

Ministry in Action

ANNUAL IMPACT REPORT



Ascension Florida

FISCAL YEAR 2025

Our Mission

Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable.

Our Catholic health ministry is dedicated to spiritually centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

Our Vision

Answering God's call to bring health, healing and hope to all

Our Values

Service of the Poor

Generosity of spirit, especially for persons most in need

Reverence

Respect and compassion for the dignity and diversity of life

Integrity

Inspiring trust through personal leadership

Wisdom

Integrating excellence and stewardship

Creativity

Courageous innovation

Dedication

Affirming the hope and joy of our ministry



A letter from our president and CEO

As the Chief Executive Officer of Ascension Florida, my team is focused on expanding Catholic healthcare throughout the northern portions of the state. Our Mission is at the heart of every decision we make, ensuring that we provide safe, quality care and a positive work culture for our associates. Our focus is on the entire patient experience, from overall health and wellness and prevention to acute healthcare needs.

We continue to challenge ourselves to innovate in expanding our healing Ministry's Mission, emphasizing care for the most vulnerable. We achieve this through strategic investments, community partnerships and programmatic developments, many of which are highlighted in this report. We are proud of our positive impact on social determinants of health, having invested \$2.5 million last year to assist nearly 12,000 patients, primarily in transportation and skilled nursing facility and long-term care placements.

People often ask what makes Ascension unique. We believe it's our Mission and our culture that resonates with our associates. By fostering a Mission-driven environment, our associates understand the profound impact we have on patients and their families. Our programs, especially those for the most vulnerable, significantly improve community health. Our Mission calls each of our associates to give back and make a positive difference in people's lives.

Our clinical teams have a multitude of strategies in place to ensure our patients receive safe, quality care, or as I like to say, "Every patient. Every day." Our communities have a host of options for their healthcare needs, and when patients choose us, they are trusting us to care for themselves and their families. We are working tirelessly to develop new programs that will ensure even the sickest patients can receive care close to home.

The experience we deliver to our patients and their families has never been more paramount, and our care teams are answering the call. We monitor our consumer experience daily, and even hourly. Our leaders celebrate departments excelling in delivering moments of delight, and help nurture our departments that need a bit more attention. What a blessing our care teams are to our Ministry and our community. We thank each of them for choosing to share their gifts and skills with us.

Our relentless pursuit of acquiring the best talent available is paying off. Our care team has never been stronger and more capable than they are today. This team will continue Ascension Florida's longstanding history as we innovate, collaborate and navigate both today and into the future.



Don King
Chief Executive Officer, Ascension Florida

Ministry in Action

ANNUAL IMPACT REPORT

About Ascension Florida

4 | Building on the legacy of our past and innovating new ways to bring our Mission to life as we serve our communities.



Quality and Access

9 | Delivering quality care and safe outcomes that help to sustain and improve the health of individuals and entire communities.



Consumer Experience

25 | Elevating the consumer experience by putting the patient at the center of everything we do.



Community Impact

35 | Advocating for a compassionate and just society through both our actions and our words.

