “the critical moment.” For Jeff Cowan, a 63-year-old medical transport driver, that phrase also describes the care that saved his life at Oklahoma Heart Institute (OHI).

During a summer heatwave, Cowan was helping his wife carry in groceries when he collapsed.

“I remember thinking, ‘This must be heatstroke,’ so I got up and went inside to cool down,” he recalls. “But I just couldn’t get it back together mentally or physically. That’s when we decided to go to the hospital.”

Upon examination at Hillcrest Medical Center, the ED staff determined he had a blood clot. Shortly after, the blood clot moved up Cowan’s leg and lodged in his lungs. Cowan was rushed down the hall to OHI where he was placed under the care of Dr. Adam Betz, medical director of Cardiovascular Critical Care and ECMO.

“When Mr. Cowan arrived at OHI, his cardiac vital signs started to crash, so we rushed him to the cardiac catheterization lab,” recalled Dr. Betz. “That’s when I asked Dr. Kamran Muhammad to put him on the ECMO. It kept him stable while another doctor operated to remove the clot in his lungs.”

ECMO, which stands for Extracorporeal Membrane Oxygen, is a machine that functions either as an artificial heart or lung, allowing patients to rest their heart and lungs while their blood is being re-oxygenated.

As soon as he was able, team members got Cowan on his feet to walk short distances and begin his rehabilitation. Since being discharged, Cowan remains active by taking walks with his wife and other simple pleasures he doesn’t take for granted.

“I credit the ECMO for being the factor that put me over the hurdle between life and death,” he says. “If it wasn’t for Dr. Betz and team, I don’t know what would have happened. To me, the ECMO team at OHI is the gold standard.”



Ardent continues to raise the standard of care in the communities it serves by investing in life-saving technology and services such as ECMO.



Supporting our Communities



Driving economic impact

Ardent's purpose of caring for people extends to supporting the communities we call home. In 2024, our local hospitals, clinics and other sites of care made a significant impact on their regional economies, contributing to job creation, business growth and community development.



Payroll and benefits

\$2.53B



Federal and state taxes

\$63M



Capital investment

\$187.5M



Uncompensated and charity care*

\$190M

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

Strengthening local healthcare infrastructure

Investing in new healthcare services and sites of care is one of the most important ways we give back to the communities we serve. In 2024, we continued to advance the level of care available close to home.



<< **Ardent's UT Health East Texas** introduced the region's first Extracorporeal Membrane Oxygenation (ECMO) program at its flagship hospital in Tyler, Texas. ECMO provides life-saving support for patients with severe heart or lung failure by temporarily taking over the function of these organs, allowing them to rest and heal. By investing in this technology and training specialized care teams, critically ill patients are now able to receive life-saving care without being transferred to Dallas or Houston.



<< **BSA Hospital in Amarillo, Texas**, expanded the life-saving capabilities of its Neonatal Intensive Care Unit (NICU) with the addition of a neonatal transport helicopter. The helicopter is equipped with advanced medical technology comparable to that found in the NICU, including ventilators, monitors, IV pumps and isolettes. This addition allows the NICU Transport Team to expedite response times to nearby hospitals and safely transport premature babies.



<< **Hillcrest HealthCare System in Tulsa, Oklahoma**, announced a partnership that will bring the expertise of the state's only National Cancer Institute-Designated Cancer Center (NCI) to Tulsa. The Hillcrest Medical Center medical oncology clinic and infusion center will become the OU Health Stephenson Cancer Center at Hillcrest, bringing vital services such as clinical trials, precision-guided treatments and the resources of the state's only NCI-Designated Cancer Center to residents of northeast Oklahoma.



<< **Ardent Health** also continued to make healthcare easier to access through investment in new sites of care - including 29 new urgent care centers across six markets, since January 2024. These investments allow patients to more easily access care while creating needed capacity in our hospital emergency rooms and physician clinics.

Bringing “game-changing” cancer care to eastern Oklahoma

Hillcrest Medical Center team member **Elizabeth Busten** has battled cancer not once or twice, but three times.

After overcoming breast cancer in 2004, she thought her cancer journey was behind her. But 12 years later she was diagnosed with therapy-induced acute myeloid leukemia (AML), a result of the chemotherapy used to treat her breast cancer.

