

Ardent Health

Community Impact Report

April 2026



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Our values **in action**

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, Ardent is passionate about making healthcare better and easier to access. Through its subsidiaries, Ardent delivers care through a system of 30 acute care hospitals and 285+ sites of care with over 2,000 employed and affiliated providers across six states.

Our purpose

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



Living the Ardent Way

At Ardent, we aspire to a higher standard as we work together to fulfill our purpose. From the bedside to the boardroom, our Ardent Way values guide every decision and provide team members with an understanding of what to expect from the organization and one another. Throughout this report, you'll see The Ardent Way in action, demonstrating how our culture supports meaningful impact.

Our impact **at a glance**

Our footprint

30
Hospitals

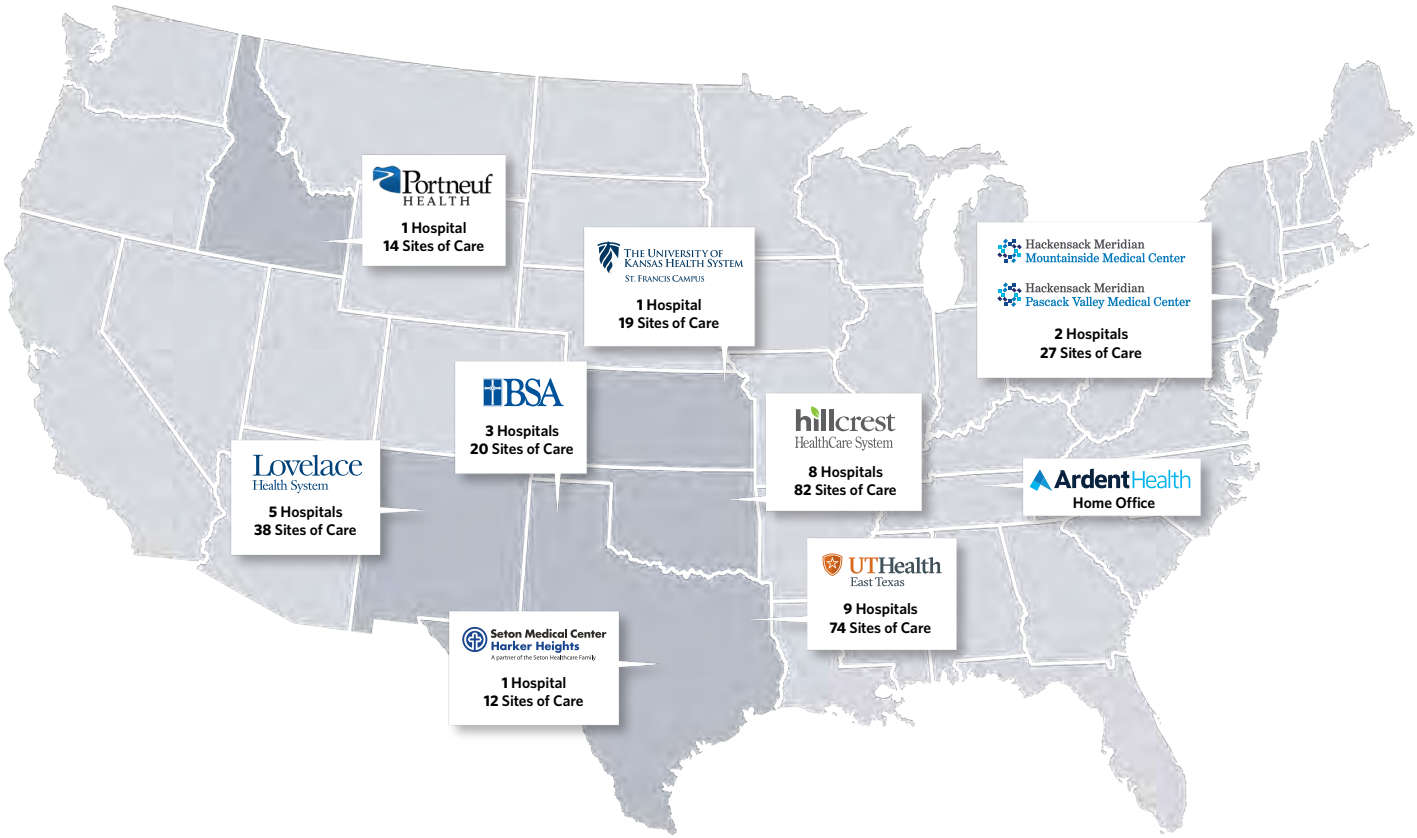
285+
Sites of care

4,281
Beds

1.2M
Unique patients annually

25K+
Team members

2K+
Providers



Note: Sites of care include acute and ambulatory.

Connect to purpose: NICU care helps tiniest patients thrive



LaBreshia Howard had just celebrated her baby's gender reveal when a routine prenatal checkup changed everything.

Six months into her pregnancy, her doctor noticed the baby was measuring too small and couldn't detect a heartbeat. LaBreshia was sent straight to the hospital, where she learned she would need to stay until delivery.

The hope was to allow the baby to continue to develop in utero, but two days later, when things didn't improve, LaBreshia underwent an emergency Cesarean section. Baby Addisyn was born weighing just 15 ounces, making her the tiniest baby ever admitted to the UT Health Tyler Neonatal Intensive Care Unit (NICU).

Those first days were uncertain. "We have some praying warriors–they prayed for my baby and they're still praying for her," LaBreshia says. "I knew she would be all right. I just felt it."

Sure enough, little Addisyn proved to be a fighter. Over the next six months, she grew stronger as the NICU team joined her parents in celebrating every milestone – each pound gained, her 100th day, and finally, her NICU graduation. When she went home, she weighed a healthy 8 pounds.

"It was just amazing seeing her go from 15 ounces to 8 pounds," LaBreshia recalls, crediting the NICU team for their constant support. "They kept me grounded and informed every step of the way."

For the staff, Addisyn's journey was just as inspiring. "Watching her grow stronger each day was incredible," says Marcie Tunstall, director of nursing, Women, Infants and Children's Services. "Saying goodbye is always bittersweet but knowing she's leaving us healthy and thriving is the best feeling in the world."