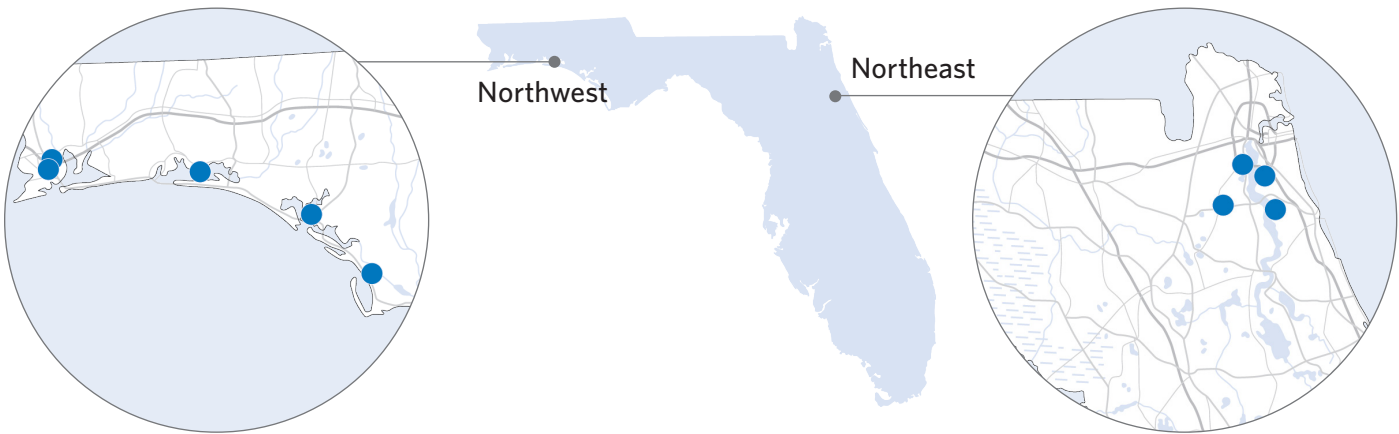


Investing in Our Associates

51 | Embracing a spiritually centered, holistic approach to helping our associates flourish.

TOGETHER, WE ARE ASCENSION FLORIDA

Founded by The Daughters of Charity, our faith-based health systems responded to an intense need for better healthcare and continue to do so today. For more than a century, our physicians, nurses and healthcare workers have dedicated their lives to providing quality, compassionate healthcare.



Acute Care

Ascension Sacred Heart Bay

615 N. Bonita Ave.
Panama City, FL 32401

Ascension Sacred Heart Emerald Coast

7800 US Highway 98 W.
Miramar Beach, FL 32550

Ascension Sacred Heart Gulf

3801 E. Highway 98
Port St. Joe, FL 32456

Ascension Sacred Heart Pensacola

5151 N. Ninth Ave.
Pensacola, FL 32504

Studer Family Children's Hospital at Ascension Sacred Heart

1 Bubba Watson Drive
Pensacola, FL 32504

Ascension St. Vincent's Clay County

1670 St. Vincent's Way
Middleburg, FL 32068

Ascension St. Vincent's Riverside

1 Shircliff Way
Jacksonville, FL 32204

Ascension St. Vincent's Southside

4201 Belfort Road
Jacksonville, FL 32216

Ascension St. Vincent's St. Johns County

205 Trinity Way
Saint Johns, FL 32259

2025 At a glance



1.6M

PHYSICIAN OFFICE
AND CLINIC VISITS



690K

UNIQUE LIVES
SERVED



9K

BIRTHS



380K EMERGENCY ROOM VISITS



A LASTING LEGACY

For more than a century, Ascension Florida has been dedicated to providing quality, compassionate healthcare for those most in need.

1633

The Daughters of Charity organization was founded by St. Vincent de Paul and St. Louise de Marillac. It is a Society of Apostolic Life within the Catholic Church dedicated to serving the poor and marginalized through various ministries like healthcare, education and social services.

1909

Bishop James Michael Curley of St. Augustine asked the Daughters of Charity for help in Jacksonville.

1969

Local pediatricians and medical groups convert an empty nursing dormitory into Northwest Florida’s only children’s hospital. Today, this has become the Studer Family Children’s Hospital.

2010

Ascension Sacred Heart once again responds to the needs of the community, this time for residents of Gulf and Franklin counties following the closure of a hospital in the area. The St. Joe Company donated the land for this facility, which recently celebrated 15 years of service to the community.

2019

Following Hurricane Michael, Ascension Sacred Heart stepped in to meet the needs of Bay and surrounding counties, acquiring what is now Ascension Sacred Heart Bay to prevent its closure under the private company that owned it.



1914-1916

At the request of the Rev. Bishop Edward P. Allen of Mobile, The Daughters of Charity visit Pensacola and agree to build a hospital, and construction of what is now Ascension Sacred Heart begins.

Pensacola Hospital, now Ascension Sacred Heart Pensacola, opens with 135 beds.