Working with her Hillcrest oncologists, Busten traveled to Oklahoma City to take advantage of cutting-edge treatments and clinical trials offered at the OU Health Stephenson Cancer Center, the state’s only National Cancer Institute (NCI)-designated facility. There she underwent intense chemotherapy and a successful bone marrow transplant.

In 2021, however, she was diagnosed with a different type of leukemia - acute lymphoblastic leukemia (ALL). Once again, she uprooted her life to travel to Oklahoma City and receive CAR-T (Chimeric Antigen Receptor T-cell) therapy, a groundbreaking form of immunotherapy available through the OU Stephenson Cancer Center. The treatment proved successful. Today, she is back to work and looking forward to the future.

For Busten and others like her, the new partnership between Hillcrest and the OU Health Stephenson Cancer Center is a game-changer because it will help cancer patients access advanced therapies and clinical trials that were previously unavailable in eastern Oklahoma.

“It’s going to increase the level of care available in the Tulsa area,” she says of the partnership. “You don’t have to go to MD Anderson. You can get amazing care in Oklahoma, and now we’re going to have that same care available in the eastern part of the state.”





Improving access to care and coverage

Price transparency

We recognize the importance of helping patients understand the cost of their care. Each of our hospitals complies with federal price transparency rules by making standard charges available online. We also provide cost estimate tools that help patients understand their financial responsibility in advance. Because we know this process can be confusing, patients also have the option to meet with a financial counselor to discuss their unique circumstances and understand their obligations and payment options.

Discounts and charity care

We provide substantial discounts for uninsured patients and offer charity care for those who meet eligibility requirements. Flexible, long-term payment plans are available to ease the financial burden. Additionally, many of our hospitals offer discounted upfront cash payment options for a range of services, making healthcare more affordable for uninsured individuals or those with high-deductible insurance plans.



Eligibility and enrollment assistance

Our teams help patients navigate eligibility for financial assistance or enrollment in Medicaid, Medicare or marketplace insurance plans. By offering personalized assistance, Ardent ensures that patients understand their options for financial support and coverage in advance of care.

Giving back to our communities

Inspiring future healthcare leaders

BSA Health System in Amarillo, Texas, and Hillcrest HealthCare System in Tulsa, Oklahoma, hosted Youth Medical Summits to spark interest in healthcare careers and address the growing need for future medical professionals. Recognizing that early exposure can shape career paths, both events aimed to inspire local students by providing hands-on experiences and direct mentorship.



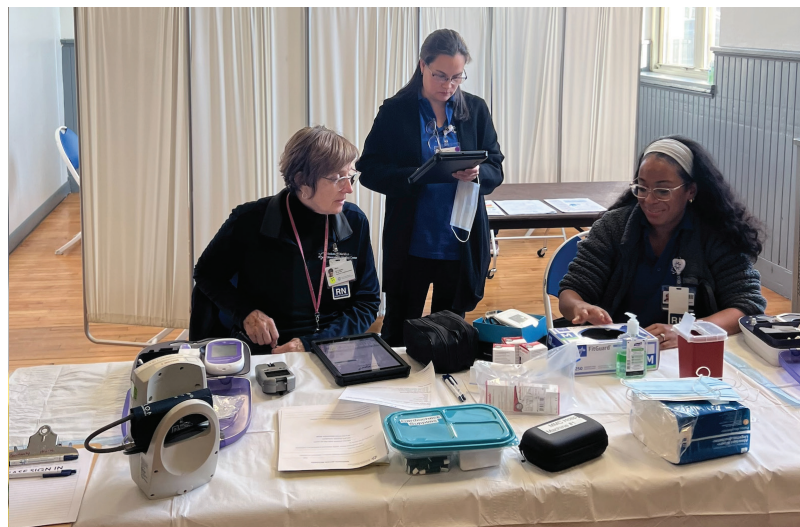
Empowering military veterans through new career opportunities

In Central Texas, Seton Medical Center Harker Heights is committed to supporting veterans through its participation in the We Hire Vets program, an initiative of Texas Operation Welcome Home. The program also honored Seton Harker Heights as an organization whose workforce includes at least 10% military veterans, underscoring our focus on creating meaningful opportunities for those transitioning from military to civilian careers.