A few years ago, families like the Howards often faced a nearly two-hour drive to Dallas for this level of care. That changed in 2022 when UT Health East Texas opened a Level III Neonatal Intensive Care Unit at UT Health Tyler. This means babies born prematurely or with complex medical needs can receive advanced care – including access to neonatologists and specialized therapies – without leaving East Texas.

For parents, having this care close to home is more than a convenience. It means staying near loved ones during one of life's most stressful times. Addisyn's story is a powerful reminder of what this investment means: hope, healing and the chance for every baby to thrive.

Caring for our **patients**



Caring for patients

At Ardent, caring for people is more than our purpose; it's the foundation of everything we do. Across our hospitals, clinics, outpatient centers and virtual platforms, our 25,000+ team members share a commitment to delivering exceptional care when it matters most.

In 2025, we continued to advance quality and safety while expanding access. Guided by The Ardent Way, we put people first, challenged ourselves to think big, and worked to simplify care so it's easier to access, experience and deliver.

These values shape how we work and inspire us to create a better healthcare experience today while building a stronger system for tomorrow.





People first. Always.

Raising the bar on quality

Exceptional care starts with uncompromising standards that make quality and safety the foundation of every decision. We equip our teams with tools and resources to reduce hospital-acquired infections, eliminate serious safety events, and standardize evidence-based protocols proven to improve outcomes. Daily safety huddles, standardized handoffs, and real-time reporting keep safety front and center and foster a culture of accountability.



Measuring what matters

We take a systemwide approach, measuring performance across key indicators – such as infection rates, mortality, patient experience, and compliance with proven care bundles – to identify opportunities, share best practices and accelerate improvement. This year, that commitment delivered strong results.

- **Leapfrog Hospital Safety Grades:** In 2025, Ardent hospitals earned 16 "A" grades from The Leapfrog Group, an independent national watchdog that sets the highest standards for hospital safety and transparency. 88% of Ardent hospitals earned an "A" or "B" safety grade, far surpassing the national average of 58%. Nine Ardent facilities were recognized as Top Hospitals by Leapfrog.
- **Exceeding national benchmarks for sepsis care:** Sepsis is one of the most difficult conditions to diagnose, making it the leading cause of mortality in U.S. hospitals. By combining advanced technology with proven care protocols such as the sepsis bundle, a set of evidence-based steps proven to improve survival, Ardent hospitals are changing that.

  Epic alerts, BioButton® continuous monitoring, and deterioration index scores help flag early warning signs, while standardized order sets ensure rapid, consistent treatment. With these tools and 77% systemwide sepsis bundle compliance – well above the national average of approximately 62% – our hospitals deliver outcomes that far exceed industry benchmarks.

Severe sepsis mortality	Septic shock mortality
2.9%	22.8%
vs. ~10% national avg.	vs. ~30% national avg.

- **Hospital-acquired infections:** Ardent hospitals continue to outperform benchmarks from The Centers for Medicare and Medicaid Services (CMS) for hospital-acquired infections, maintaining exceptionally low rates of preventable harm. These outcomes reflect timely escalation, standardized protocols and technology that works in tandem with clinical decision-making.

Driving smarter, safer care

Our commitment to quality and safety begins with listening to the people closest to patient care: physicians, nurses and frontline leaders. Through structured councils, we ensure that new tools and processes integrate seamlessly into daily workflows.

- The **Physician Advisory Council** brings together a multidisciplinary group of clinicians focused on optimizing our electronic health record. Their work improves efficiency and usability, helping providers spend less time navigating screens and more time connecting with patients.
- Across eight specialties, **Clinical Service Line Committees** guide the adoption of advanced services and technologies. These physician leaders champion standardized best practices, ensuring that progress is consistent and evidence-based across all Ardent facilities.
- Nursing leadership plays an equally vital role through the **Clinical Advisory Council**, which provides input on care models, patient safety initiatives, and technology implementations. Their perspective helps us strengthen outcomes while supporting caregivers at the bedside.

A Year at Ardent

6.1M
Provider encounters

129K+
Surgical visits

637K+
ER visits

17k+
Births

349K+
Admissions

101K+
Telehealth visits



Behind the "A" grade: A culture of excellence

In 2025, Seton Medical Center Harker Heights (SMCHH) was one of nine Ardent hospitals to earn an "A" Hospital Safety Grade from The Leapfrog Group, its 10th consecutive "A." The hospital was also one of nine Ardent facilities recognized as a Leapfrog Top Hospital, placing it among an elite national group. Leaders say these honors aren't about a single survey.

"You can have good quality, but if you're not reviewing infections daily or giving real-time feedback, you won't consistently earn an 'A'," said Chief Medical Officer Bodie Correll, MD. "It takes daily vigilance."

That mindset is hardwired through practices like safety huddles, standardized handoffs and real-time reporting. Leaders credit transparency and teamwork for breaking down silos and engaging every department in safety.

One example: sepsis care. Because every minute counts when diagnosing and treating sepsis, SMCHH treats it with the same urgency as stroke or heart attack, using alerts and standardized protocols to ensure antibiotics and other critical steps happen fast. This approach has driven compliance rates near 90%, saving lives and reducing complications.

While the team takes pride in their Leapfrog recognition, they view the biannual survey as more than a report card – it's a roadmap for continuous improvement.

> "It's not something you do once a year. We look at the survey to see what we can do better right now."
>
> **–Bodie Correll, MD**
> SMCHH Chief Medical Officer





MissionZERO
Our Culture of Safety

Chasing zero

MissionZERO is Ardent's systemwide program to prevent patient harm and strengthen high reliability principles – a proven healthcare model grounded in safety and continuous improvement. At its core, MissionZERO aims to create a culture where every team member feels empowered to speak up for safety.

The program combines structured training, evidence-based error prevention techniques and robust event reporting systems to keep safety top of mind. Daily safety huddles, standardized handoffs and clear communication tools help teams identify risks early and respond quickly. These practices foster transparency, reinforce accountability, and support caregivers in delivering the safest care possible.

MissionZERO is producing measurable results, with significant improvements in preventing harm and reducing serious safety events. Through continued promotion of "good catches," we are reinforcing behaviors that identify risks early and prevent harm before it occurs.



Early identification & intervention

61% ▲ increase in "good catches"

56% ▼ reduction in serious safety events

*5-year trend

High-reliability practices hardwired

Our culture of safety and high reliability advanced in 2025 through new programs that embed safety across our operations.