Four Sisters moved to Jacksonville and took over the failing DeSoto Sanatorium, renaming the hospital “St. Vincent’s” after Saint Vincent de Paul. They served the sickest people in the community and helped the hospital run smoothly again. These four Sisters responded to an intense need for better healthcare for those living in Jacksonville and the surrounding areas.

1999-2002

The Daughters of Charity’s mission had grown to numerous health ministries across the United States, including St. Vincent’s. They joined other like-minded Sisters to create Ascension, a jointly sponsored Catholic health system that would provide maximized national advocacy, with each health ministry continuing its important locally driven work.

Ascension partners with the Walton and Okaloosa county residents and The St. Joe Company to open Ascension Sacred Heart Emerald Coast. The hospital was opened in response to the closure of a facility in Destin and through a grassroots ribbon campaign that funded much of the new facility. It took years of effort to get a certificate of need and raise money before the hospital opened.

2008

St. Luke’s Hospital, established in 1873, was acquired by Ascension. It was renamed Ascension St. Vincent’s Southside in 2019.

2013

Seeing a need in neighboring Clay County, Ascension St. Vincent’s opened Ascension St. Vincent’s Clay County to provide care close to home for local residents.

2022

Ascension St. Vincent’s St. Johns County opens to address growth in the area and bring high-quality healthcare to residents and visitors in the area.

Quality and Access

CHAPTER 1

Quality and Access

9 | Delivering quality care and safe outcomes that help to sustain and improve the health of individuals and entire communities.

OUR COMMITMENT TO SAFE AND QUALITY CARE	12
Recognized nationally for quality care.....	12
A CULTURE OF SAFETY	14
Market-tiered safety huddles	14
Recognize and Rescue	16
DRIVING INNOVATION AND EXPANDING ACCESS TO CARE	18
Expanding emergency and rehabilitation services.....	18
Advancing surgical and clinical innovation	18
COMPLEX AND TIME-SENSITIVE CARE.....	20
Enhanced stroke care.....	20
Trauma program	21
Complex heart care.....	22
Leading the way in neurosciences	23



Leader letter

At Ascension Florida, our priority is to deliver safe, high-quality care to our communities. This commitment begins with fostering a culture of safety, which enhances clinical and service excellence and engagement among our associates and care teams. Together with our Mission and Values, this drives us to provide the best possible care to those we serve.

Our dedication to our patients and each other is paramount. Our frontline associates, clinicians, nurses and medical assistants champion patient safety by encouraging and reinforcing safe practices. Their dedication and vigilance are reflected in the numerous safety recognitions we have received from Leapfrog, PINC/AI, Healthgrades, Newsweek and U.S. News & World Report. These awards, based on publicly available data, highlight their daily commitment to our Mission of protecting patients from harm and ensuring safer care.

To further our Zero Harm initiatives and high reliability goals, Ascension Florida engages in daily safety huddles, educational programs and culture and infrastructure assessments to enhance our safety standards.

As we expand our tertiary and quaternary footprint across the region to build more sophisticated care models, we are committed to increasing access to high-quality care and reinforcing our reputation for clinical excellence. This expansion includes adding new facilities and upgrading existing ones to accommodate advanced medical technologies and specialized services. These efforts will positively impact the health and well-being of our communities by ensuring that we remain a leading provider of comprehensive healthcare.



Syed Jafri, MD
Chief Clinical Officer, Ascension Florida



OUR COMMITMENT TO SAFE AND QUALITY CARE

Recognized nationally for quality care



CENTERS FOR MEDICARE & MEDICAID SERVICES

Ascension Sacred Heart Emerald Coast

Five-star rating

Ascension Sacred Heart Emerald Coast earned the highest possible rating, one of only 15 hospitals in Florida to achieve this level, on the 2024 Centers for Medicare & Medicaid Services (CMS) overall hospital star ratings.