Helping patients live healthier lives

In New Jersey, Hackensack Meridian Mountainside Medical Center and Hackensack Meridian Pascack Valley Medical Center partnered with local organizations to provide more than 2,700 community health screenings in 2024. The events were held in a variety of locations ranging from farmers' markets to YMCAs, allowing team members to bring services directly to vulnerable populations and highlighting our commitment to improving health equity by making preventive care more accessible to all.



Supporting families in crisis

In New Mexico, Lovelace Health System supports vulnerable families by partnering with the Domestic Violence Resource Center. Team members regularly volunteer and donate essential supplies to assist women and children affected by domestic violence. Through this collaboration, Lovelace provides the resources and support needed to ensure families in crisis receive the help necessary to rebuild their lives. By addressing both immediate and longer-term health needs, this partnership reduces barriers to safety and wellness.



Brightening the holidays for those in need

This holiday season, team members at Ardent's Nashville office joined together to support 50 local children and seniors by donating gifts through the Salvation Army Angel Tree program.

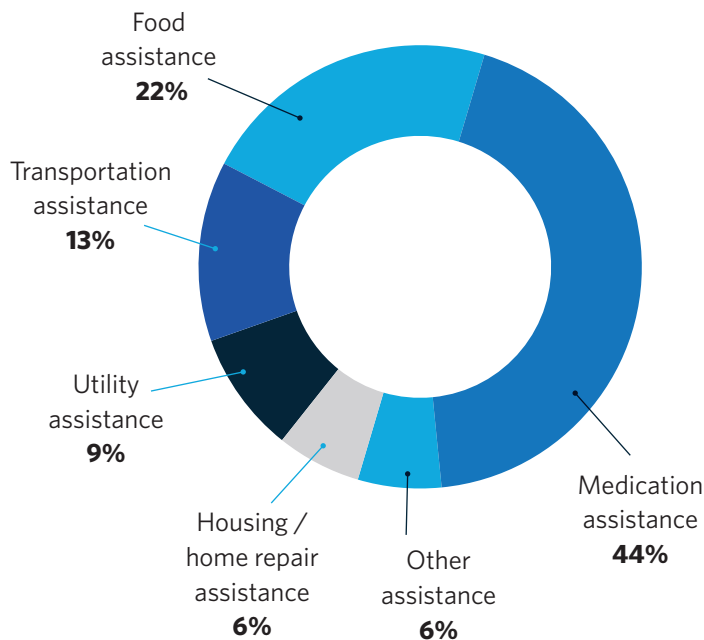
Navigating social determinants of health

Ardent continues to utilize AI technology to help determine when patients may need additional assistance outside of the clinical setting to support their health. In 2024, our Chronic Care Management (CCM) program continued growing strong, reaching more than 21,000 patients across our network of care.

The program is now live in six markets across four states. CCM coordinators support patients between visits, navigating a broad range of clinical needs and obstacles related to social determinants of health, including assisting with medications, food insecurity, transportation, utilities and home repair among others.

CCM in action

Ardent's Chronic Care Management program identified local services to help participating patients with the below needs.



New enrollees: **11,985**

Removing barriers to care

"In healthcare, it is all too easy to feel like a statistic. When we enter the hospital, we find ourselves in a vulnerable state - overwhelmed, anxious and just wanting to feel cared for. We all want to know someone sees us, hears us and truly cares about our well-being.

My role at BSA Hospital is to help guide patients and families during the critical transition period after they leave the hospital. Last year, we implemented a two-way texting platform to allow us to stay connected with patients after discharge. Since then, I have been humbled by many stories of patients feeling seen and cared for.

One recent story stands out. After learning that a recently discharged patient was struggling to afford his medications and could not pick up a prescription due to the cost, I told him I would see how we could help. After some research, I was able to secure him a co-pay assistance card that reduced the cost of this medication to \$10.

This story and many others remind me why I'm grateful to be part of a healthcare team that is not only embracing the ever-changing landscape of medicine but is also focused on providing care with kindness, compassion and respect. Through this platform and many other advancements, we're making sure patients feel they are cared for beyond their hospital stay."