- **Patient Family Advisory Councils** launched across multiple markets, ensuring care decisions reflect patient and family perspectives.
- **Glucommander**, the only FDA-cleared insulin dosing calculator of its kind, was deployed systemwide to reduce severe hypoglycemia risk and improve diabetes management.
- **Perinatal care initiatives** expanded, including remote provider support for NICUs and obstetric emergency departments (OBEDs), strengthening maternal and newborn safety.

Good Catch Award
MissionZERO

MissionZERO in action

Senior leader rounding is one of the most effective ways to strengthen a culture of safety. At BSA Hospital in Amarillo, Texas, leaders use MissionZERO's 5x5 rounding tool to connect directly with caregivers, reinforce error prevention techniques and ensure safety practices are part of daily work.

With a goal of reaching 50 caregivers each month, leaders round on five clinical and five nonclinical departments – not to check a box, but to start meaningful conversations. "It's about more than collecting data," says Sheryl Williams, MD, BSA's vice president of quality. "It's the one-on-one connection that truly makes an impact."

Using targeted questions, leaders recognize "good catches," listen to concerns and reinforce high reliability behaviors such as Repeat-Backs and Read-Backs, and Stop the Line. The message is clear: safety is everyone's responsibility, and every team member has the authority to speak up when something doesn't seem right.

The approach is working. At BSA, 78% of caregivers surveyed could recall the current error prevention technique, and of those, 83% understood when and how to apply it. These results show how consistent rounding and reinforcement help keep safety behaviors top of mind.

"When staff see leaders doing this work, it sends a strong message– safety is nonnegotiable," Dr. Williams says. "Getting it right matters."



Think **BIG.**

Embracing transformation to improve care

At Ardent, digital transformation is about one thing: making care better for patients and caregivers. From virtual nursing and remote monitoring to AI-powered documentation, we're investing in technology that strengthens safety, reduces stress for clinicians, and creates a more connected, seamless experience.

Expanding virtual care

In 2025, Ardent accelerated its virtual care strategy, scaling proven programs across more locations to enhance patient experience, support bedside teams, and expand specialty care access.

- First introduced in 2022, Ardent's virtual nursing program continues to demonstrate powerful outcomes. By shifting administrative duties like admissions, discharges and routine rounding to experienced remote nurses, on-site RNs gain more time at the bedside, reducing cognitive strain and improving oversight. Plans to further scale this program across 2,000 beds and expand virtual sitting capabilities in 2026 are underway.
- Virtual attending programs expanded across neurology, cardiology and nephrology, improving access for rural communities and reducing treatment delays. These initiatives enable more patients to receive care locally, reducing transfers and strengthening community hospitals while preserving tertiary capacity for patients in need of more complex care.
- Ardent continued to deploy hospital-grade BioButton wearables across its markets to provide continuous vital sign monitoring for hospitalized patients. These devices alert clinicians of changes up to 16 hours earlier than manual checks, enabling faster intervention and improving patient safety. In 2025 alone, wearable technology provided real-time vital sign tracking for more than 77,000 patients, helping prevent harm and reduce device waste through reusable sensors. Early implementations have shown a 15% reduction in mortality in monitored units, while easing nursing workload and reducing length of stay.

Safer discharges, stronger care

Virtual nurses do more than relieve administrative burden; they also serve as an extra set of eyes – identifying gaps or potential issues before patients leave the hospital. These interventions prevent harm and ensure continuity of care at home.



Turning burnout into balance

In 2025, Ardent partnered with Ambience Healthcare to bring AI-powered documentation tools to more than 900 providers across our markets. The goal was simple: help clinicians spend less time typing and more time with patients.

The technology listens during patient visits and automatically generates accurate, coding-ready notes, helping providers reduce after-hours work and ease mental load.

The pilot program results speak volumes

41% drop in documentation time

70% of providers said the mental load felt lighter

100% reported improved job satisfaction

Patients noticed the difference too, noting that visits felt more personal and less rushed. For providers facing burnout and even early retirement, this technology is more than convenience – it's a way to restore balance and connection in care.



> It's been a game-changer... parents don't have to write down what I say anymore because it's all captured in the note"
>
> **–Teresa Horton, MD**
> Utica Park Clinic pediatrician

Building smarter hospitals

At UT Health East Texas, technology isn't just about efficiency – it's about solving real-world challenges for patients and caregivers. From workforce shortages to specialty care access, the system is using digital tools to make care safer, more connected, and more sustainable.

- **Virtual nursing + BioButton:** In 400 patient rooms across 14 med-surg units, virtual nurses assist with admissions, discharges and patient education, while BioButton wearables provide continuous vital sign monitoring. Together, these tools act as "eyes in the sky," helping bedside teams deliver safer care and respond faster when patients need attention.
- **Virtual attending:** Specialists consult remotely using audio-visual technology in every emergency department, reducing unnecessary transfers and keeping more care local for East Texas communities.
- **Ambient listening:** In clinics, providers use voice-enabled documentation tools that chart conversations automatically – freeing clinicians from paperwork and restoring the human connection in care.

> We believe technology should support workflows, not replace people. By integrating virtual nursing, remote monitoring, AI scribing, and virtual consults, we've created workflows that improve clinical outcomes, reduce stress, and even lower costs–truly enhancing quality and access."
>
> **–FJ Campbell, MD**
> Chief Medical Officer



Simplicity is everything.

Making healthcare easier, one interaction at a time

Putting patients first starts with making every interaction simple. This year, Ardent continued to embrace technology to remove barriers to care and create a more seamless experience.

Digital convenience

MyChart, part of Ardent's Epic platform, makes it easy to schedule appointments, view results, and message providers.

1.51M
patients using MyChart to manage their care online.

17%
increase over last year.

Easy bill pay improves convenience with Apple Pay and Google Pay.

Epic's FastPass automatically offers patients earlier appointment times when they become available.

46k+
patients moved appointments up

28
days earlier on average.

A better experience

Thanks to new technology investments, our contact centers now offer callback options to eliminate hold times and intelligent routing to reduce transfers – helping over 1.5 million callers get faster answers. Behind the scenes, our referral team coordinated 2.2 million referrals, ensuring patients connect to the right care without delays.