HEALTHGRADES SPECIALTY AWARDS

Sacred Heart Pensacola

2025 Cranial Neurosurgery Award

America's 100 Best Hospitals for Orthopedic Surgery



PERFORMANCE LEADERSHIP AWARDS

Sacred Heart Gulf

Recognized for quality, outcomes and patient experience

The only hospital in Florida to be recognized in all three categories for 2024.

LEAPFROG GROUP SAFETY RATING

A **Ascension Sacred Heart Pensacola**
'A' safety grade for nine consecutive grading periods (four years)

A **Ascension St. Vincent's Clay County**
Maintained an 'A' for a third consecutive period

A **St. Vincent's Southside**
Maintained an 'A' for two consecutive periods while Riverside improved to a 'B'



NATIONAL MEDIA RECOGNITION

Newsweek

Best-In-State Hospitals

- Sacred Heart Pensacola
- Sacred Heart Emerald Coast

Among just 25 hospitals in Florida and the only two hospitals in the Panhandle to receive this recognition.

America's Best Physical Rehabilitation Centers

- St. Vincent's Southside

U.S. News & World Report

Best Regional Hospitals

- Sacred Heart Pensacola
- St. Vincent's Riverside

High Performing Hospitals

- Sacred Heart Emerald Coast
- Sacred Heart Bay
- St. Vincent's Southside
- St. Vincent's Clay County

Fortune and PINC AI

Top 15 Health System

- Ascension Sacred Heart
- Ascension St. Vincent's

A first-time achievement for both hospitals from Fortune and PINC AI, the technology platform for the healthcare company Premier, to inspire hospital and health system leaders to pursue higher performance and deliver added value to patients and communities.

A CULTURE OF SAFETY

Market-tiered safety huddles

Ascension Florida adopted a national model of tiered safety huddles at the Ministry level. The majority of our hospitals have been doing departmental and facility level huddles for an extended period of time. This new method allows us to enhance our high-reliability culture and safety for our patients.

Tiered safety huddles are a structured communication tool to assess the current state and identify any safety concerns to proactively steer available resources. Providing safe, high-quality care is critical to our Mission and our dedication to exceeding patient expectations to make Ascension the healthcare provider of choice in the communities we serve.

These tools foster a culture in which every member of the healthcare team is capable, empowered and expected to anticipate and contain the unexpected to mitigate harm.

SPOTLIGHT: Recognizing our ‘Everyday Heroes’

The Everyday Hero of Safety program promotes a culture of safety at Ascension. Launched to recognize voluntary reports that lead to safety improvements, the program has recorded hundreds of good catches, preventing potential harm to patients.



This initiative empowers colleagues to speak up for safety, reinforcing the message, “We’ve Got Your Back.”

These everyday heroes begin their workday like any other, but many return home having helped to prevent harm to our patients.

Carla Johnson, medical assistant at Ascension St. Vincent’s Riverside, Jacksonville, Florida, received the August 2024 Everyday Hero of Safety Award for reporting a device failure and preventing potential harm to her fellow caregivers.

Pictured: Carla Johnson earns an Everyday Hero of Safety Award



SEAL Team

The SEAL (Simulating Emergency Action for Life) Team, is an interdisciplinary group providing hands-on care for high-acuity, low-volume patients. The team provides lifesaving training to 13 Ascension Florida healthcare facilities with pediatric simulations for emergency departments, NICUs, pediatric ORs and PACUs.



900+ HEALTHCARE PROFESSIONALS TRAINED IN 2024



Recognize and Rescue

Recognize and Rescue is a multidisciplinary approach in acute care, focused on improving safety, reducing mortality and preventing avoidable adverse events. By identifying risks early (Recognize) and responding swiftly to patient deterioration (Rescue), this initiative enhances care quality across Ascension.

Teams from clinical, nursing, pharmacy, analytics, quality, infection prevention and patient safety collaborate to drive improvements. The effort has strengthened standardized best practices, reducing care variation and improving outcomes.

Running strong years later, the “Recognize and Rescue” effort provides us a foundation for standardizing best practices and processes and reducing variation in our care, to yield significant results.