Chelsea Dodgin, RN
Amarillo, Texas

Building a sustainable future

At Ardent, we are focused on reducing our environmental impact by integrating sustainable business practices into the design, construction and operation of our facilities. Over the past year, we have laid a strong foundation for environmental stewardship by investing in energy-efficient systems and piloting programs to reduce consumption and waste.



Low cost/no cost program

In 2024, we launched a program to test new environmentally friendly technologies and practices with minimal financial investment. This initiative emphasizes energy efficiency, water conservation and waste reduction through utility monitoring, metering and benchmarking.

These efforts are just the beginning of Ardent's commitment to sustainability. By reducing energy usage and emissions, we aim to create a greener healthcare system that serves the long-term needs of our communities and the environment.

Efficient equipment upgrades

Ardent's facilities team has prioritized responsible investing, replacing outdated equipment with state-of-the-art, energy-efficient systems.

- **In Tulsa, Oklahoma**, the installation of new air handling units featuring a fan array system has reduced energy usage by approximately 25% annually.
- **In East Texas**, a 350-ton chiller equipped with advanced water-cooled, magnetic bearing compressor technology reduced energy consumption by over 50% annually. These improvements significantly decrease carbon emissions and set a high standard for sustainable facility management.



Caring for
One Another





Providing support in times of need

Supporting one another is central to our mission of caring for others. The Ardent Cares Foundation was established to provide emergency financial assistance to team members facing unexpected hardships, such as prolonged illnesses, natural disasters or other personal crises.

Since its inception in 2019, the foundation has provided nearly 400 grants to team members, totaling more than \$500,000, offering critical support when they needed it most. Through the collective generosity of colleagues and our partners, the Ardent Cares Foundation continues to serve as a lifeline, reminding us that we are not alone in facing life's challenges.

Following Hurricane Beryl's impact on Texas in 2024, the Foundation was prepared to assist team members in need.

"The emergency disaster relief grant from the Ardent Cares Foundation made a huge impact on my family during a challenging time. After Hurricane Beryl left us without power for seven days, we lost all the food in our refrigerator and freezer. With local businesses closed and supplies running low, we struggled to find basic needs. The financial strain of replacing everything we lost was overwhelming.

A co-worker told me about the Foundation, and I applied for a grant. I felt truly blessed when my application was approved. The grant helped us replenish our food supplies and eased the unexpected expenses we faced. It gave us the ability to provide for our family during a difficult recovery period.

I want donors to know that their contributions make a real difference. This act of kindness transformed a stressful situation into one of gratitude and hope. The generosity we experienced brought immediate relief and long-term encouragement. Thanks to their support, my family was able to regain stability and move forward with renewed strength."

— **Ardent Cares Foundation grant recipient**

Keeping one another safe

Healthcare workers are five times more likely to experience workplace violence than other industries. It's an unfortunate reality that drives Ardent's commitment to prioritizing the safety of its team members.

During 2024, we continued to leverage technology within our Epic electronic medical record to alert caregivers of potential threats and provided de-escalation training to team members. We are also piloting weapons detection systems at several facilities with significant results. To date, these efforts have resulted in the detection of 17 firearms and 792 additional weapons that otherwise would have been brought into our facilities.