We also advanced our goal to "ban the clipboard" by digitizing patient forms that reduce the need for patients to complete multiple sets of paperwork.

These investments aren't just upgrades – they're part of a larger promise: making care more convenient, connected and consumer-friendly.





Making surgery smoother for every patient

When operating rooms run efficiently, patients spend less time waiting, families experience less stress, and care teams can focus on delivering safe, timely care.

That's the goal of Ardent's OR Excellence program – a systemwide initiative designed to improve surgical performance and patient access. Through advanced scheduling tools and real-time collaboration, we made meaningful improvements this year.

Central to this work is Ardent's Blueprint for OR Excellence, modeled after proven best practices. Weekly huddles bring together leaders from operations, HR, supply chain, and clinical teams to review metrics, identify trends, and act quickly – building a culture of continuous improvement to ensure every patient gets the safest, most efficient surgical experience possible.

First-case on-time starts improved

↑ 53%

Turnover time reduced by an average of

↓ 9 minutes

Block utilization increased by

↑ 15%

Same-day cancellations decreased by

↓ 18%

Caring for our **communities**



Building stronger communities

Caring for our communities is more than a responsibility, it's part of who we are. Anchored by our Ardent Way values, we stay curious about local needs, remove barriers to care, and do what's right with integrity and compassion. In 2025, our teams brought these values to life through initiatives that addressed critical needs and strengthened the communities we serve.

Through our hospitals, clinics and sites of care, Ardent plays an important role in local economies – creating jobs, supporting local businesses, and investing in growth. Our presence generated meaningful economic activity that strengthening local communities and the healthcare infrastructure they rely on every day.



Our economic impact

$2.57B
payroll and benefits

$56.2M
federal & state taxes

$211.9M
capital investment

$214.3M
uncompensated and charity care*

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



Make it **better.**

Improving access across our communities

Access to care isn't just about convenience, it's about trust, safety and peace of mind. For families in rural and underserved areas, the distance to a hospital can mean the difference between timely treatment and a crisis. That's why we invest in projects that strengthen local healthcare infrastructure, bringing essential services closer to home.

In New Mexico, we marked a major milestone in 2025: the topping-out of Lovelace Valencia County Hospital, marking completion of the building's structural frame. For decades, residents have had no local acute-care hospital, requiring travel to Albuquerque for emergency and inpatient services. Once complete in 2026, this hospital will provide 24/7 emergency and inpatient care locally, reducing the need to travel during critical moments.

Across our organization, similar investments are expanding access and strengthening care:

- **BSA Health System** launched extracorporeal membrane oxygenation (ECMO) therapy in Amarillo, Texas, allowing patients with severe heart and lung failure to receive life-saving care without leaving their community.
- **Hillcrest Medical Center** in Tulsa opened a 24/7 Obstetric Emergency Department, ensuring mothers and newborns have immediate access to specialized care.
- **Hillcrest Hospital Cushing** opened a new inpatient behavioral health unit, providing crisis stabilization and care for adults experiencing mental health emergencies.
- **Hackensack Meridian Mountainside Medical Center** unveiled a newly renovated cardiac catheterization lab featuring a cutting-edge imaging platform that improves minimally invasive cardiac procedures, expanding access to advanced cardiovascular care close to home.
- **UT Health East Texas** introduced a specialized ambulance equipped for NICU and ECMO transports, delivering hospital-level care when every mile matters.
- Across the communities we serve, we added **17 new ambulatory clinics**, making it easier for patients to access services ranging from urgent care and diagnostic imaging to primary or specialty care visits

Each of these efforts share a common purpose: providing the right care, at the right place and at the right time.

> Building this program has been a true team effort. It's not just the technology, but the team that is dedicated to saving lives and the hope that brings to our community."
>
> **–Marquis Whetstone, RN**
> ECMO coordinator at BSA Health System



Spotlight: Breaking barriers with real-time language access

At Ardent, we're committed to ensuring every patient feels heard, understood and supported. One powerful way we do that is through our real-time language interpretation services, available 24/7 in more than 240 languages through the Language Line. With both video and audio interpreters, patients can communicate in the way that feels most comfortable to them.