Recognize problems before they happen

- Optimize risk-reduction strategies for healthcare-associated infections
- Mitigate medication risks
- **Optimize care for patients with sepsis**
- Optimize management of patients with respiratory compromise
- Practice person-centered engagement

Rescue patients if problems do happen

- **Standardize rapid response team protocols**
- Standardize process for codes
- Educate on escalation of care for declining patients
- Promote teamwork

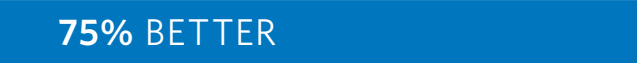
NEARLY 9% INCREASE in Sepsis Bundle Compliance at Sacred Heart Bay from April 2024 to April 2025

The team continues to improve in this area, increasing patient safety and outcomes. This is a quality measure developed by the Centers for Medicare & Medicaid Service (CMS) to promote consistent and timely treatment of sepsis. It outlines specific actions and interventions that hospitals should take within the first hours of diagnosing severe sepsis or septic shock.

From July 2024 to June 2025, Ascension Florida significantly reduced infections and performed better than the average hospital in the U.S. across these four key areas:



Central line-associated bloodstream infection (CLABSI)



Sacred Heart Bay

Catheter-associated urinary tract infection (CAUTI)



St. Vincent's Riverside

Methicillin-resistant Staphylococcus aureus (MRSA) Bacteremia

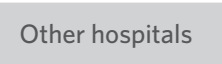


St. Vincent's Riverside

Clostridioides difficile infection (C-diff)



Sacred Heart Bay



Sacred Heart Gulf is the gold standard in preventing infection

ZERO CLABSIs, CAUTIs, MRSA BACTEREMIA
SINCE IT OPENED IN 2010

The team was recognized in 2024 with the Chartis Rural Hospital Performance Index Award in the areas of Quality, Outcomes & Patient Perspective.

DRIVING INNOVATION AND EXPANDING ACCESS TO CARE

Expanding emergency and rehabilitation services

Ascension Florida has underscored its commitment to the health of communities across Northern Florida in a continued effort to increase access, develop complex care programs and keep the sickest patients closer to their homes.

These recent initiatives include capital improvement projects at hospitals, research and fiduciary investments in the latest technology and programmatic expansions to reinforce the health system’s commitment to extend Mission-driven care in the regions it serves.

This year, Ascension Florida announced plans for three new freestanding emergency departments:

- Perdido Key
- Pace area of Santa Rosa County
- Beach Boulevard in Jacksonville



Ascension Sacred Heart has unveiled plans to open a new inpatient rehabilitation facility (IRF) on the main Pensacola campus. This facility will provide patients with comprehensive acute rehabilitation services after they have experienced major health events.

By opening this facility, Sacred Heart Pensacola ensures continuity of care for patients who need additional support after an intense medical event. This facility is nearly 41,000 square feet and holds 44 beds.

Advancing surgical and clinical innovation

In Jacksonville, Ascension St. Vincent’s Riverside added a state-of-the-art Da Vinci 5 surgical robot at its campus. The Ascension facility was one of the first hospitals in the world to utilize the surgical system and increased access to minimally invasive robotic surgery for patients in the community. Additionally, Ascension Florida is actively growing clinical trial infrastructure to provide patients first-line access to promising disease prevention and treatment breakthroughs.

Enhancing robotic surgery capabilities

Ascension St. Vincent’s Clay County expanded its robotic surgery capabilities through the addition of the da Vinci Xi system. This addition created two operating rooms fully dedicated to minimally invasive, robotically assisted surgeries at the hospital, the other housing a separate da Vinci Xi system.

Ascension Sacred Heart Bay’s robotic surgery program can now see more patients with the use of a new DaVinci robotic table. Overall, the hospital continues to see growth in patients through new people moving to the area and others choosing the hospital for their care.