BEST PLACES TO WORK™

Modern Healthcare 2024



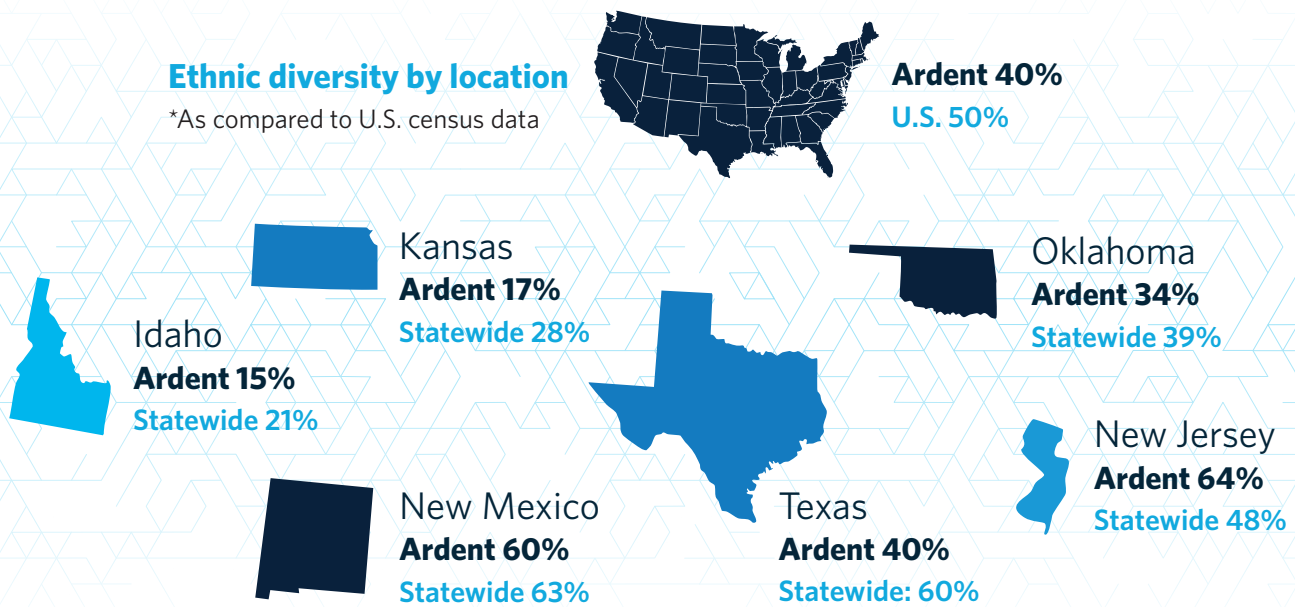
Building strong workplace cultures

Six Ardent entities were recognized on Modern Healthcare's 2024 Best Places to Work list. This is the 16th year Ardent entities received the prestigious recognition, which measures overall employee satisfaction, work-life balance, communication and culture. Ardent's Nashville headquarters was also ranked as a top workplace in Middle Tennessee by the Tennessean in 2024.

Building a culture of belonging

Reflecting our communities

We believe bringing people together from all walks of life supports better care and stronger communities. That's why we are dedicated to building and developing teams that reflect the communities we serve. From our local boards and leadership teams to frontline caregivers and support staff, we strive to create a diverse culture where every team member feels valued and supported.



Removing language barriers

To support our commitment to providing accessible and equitable care to every patient, Ardent has deployed new translation and interpretation services across its sites of care. Access to on-demand interpretation in over 240 languages, including sign language, ensures patients of all backgrounds can receive clear communication and culturally competent care. Translation and interpreter services are also integrated into our virtual nursing and virtual attending platforms – enabling caregivers to connect with patients remotely while providing real-time translation support.

America's Greatest Workplaces for Diversity

Newsweek recognized Ardent Health as one of America's Greatest Workplaces for Diversity in 2024.



Supporting our teams

In 2024, we continued our focus on belonging with enhanced leadership training and the introduction of “Embrace Different,” a virtual conversation series exploring various topics around belonging and inclusion.

We also continued to develop our Women @ Ardent program, which provides networking opportunities and professional development webinars to help grow and support leaders. During 2024, nearly 1,300 team members participated in Women @ Ardent quarterly seminars, which received a 91 net promoter score, meaning attendees viewed the content as “world-class” according to Bain & Company.

Additionally, more than 80 individuals participated in Women @ Ardent’s Engage & Elevate mentoring program, which pairs emerging and seasoned leaders to build relationships and support professional growth.

Investing in supplier diversity

Ardent takes pride in supporting local and minority-owned businesses, which contribute to the growth of their regions and foster economic empowerment. In 2024, nearly 900 of Ardent’s suppliers were minority-owned or operated. Together, those suppliers accounted for approximately \$137 million in supply chain costs.

Top diversity leaders in healthcare

Ardent Chief Digital & Transformation Officer Anika Gardenhire was recognized by Modern Healthcare as one of its 2024 Diversity Leaders. The award recognizes her work building inclusive teams and equitable technology solutions in healthcare.