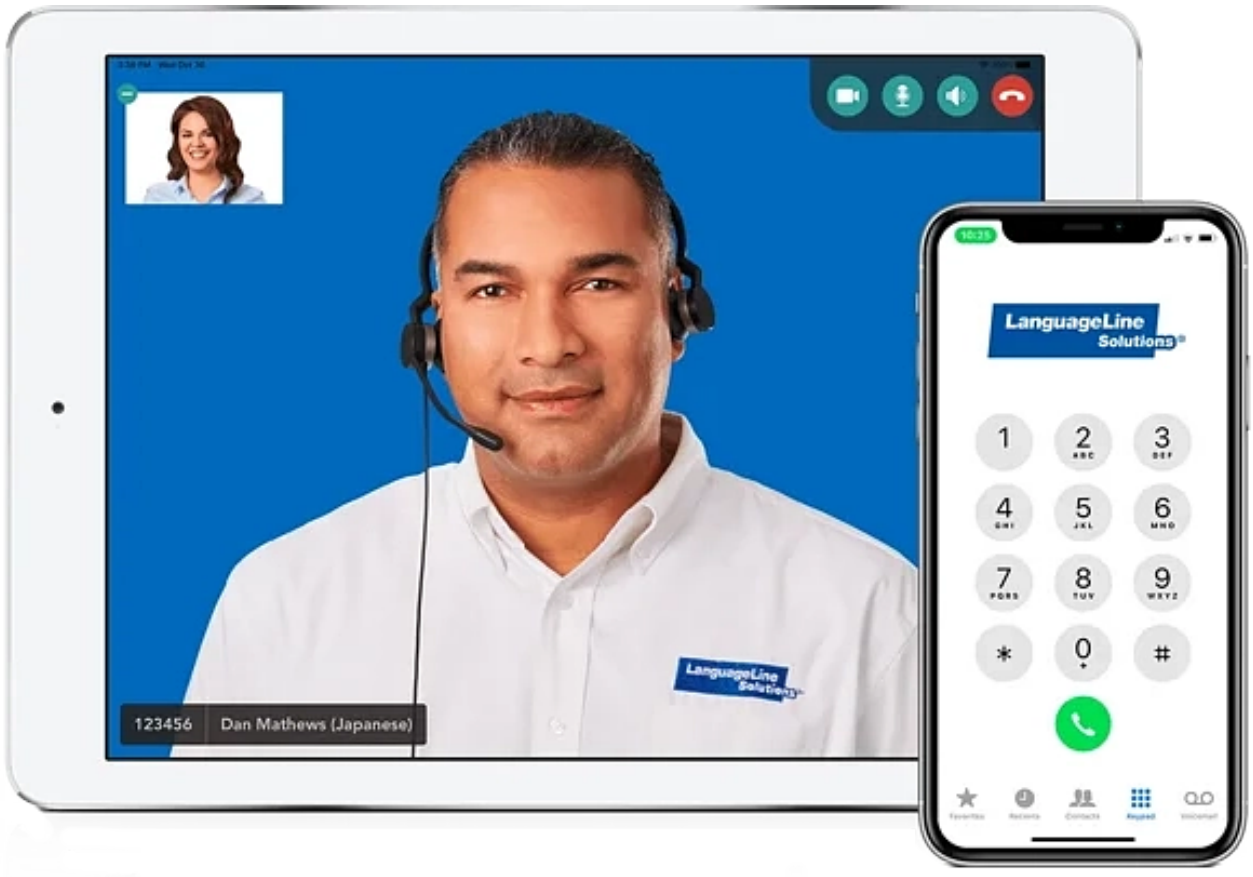
In 2025, our teams completed

78,789 audio calls across **91** languages and **39,751** video calls in **44** languages.

The most requested audio languages were Spanish, Vietnamese, Mandarin, Zo, and Burmese, while the top video languages included Spanish, American Sign Language, Vietnamese, Mandarin, and Arabic. On average, that's nearly 13,000 interpretation calls each month, connecting patients and providers in meaningful, human ways.

Our patients notice. They rate the service **4.84** out of **5 stars**, often praising interpreters as "excellent," "very polite and well-spoken," and "great... very patient."

This is another way we're caring for patients – removing barriers, building trust, and helping them focus on what matters most: healing.



Be **curious.**

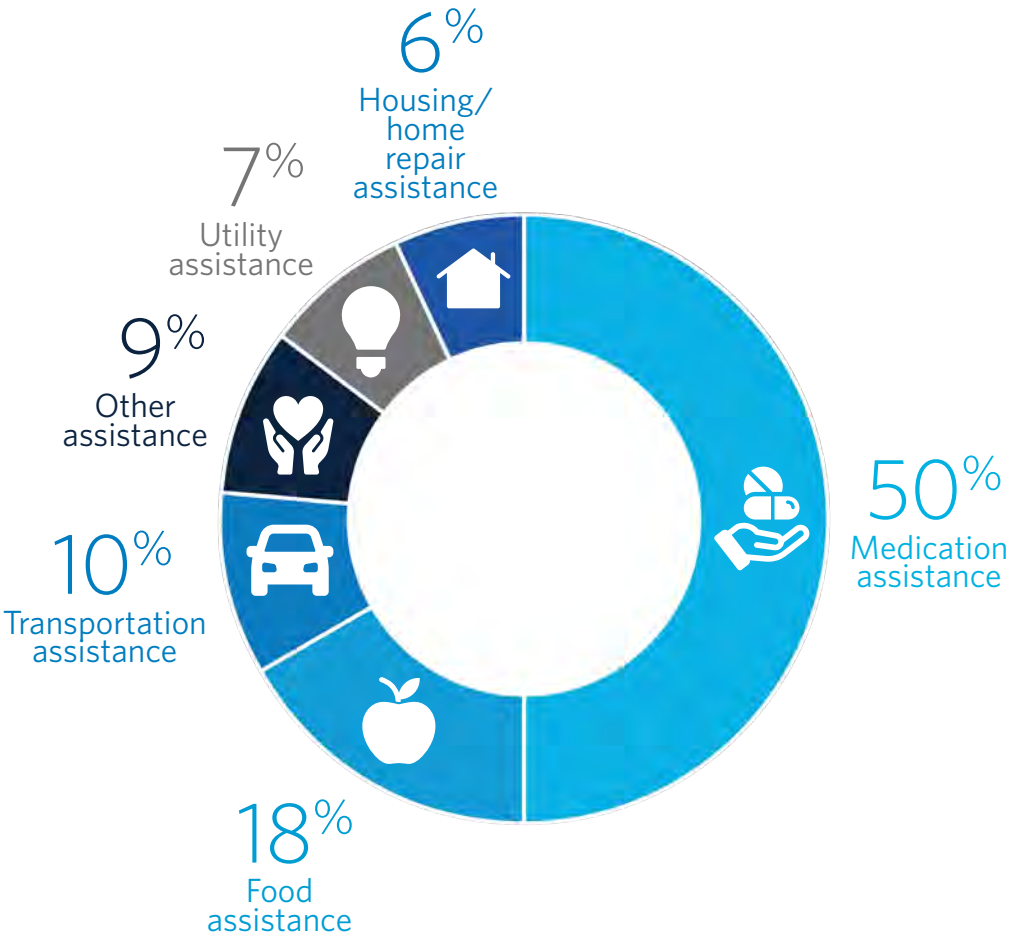
Building health beyond our walls

Health doesn't stop at the hospital door – it extends into homes and communities where daily challenges often shape outcomes. In 2025, we expanded programs that close gaps in care, address social needs, and keep patients connected beyond traditional settings. From supporting food, housing and transportation needs to monitoring health remotely, these efforts strengthen communities and help people live healthier lives.

Addressing social determinants of health

Our Chronic Care Management program uses AI to identify patients who may need extra support beyond the clinic, such as help with medications, food or transportation. Care coordinators then step in between visits to connect patients with local resources and keep care on track.

In 2025, the CCM program continued growing strong, reaching more than 34,000 patients across six states. Of the 14,613 new enrollees last year, the needs we addressed tell the story of what matters most. By closing these gaps, we help patients stay healthier at home and avoid unnecessary hospital visits.



Expanding access through remote care management

Launched in 2023, our Remote Care Management (RCM) program is helping more patients stay engaged in their care – no matter the distance, transportation challenges, or mobility limitations. Using simple, cellular-connected tools like blood pressure cuffs, heart rate monitors and smart scales, patients share health data from home while care teams track trends and intervene early when needed.