SPOTLIGHT: Robotic surgery team reaches 3,000-procedure milestone

Living with endometriosis for more than 20 years took a toll on Mimi’s health and well-being. The scar tissue invading her healthy tissue and organs also infiltrated everyday life. Severe pain, bleeding and fatigue meant missing her daughter’s events, volunteer work and family time.

Mimi tried different pain medications and hormonal treatments but nothing kept the pain at bay. Surgery to remove her endometriosis was an option, but as one of Jehovah’s Witnesses, she couldn’t accept blood transfusions or blood products. Many of the doctors she turned to for help declined to perform surgery because they felt her religious beliefs could affect care outcomes.

She said her prayers were answered when she met Dr. Martin Martino, a gynecologic oncology surgeon at Ascension St. Vincent’s Riverside who has performed over 3,000 robotic-assisted gynecological surgeries. He told her he had experience helping patients with endometriosis and would be willing to help her.

During most surgeries, when needed, blood loss is replaced with blood given by a donor. With a bloodless surgical approach, techniques are employed to spare as much blood as possible. Preparing for bloodless surgery requires a coordinated approach between Dr. Martino, anesthesiologists, nurses and the surgical and care teams.

Today, Mimi is living a pain-free life, full of hope for the future.



Pictured: Ascension St. Vincent’s Riverside robotic surgery team celebrated Dr. Martin Martino reaching a 3,000 procedure milestone.

COMPLEX AND TIME-SENSITIVE CARE

Enhanced stroke care

Through Ascension Florida's expansion, it has also remained committed to quality and positive outcomes in stroke care.

Ascension St. Vincent's St. Johns County hospital recently earned its certification as a primary stroke center, the only one in Northern St. Johns County. This designation gets stroke patients the care they need quicker, helping to reduce complications and increase survival and recovery rates with stronger long-term outcomes and patient satisfaction.

In December 2024, Sacred Heart Bay added neurothrombectomy, a procedure that removes blood clots in the brain's blood vessels. The hospital is now a primary stroke center with neurothrombectomy availability.

Ascension Florida designated stroke centers

Primary stroke centers:

- Ascension St. Vincent's Riverside
- Ascension St. Vincent's Southside
- Ascension St. Vincent's Clay County
- Ascension St. Vincent's St. Johns County
- Ascension Sacred Heart Bay

Comprehensive stroke centers:

- Ascension Sacred Heart Pensacola

SPOTLIGHT: World Stroke Day educates staff at Ascension Sacred Heart Bay

Members of the stroke team at Ascension Sacred Heart Bay put fun and engagement in staff learning for World Stroke Day. The group created an event called Clots and Coffee. Associates answered questions correctly about strokes and they were able to bust a clot (balloon) and earn a free cup of joe.

Pictured: BT Johnson, Melanie Henning, Erica Bobb, Kylie Teeselink, Shannah Forehand, Dr. Muhammad Khan and Triniti Caine.



Trauma program

In the Panhandle, Ascension Sacred Heart Pensacola joined just 10 other Florida hospitals by earning Level I trauma designation. Level I trauma centers offer surgical and medical specialty services to meet the needs of the most complex injuries. Sacred Heart Pensacola's emergency department is equipped to provide comprehensive care for all injury-related needs across all ages, from prevention to rehabilitation.



Ascension Sacred Heart Pensacola

1 IN 10 FLORIDA HOSPITALS

TO EARN LEVEL I TRAUMA DESIGNATION



Complex heart care

Ascension Florida has also placed itself as a leader in providing leading cardiovascular medical practices to the communities it serves.

At Ascension Sacred Heart Emerald Coast in Miramar Beach, Ascension Sacred Heart Bay in Panama City and Ascension St. Vincent's Riverside in Jacksonville, the cardiology service line began providing a new pulsed field ablation treatment for patients with symptomatic atrial fibrillation (AFib), offering a new alternative to traditional care opportunities.

Ascension St. Vincent's St. Johns County provides heart health education

Ascension St. Vincent's has a new health education series designed for people who are 55 and older to talk about their specific healthcare needs. The series started during heart month with the first event focused on cardiology.