Investing in the future of healthcare

Ardent is committed to training the next generation of physicians and healthcare providers, with a focus on improving access to care in rural areas and regions facing provider shortages. In collaboration with local partners, we have established nursing and medical residency programs across five states. These programs not only build a pipeline of skilled providers, but also strengthen healthcare delivery in underserved areas.

421
residents

33
medical
residency
programs



Supporting frontline nurse leaders

Recognizing the need to support frontline nurses as they advance in their careers, Ardent launched the LeadWell program.

The seven-month course aims to equip rising nurse leaders with practical leadership competencies and a broader understanding of the healthcare environment through monthly presentations and small group discussions with executive leaders.

Kara Murphy, RN, director of nursing in the Cardiovascular Intensive Care Unit (CVICU) at Lovelace Medical Center in Albuquerque, New Mexico, is one of 66 participants from across Ardent selected to participate in the program. After beginning her nursing career in 2019, Murphy advanced quickly and gained valuable experience during the COVID-19 pandemic. Today, she manages a team of 50 nurses.

“As a young director, I knew I needed support. While I’m an expert in CVICU, I wasn’t as versed in leadership,” she says. “LeadWell gave me the tools to better serve my team.”

“Leadership is a journey that shouldn’t be borne alone,” says Ardent Chief Nursing Officer Lisa Dolan. “Our goal is to provide our frontline nurse leaders growth opportunity and support development of leadership competencies that align with our core values.”



Strengthening our nursing teams

From new graduates to experienced clinicians, we provide the resources and support to ensure all of our nurses can thrive. In 2024, we continued to invest in the training and development of our nursing workforce.

- Our intern and extern programs provided hands-on clinical training to 532 aspiring nurses, immersing them in our culture and preparing them for success in their careers.
- Through our partnerships with colleges and universities, we hired more than 750 new graduate nurses in 2024 and provided test prep assistance to help them gain licensure.
- Our LPN-to-RN bridge programs support career advancement, helping licensed practical nurses further develop their skills and complete educational requirements while remaining part of our care teams.
- To support long-term career growth, we offer discounted tuition programs and leadership development opportunities, including our Lead Well program to develop frontline nurses into nursing leaders.

In 2024, Ardent reduced nursing turnover by six percentage points resulting in an average of **13.9%**, compared to a national average of 18.4%.

Addressing workforce challenges

In 2024, Ardent continued to build its international nurse recruitment program to address staffing shortages and reduce reliance on contract labor. The program relies on relationships with international nursing schools to attract skilled healthcare professionals to our hospitals. With more than 300 nurses from over 10 countries committed to joining our team, the program is providing long-term stability to our workforce while enhancing cultural competency and team diversity.

Transforming nursing for the future

As nursing continues to evolve, we are evolving our care team model to provide nurses and patient care staff with the support they need to deliver excellent care while working the top of their license. In 2024, we made progress across key areas, including:

- Care team redesign to balance caregiver workloads and provide additional training opportunities and virtual support.
- Standardized shift reporting programs to provide nurses with a structured and consistent way to transfer important patient information at shift change. A pilot program to integrate shift reports with Epic and further streamline the process is underway.
- Integration of supportive technologies such as virtual nursing, fall detection and continuous patient monitoring to support safety and reduce the number of manual tasks performed by bedside nursing staff.
- Training and mentoring opportunities for virtual nurses and caregivers.



Preparing the next generation of nurses

Sarah Rodriguez's nursing journey is a testament to her dedication and passion for helping others.

Born to a family of firefighters, she grew up surrounded by the idea of service. After earning a bachelor's degree in personal training, she pivoted to healthcare during the COVID-19 pandemic, becoming a certified nursing assistant and later an emergency room technician before enrolling in nursing school in 2021.

At Tyler Junior College, Rodriguez joined the nurse externship program as part of a partnership with UT Health East Texas, which played a crucial role in advancing her training – providing hands-on experience and the opportunity to work in the cardiac step-down unit. As a nurse extern in the Cardiovascular Intensive Care Unit (CVICU) at UT Health Tyler, she assists with administering medications, reviewing patient charts, and caring for patients with critical conditions.