In 2025, we added clinical staff and strengthened workflows to ensure timely outreach and personalized support. This proactive model keeps patients connected beyond the hospital, reducing avoidable complications and reinforcing continuity of care.

Now in its third year, RCM serves 3,682 patients across Ardent.



Do the **right thing.**

Removing barriers to care

Access to care isn't only about services – it's also about ensuring cost is not a barrier to getting help when it's needed most. Across our communities, we work to meet patients where they are, providing financial support, guidance and flexibility so care remains within reach.

Charity care and financial assistance

Ardent provides charity care and significant discounts for uninsured and underinsured patients who meet eligibility criteria – ensuring financial hardship does not stand in the way of essential care. For others, flexible, long-term payment plans, and discounted upfront payment options also help reduce financial stress, allowing patients to focus on healing rather than cost.

Helping patients navigate coverage

Understanding coverage options can be overwhelming. Our teams work one-on-one with patients to determine eligibility for financial assistance and to support enrollment in Medicaid, Medicare, or marketplace insurance plans. By offering personalized guidance before care begins, we help patients secure coverage, understand their options, and avoid unexpected financial strain.

Transparency that builds trust

Clear information is a critical part of access. Every Ardent hospital publishes standard charges online and offers user-friendly cost estimate tools so patients can better anticipate their financial responsibility. Financial counselors are also available to explain estimates, discuss payment options, and help patients navigate what can otherwise feel like a complex process.



Inspiring tomorrow's caregivers

At Ardent, we believe the future of healthcare begins in our communities. That's why we invest in programs that introduce students to careers in medicine and allied health – including those who might not otherwise see themselves in these roles. Through hands-on summits, mentorship and school partnerships, our hospitals are giving young people a real-world look at what it means to care for others.

- Each year, Hillcrest HealthCare System's Youth Medical Summit immerses hundreds of Tulsa students in hands-on learning and interactive sessions led by caregivers.
- In Amarillo, BSA Health System welcomes high school and college students for clinical rotations and career panels that bring hospital life into focus.
- In New Jersey, Hackensack Meridian Mountainside Medical Center partners with local schools to offer internships, weekly rotations and mock interviews – helping students build confidence and skills that last well beyond the classroom.

These experiences do more than spark interest – they open doors. Guided by mentors who show what's possible, students explore paths from nursing and medicine to therapy, pharmacy and health technology. For many, it's the first step toward a career that changes lives.

Building on these successes, Ardent is developing a blueprint to guide similar programs across our system. By sharing best practices and leveraging our scale, we're creating more opportunities for students to explore healthcare careers – strengthening local talent and shaping a workforce ready to serve communities for years to come.



Watch: 2025 Tulsa Youth Medical Summit highlights

Strengthening our communities

Across Ardent, our people make a difference every day. From health screenings to service projects and partnerships with local organizations, our teams are bringing health and hope to the communities we call home.

- **Advocating for Safer Communities**
  Firearm injuries are a growing public health crisis, and hospitals see the impact every day. Ardent is committed to being part of the solution – raising awareness and fostering conversations about prevention. Through public engagement via op eds and collaboration with local organizations like Voices for a Safer Tennessee, we are working to create safer environments for patients, caregivers and communities.

- **Health Education & Screenings**
  Teams across Ardent host health fairs, screenings and educational events to promote early detection and prevention. From UT Health East Texas' "No One Fights Alone" survivor mixer to Hillcrest's Strike Out Stroke event and Mountainside Medical Center's free community screening clinics, these efforts help raise awareness and give community members the tools to take charge of their health.

- **Community Support**
  Team members throughout our markets actively invest in their communities – volunteering, donating and supporting local initiatives. In 2025 alone, they reported more than 10,000 volunteer hours, contributing to food banks, school supply drives, holiday programs like the Salvation Army's Angel Tree and other local partnerships. These efforts show how simple acts of generosity strengthen the communities we serve.



The Power of Showing Up

Rachel Deaton, BSN, MHA, knows what it means to care for others. As structural heart disease coordinator and nurse manager at Lovelace Medical Center in Albuquerque, she helps patients navigate complex cardiac conditions. But for the past three summers, Rachel has volunteered at Carrie Tingley's Camp Adventure, a program for children with disabilities.

It started during a difficult chapter in her life. "I needed something to take the focus off myself," Rachel recalls. "So, I Googled volunteer opportunities and found Camp Adventure."

Today, she helps make it possible for kids to play, explore and just be kids. From wheelchair basketball to talent show rehearsals, Rachel matches the energy and encouragement campers bring.

The week ends with a talent show – a highlight that brings "a lump to your throat," Rachel says.

One camper's words stuck with her: "You came back!" That simple phrase reminds her why presence matters. "We all have extra time – even if we're busy," she says. "Just a few days can make a huge difference for the organizations in our community."



Fueling mornings, fighting hunger

Access to nutritious food is essential for health and well-being, yet many in our communities face food insecurity. In 2025, Ardent launched its first enterprise-wide Breakfast Club Food Drive to help meet this need.

Our teams across six states came together to collect shelf-stable breakfast items for local food banks, ensuring more people have the resources to start their day with a healthy meal. The response was remarkable: more than 10,000 items donated, providing vital support for households across the regions we serve.

Food insecurity is a significant barrier to health, and initiatives like this reflect our purpose – caring for people and strengthening the communities where we live and work.





Environmental stewardship

Healthier communities start with a healthier environment. In 2025, Ardent took steps to reduce environmental impact through practical updates. These efforts demonstrate how small, intentional changes can deliver meaningful results.

Systemwide energy efficiency initiatives

- Hackensack Meridian Pascack Valley Medical Center in Westwood, New Jersey, replaced its aging steam boiler system with high-efficiency condensing boilers, increasing heating efficiency and reducing natural gas consumption by as much as 50%. This project is projected to save more than $500,000 annually while lowering chemical usage.
- At the University of Kansas Health System St. Francis Campus in Topeka, over 500 outdated fixtures were replaced with LED panels, delivering immediate energy savings.
- Hillcrest Medical Center in Tulsa, Oklahoma, installed advanced pumps and a magnetic-bearing chiller, significantly reducing electrical load and improving efficiency by approximately 20%.