Dr. Amr Barakat talked to attendees about how the heart works and common conditions they should be aware of. He also discussed how smartwatch features can help them keep track of their health.



SPOTLIGHT: First tricuspid clip patient in Florida Panhandle sees improvement in quality of life

John, a Pensacola resident, recently underwent the tricuspid clip procedure, a minimally invasive treatment for a leaky tricuspid valve.

The tricuspid valve is responsible for controlling blood flow between the heart's right atrium and right ventricle. When it doesn't close properly, blood can leak backward, causing symptoms like shortness of breath, fatigue and swelling.

Dr. Rohit Amin and the team at Ascension Sacred Heart performed the procedure, helping John find much-needed relief from his symptoms. The procedure allowed him to avoid the risks of more invasive surgery, and John was able to go home the very next day. He said he is grateful for the care that made such a difference in his health.



Pictured: John (patient) and Dr. Rohit Amin

Leading the way in neurosciences

Innovative TOPS System

As one of the first hospitals in the country — and the only facility in the area — to trial the innovative TOPS System, Ascension St. Vincent's Southside conducted its first post-trial procedure using the device.

The TOPS System is a mechanical implant device that replaces the bony and soft tissues removed during spinal decompression surgery. It is used to treat a range of conditions associated with lower back and leg pain. It is an alternative to traditional fusion surgeries and allows for greater rotation, bending and extension compared to traditional fusion surgery. St. Vincent's Southside is one of the first hospitals in Florida to utilize the device after its approval by the FDA.



Gamma Knife technology

In Pensacola, Sacred Heart is installing the newest Gamma Knife technology for neurology care, providing Northwest Florida with one of the premier options in non-invasive brain and spine care. Sacred Heart has had the Gamma Knife program for close to a decade, and it is the only facility in the region to house the newest version. Sacred Heart will be one of the first 20 hospitals in the country to house the updated Gamma Knife system.

This updated technology has even better targeting accuracy, a built-in imaging arm and updated software. Patients typically are guided to have 24 hours of downtime after a Gamma Knife procedure but otherwise have a much easier recovery process than patients of traditional brain surgery.



Sacred Heart

**ONLY FACILITY
IN THE REGION**

with newest
Gamma Knife technology
for neurology care



Consumer Experience

CHAPTER 2

Consumer Experience

25 | Elevating the consumer experience by putting the patient at the center of everything we do.

ASCENSION FLORIDA'S CONSUMER EXPERIENCE	26
Consumer voice in decision-making	27
Leveraging expertise from healthcare and beyond	27
PRE-CARE INNOVATIONS	28
Reimagined Ascension website	28
Introducing Ascension One.....	29
Proactive outreach.....	29
WITHIN OUR WALLS — ON-SITE CONSUMER ENHANCEMENTS	30
Our Service Commitments.....	30
A focus on wayfinding	30
Reducing and communicating wait times	30
Language services	31
WHEN YOU LEAVE — POST-CARE ADVANCEMENTS	32
Real-time listening.....	32
The billing experience.....	33

ASCENSION FLORIDA'S CONSUMER EXPERIENCE

Every interaction, across all touchpoints — human, physical and digital — is guided by a deep understanding of consumer behaviors, attitudes and needs.

We understand that healthcare experiences are deeply personal. We are called to care for the whole person and treat each human life that we have the honor to care for with the dignity, grace and compassion they deserve. Driven by this calling, Ascension Florida is reimagining our consumer experience by embracing a comprehensive, proactive and innovative approach. We aim to transform our experience — powered by our exceptional people — by breaking free from the traditional models of “patient experience” and adopting a modernized approach aligned with evolving expectations.



EXPERIENCE
HUMAN | PHYSICAL | DIGITAL

Consumer voice in decision-making

We place our consumers at the center of everything we do. A foundational change in our approach is using consumer feedback to guide how we shape their experience. By adopting best-in-class techniques from leading Fortune 100 companies, we’ve implemented a systematic way to stay connected — daily — to the voices of our patients. We rely on their input to guide decisions, both big and small, ensuring that we deliver enhanced experiences that serve them and eliminate the friction often associated with healthcare in the U.S.