Rodriguez says the externship program has been instrumental in building her confidence and skills.

"I am surrounded by an incredible team of mentors and leaders. They are excellent role models, and I am driven to be as influential of a preceptor to others as they have been for me," she says. "It's truly a team effort to train the next generation of nurses, not only for current students, but for future patients and to better serve our community for years to come."



Recognizing our nurses

Kassia Mallett, RN, a registered nurse in the cardiac intensive care unit at Hillcrest Medical Center in Tulsa, Oklahoma, was named Ardent Health's 2024 Nurse of the Year. Selected from winners of the prestigious DAISY Award, which recognizes nurses for compassionate and skillful care, Kassia was recognized for her extraordinary compassion, clinical excellence, and dedication to her patients.

Known for going above and beyond, Kassia consistently builds meaningful relationships with patients and their families, fostering a healing environment that supports both recovery and emotional well-being. Her exceptional care and commitment exemplify our Ardent Way values and highlight the critical role nurses play in delivering high-quality, compassionate care.

"When I was hospitalized due to COVID, Kassia was one of my ICU nurses. She always had a unique and uplifting attitude, and consistently told me how strong I was and how proud she was of me during my recovery. She is one of those nurses who makes you want to heal and be better for all of their hard work and dedication to you.

A specific moment that comes to mind is when Kassia came in to work on her day off and brought shampoo, conditioner and brushes to help me wash my hair and detangle all the knots. Kassia's care was literally the most calming moment I had in the hospital. It reminded me of the immense joy of life's little things and how good life can feel. Kassia provided me with something I can't even describe that goes beyond her nursing knowledge.

Thank you, Kassia, for meeting the patient's clinical and medical needs and recognizing the meaningful aspect of the personal connection. Life is good when nurses like you make it a point to build a personal connection and truly see the person before you!"

— Patient nomination of Ardent Nurse of the Year Kassia Mallett, RN

Doing the right thing

As reflected in our Ardent Way values, we take seriously our responsibility to do the right thing. From our strong Ethics and Compliance program to our ongoing investments in cybersecurity, we are committed to operating with the highest ethical standards and protecting the interests of those we serve.

Ethics and compliance program

Our commitment to acting ethically and responsibly is at the core of our purpose of caring for people. Every team member contributes to this effort, making daily decisions guided by our Code of Conduct—an essential tool that supports ethical performance, protects patients and staff, and helps foster a respectful workplace. In addition to providing annual compliance training to employees, Ardent's 24/7 Ethics Line allows team members to anonymously ask questions or report concerns.

Protecting our data

Ardent Health protects sensitive healthcare data through a robust cybersecurity framework aligned with National Institute of Standards and Technology, Payment Card Industry Data and Security Standards, and HIPAA. Focused on identifying, protecting, detecting, responding to, and recovering from threats, our program is annually reviewed, risk-scored and independently assessed. Collaboration across key departments ensures oversight, with regular reporting to executive leadership and the Board of Directors. Key practices include phishing training, least privilege access, Zero Trust strategies, tabletop exercises, geo-blocking and annual penetration testing. In the event of an incident, we partner with industry leaders to support recovery, incorporating lessons learned to strengthen the program continuously.



OUR **BOARD** OF DIRECTORS

Our board consists of veteran healthcare and management experts who are committed to sustaining and growing Ardent's impact in the communities we serve. Through regular briefings, ongoing education and quarterly meetings, the board continually works to support Ardent's leadership team in its efforts to enhance care delivery and improve operations.



Mark Sotir

Chairman, Ardent Health
President, Equity Group
Investments



Marty Bonick

President & CEO,
Ardent Health



Peter Bulgarelli

Executive Vice President,
Ventas Inc.



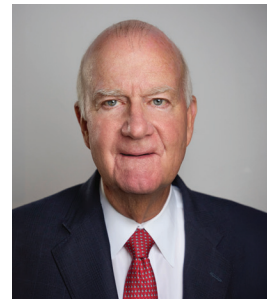
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Our purpose
is caring for people:
our patients, our communities
and one another.