Reducing waste

Hillcrest HealthCare System earned Medtronic's Green Horizons Impact Trophy and Platinum rating, recycling pulse oximeter sensors and diverting 12,982 pounds of waste from landfills.



Caring for **one another**



Caring for patients and communities begins with caring for each other. At Ardent, we strive to create an environment where team members feel supported, valued and inspired to grow.

Our approach reflects our Ardent Way values: putting people first through education and well-being resources, fostering teamwork through programs that build collaboration and inclusion, and encouraging ownership by creating clear pathways for growth and leadership.

Watch: How one moment can change a story



Eric Eaton, COO, and O.Z. Walker, RN – Hillcrest Medical Center

Caring for our own

Across Ardent, caring for one another shows up in many ways – in our patient rooms, in our hallways, and in the ways we stand beside our colleagues and their families when they need us most.

Sharon, a member of the UT Health East Texas team, experienced this firsthand when her husband, Paul, was admitted to UT Health Jacksonville with advanced pulmonary fibrosis. As his condition worsened and it became clear he was nearing the end of his life, the care team asked what would bring him the most comfort. His request was simple: he wanted to go outside.

Without hesitation, the team came together to make it happen – coordinating equipment and creating space for one final moment in the sun. Paul opened his eyes, felt the breeze on his face, and smiled at Sharon. He passed the next day, peacefully.

What Sharon remembers most is not the clinical complexity of his care, but the people who stayed beside her – making sure Paul was comfortable, ensuring she wasn't alone, and surrounding both of them with compassion in one of life's hardest moments.

This is just one example of how our people care for one another - showing up with the same dedication and support they bring to our patients and communities.

Watch Sharon's story here.



Own it.

Opening doors for growth

Whether just starting a career or stepping into a new role, every team member should see a path forward. In 2025, we continued to expand programs that make those paths clear and attainable.

- **Expanding medical education**
  Ardent is committed to training the next generation of physicians through robust graduate medical education programs. Across our system, 33 residency programs provide hands-on learning and mentorship for 500+ residents, building a pipeline of skilled providers ready to deliver high-quality care. These programs strengthen access in communities facing provider shortages and ensure patients benefit from well-prepared clinicians.

- **Supporting new nurses**
  Across Ardent, we invest in programs that help nurses transition from education to practice, grow in their careers, and stay connected to their purpose.

Our Nurse Extern and Intern Programs create a hands-on bridge from classroom learning to real-world practice. Students gain confidence and clinical experience before graduation. This early connection matters – it reduces turnover, accelerates onboarding, and ensures patients receive care from nurses who already know our standards.

Ardent's Graduate Nurse Residency Programs provide structured support during the first year of practice, pairing new nurses with experienced mentors and offering tailored development. This approach helps nurses thrive in their transition, improving confidence, competence and long-term retention.

Tuition assistance and university partnerships provide team members the opportunity to advance their careers without putting life on hold. These programs remove financial and scheduling obstacles – strengthening our pipeline and empowering lifelong learning.

These efforts don't just prepare nurses – they build a workforce that stays, leads, and elevates care. In 2025, 61% of our externs began their careers with Ardent, and over 2,500 graduate nurses have joined our team since 2022. High licensure pass rates and strong retention show that investing in growth builds skilled, committed teams.

In 2025, Ardent invested more than

$2.5M

in tuition reimbursement, helping over

640

team members take the next step toward earning a degree.



From a calling to a career

Abby Wilson didn't plan on a career in healthcare – until a volunteer shift at Portneuf Medical Center's (PMC) diabetes camp changed everything. That experience sparked a passion for helping people that has since become a career, thanks to the support and resources she found through Ardent.

After graduating with a dietetics degree, she joined PMC's Diabetes Education and Nutrition Services Clinic and earned certification as a diabetes care and education specialist, a milestone that inspired her to continue her education. With encouragement from her team, Abby returned to school and completed her BSN at Idaho State University.

As a new RN, Abby participated in Portneuf's nurse residency program, which she calls "a beautiful opportunity" to learn in a safe environment while building skills and confidence. "Being a nurse can be overwhelming," she says. "Having that built-in support system made all the difference."

Today, Abby is clinical manager of PMC's Diabetes Education and Nutrition Services Clinic and recently earned her Doctor of Nursing Practice from Baylor University.

What started as a volunteer experience has grown into a career dedicated to improving care for patients living with chronic disease – at the very same hospital where her journey began. She credits Ardent's investment in growth programs, and her team's encouragement, for helping her turn passion into purpose.



Investing in development

Ardent is committed to helping every team member grow their skills and advance their careers through a variety of programs and resources:

- **Leading the Ardent Way** and other leadership development programs equip leaders with essential skills to succeed, from mastering leadership fundamentals to navigating difficult conversations and empowering others through effective delegation.
- **Women @ Ardent** offers quarterly seminars and one-on-one mentoring through its Elevate & Engage program, connecting team members with executives and industry experts. In 2025, nearly 1,200 team members participated in programming designed to build confidence and accelerate career growth.
- **Embrace Differences** is a conversation series that explores topics such as inclusive leadership, leading across generations, and creating a culture of belonging–helping leaders strengthen collaboration and understanding across diverse teams.
- **ACE Powered by HealthStream** – our learning management system – gives team members access to thousands of free online courses covering clinical, leadership, and professional development topics–available anytime, anywhere.





Leadership that lifts others

At Ardent, we believe strong leadership creates safer environments, builds trust and helps teams feel supported. That's why we invest in programs that turn potential into promise.

Lead Well is one example. This eight-month program equips nurse managers with practical skills in communication, financial management and quality improvement through interactive learning and mentorship. The goal: prepare frontline leaders to guide teams effectively and sustain a culture of safety every day.

For those preparing to lead at the highest levels, Ardent's **Executive Development Program** offers structured tracks that combine mentorship and targeted training:

- **CEOop** sharpens strategic thinking and innovation through advanced projects.
- **CNOop** prepares nurse executives to lead clinical excellence and patient safety.
- **CFOop** develops financial leaders through hands-on experience in capital planning and productivity management.



Teamwork wins.

Supporting our team members

Caring for those who care for others is central to our mission. We provide resources and training to help team members feel safe, supported and equipped to succeed, including:

- **Mental Health First Aid**
  Introduced in 2024, this program trains leaders to recognize and respond to mental health challenges within their teams. Similar to CPR for physical emergencies, Mental Health First Aid equips leaders with practical skills for early intervention and help.
- **Employee Assistance Program (EAP)**
  Our EAP offers confidential counseling, financial and legal resources, and support for life challenges – available 24/7 to all team members and their families. These services help employees manage stress, improve well-being and access expert guidance when needed.
- **Workplace Violence Prevention**
  Healthcare workers face a higher risk of workplace violence than any other industry. As part of our MissionZERO program, we've implemented prevention-first strategies, including Crisis Prevention Institute (CPI) training, weapons detection systems, emergency alert technology, real-time safety alerts in Epic, and expanded live-view monitoring for high-risk areas.



Checking in on those who care

Healthcare is demanding – emotionally, mentally and physically. Every day, caregivers show up for patients during their most vulnerable moments. But who checks in on them? That question led Ardent to introduce Mental Health First Aid (MHFA) training, equipping leaders with tools to recognize and respond to mental health challenges within their teams.

The program focuses on early intervention, reducing stigma and creating safe space for open conversations. Leaders learn how to listen without judgment, assess risks – including suicide or harm – and connect team members to professional resources when needed.

For Lauren Warren, assistant administrator at Hillcrest Medical Center, the experience was eye-opening. "I thought I was in tune with my team," she says. "But this training taught me to ask the right questions – and the answers surprised me. They weren't just dealing with work struggles; they were personal."

MHFA is helping leaders create environments where caregivers feel safe to speak up. That shift not only supports individual well-being but strengthens resilience across teams – so caregivers can continue giving their best to patients while knowing support is there for them too.

> "It's about creating a space where people feel comfortable saying, 'I'm struggling,' without fear of judgment. That's when real support can happen."
>
> **–Lauren Warren**
> Assistant Administrator at
> Hillcrest Medical Center

Ardent Cares Foundation

Standing together in times of need

When life turns unexpectedly, the Ardent Cares Foundation is there. Created in 2019, the **501(c)(3)** foundation provides emergency financial assistance to team members facing crises like prolonged illness, natural disasters or personal hardships that upend daily life. Since then, colleagues have received more than **500 grants** totaling over **$550,000**, helping them stabilize, recover and return to daily life with renewed strength.

Sustained by an annual golf tournament and team member support, the foundation reflects the best of our culture: empathy in action and support that meets people when they need it most.

> My mother passed away unexpectedly without life insurance. I wasn't sure how I was going to be able to afford the necessities associated with one's passing. Luckily, the Ardent Cares Foundation came to the rescue. My family and I were able to use this program to give her a celebration of life she would have been proud of. I couldn't be more thankful!"
>
> **– ACF grant recipient**



Building a culture of recognition

At Ardent, celebrating wins big and small is part of who we are. Recognition strengthens our connections, reinforces our values, and reminds us that every action matters.

Our GEM (Going the Extra Mile) program brings this to life by honoring milestones, achievements and everyday excellence. Through GEM, leaders and team members can recognize one another for living our Ardent Way values – hardwiring appreciation into our culture. Since launching in 2025, team members have recognized each other more than 19,000 times to celebrate colleagues' achievements and dedication to Ardent's mission.

A top workplace

Nine Ardent entities were recognized on Modern Healthcare's 2025 Best Places to Work list. This is the 17th year an Ardent facility has received this prestigious recognition, which measures overall employee satisfaction, work-life balance, communication and culture. Ardent was also ranked as a top workplace in Middle Tennessee by the Tennessean in 2025.



Our engagement and retention metrics continue to outperform healthcare industry benchmarks.

83% ▲
team member engagement

16% ▼
turnover
(vs. national hospital averages ~18–23%)



Meet the Ardent Health Nurse of the Year

When Christy McGuire walks into Hillcrest Hospital South's ICU, her smile and energy set the tone for the entire unit. Known for bringing 100% of herself to every shift, Christy connects deeply with patients and families, advocates for her team, and ensures care is delivered with compassion and integrity.

Christy's journey to nursing was anything but ordinary. After 20 years as a hairstylist and barber, she pursued nursing as a second career to make a greater impact. "I have always loved working with people," she says. "I wanted to do something more with my life – something that truly made a difference."

She joined Hillcrest South's ICU after graduating from the University of Colorado School of Nursing in 2019. There, her colleagues describe her as a natural leader and patient advocate – always the first to offer a helping hand and the last to leave a patient's side.

Christy's compassion was powerfully illustrated in a DAISY Award nomination from a patient's family, praising her tireless care during a loved one's final hours as she offered comfort during an unimaginable loss – embodying both clinical excellence and heartfelt empathy.

Selected from DAISY Award winners across more than 285 sites of care, Christy exemplifies what it means to be an Ardent nurse: skilled, empathetic, and deeply committed to patients and colleagues.



Ethics and **leadership**

Doing the right thing is central to The Ardent Way. 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.

Compliance and ethics

Acting ethically and responsibly is fundamental to our purpose of caring for people. Every team member plays a role in this commitment, guided by our Code of Conduct – a cornerstone for ethical decision-making that protects patients, supports colleagues and fosters a respectful workplace.

This foundation is strengthened through annual compliance training and real-time support tools. Our 24/7 Ethics Line remains a trusted channel for team members to ask questions or report concerns anonymously, ensuring transparency and accountability at every level. These efforts reflect our belief that integrity is essential to building trust and delivering care that meets the highest standards.

Cybersecurity and data privacy

Safeguarding sensitive healthcare data is a responsibility we take seriously. Ardent maintains a robust cybersecurity framework aligned with leading standards, including the National Institute of Standards and Technology (NIST), Payment Card Industry Data Security Standards (PCI DSS) and HIPAA.

Our program focuses on identifying, protecting, detecting, responding to, and recovering from threats. It is risk-scored, independently assessed and reviewed annually to ensure resilience against evolving risks. Collaboration across key departments provides oversight, with regular reporting to executive leadership and our Board of Directors.

Our defenses are strengthened through phishing prevention training, least-privilege access controls, and Zero Trust strategies, complemented by tabletop exercises, geo-blocking and annual testing. Should an incident occur, we partner with industry leaders for rapid recovery and apply lessons learned to continuously improve.



Our purpose

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

Ardent Health