Leveraging expertise from healthcare and beyond

Ascension Florida draws on practices from a range of industries, including hospitality, tech, aviation and consumer products, to reimagine the healthcare experience. We’re blending the expertise of skilled professionals, from both inside and outside healthcare, with input from patients and associates to enhance how we care for consumers.



TESTIMONIAL: Patient
The entire visit from the arrival to departure was excellent. Everyone showed care and compassion during a very vulnerable time for me. Thank you.

SPOTLIGHT: Care team dedicated to LuLu’s path to recovery

Care teams at Sacred Heart Pensacola and Studer Family Children’s were thrilled to welcome Lulu back after a challenging two-week inpatient stay in June 2024.

Lulu, who lost her hand and leg after a shark attack while vacationing with her mother in Walton County, is on her path to recovery. Her journey is a testament to her resilience and the dedication of over 70 care team members.

Since her inpatient stay, Lulu has made remarkable progress. With two new prosthetic limbs, there’s no stopping her: She’s surfing, golfing and back to being a typical teenager.

Pictured: Lulu with Sacred Heart Pensacola and Studer Family Children’s care team



PRE-CARE INNOVATIONS

Ascension Florida is enhancing the pre-care experience with new digital tools and services that make finding and scheduling care easier for patients and their families.

The updated ascension.org website and the new Ascension One app are at the forefront of this effort, providing convenient access to care through user-friendly platforms. Consumers can now easily search for and schedule appointments, view clinician ratings and manage their healthcare needs — all from the convenience of their device.

Reimagined Ascension website

Patients and their families can find and book care with enhanced digital tools and expanded chat support.

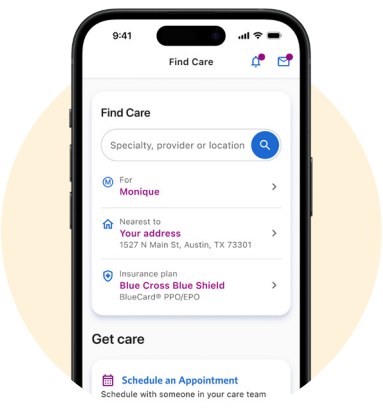
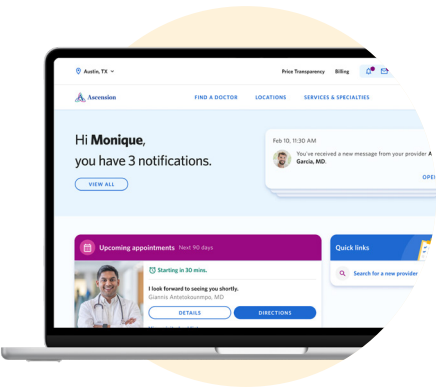
The new Find Care feature on ascension.org, co-created with consumers, clinicians and operators, is available across all Ascension markets. We’ve expanded the range of services patients can schedule directly, added a function to search by type of insurance accepted and given patients the ability to view clinician ratings



Introducing Ascension One

Ascension One is an all-in-one app and online experience designed to help patients efficiently manage their health.

Whether scheduling appointments, viewing medical records or communicating with care teams, the app brings everything together in one place. In a healthcare landscape that’s often fragmented, Ascension One offers a streamlined experience that makes it easier for patients to stay on top of their health.



24/7 call center scheduling support

Ascension is introducing clinics after-hours support in select markets. This service gives patients the flexibility to reach someone regarding their schedule needs at any time, day or night, as well as page on-call providers.

Chat for scheduling

Ascension is making care more convenient by offering a voluntary web-based chat option, a growing preference among patients, which also enhances the scheduling experience for our associates. By offering this highly convenient channel, we ensure patients can reach us whenever they need to.

Proactive outreach

Creating a better consumer experience means more than just delivering exceptional care — it’s about ensuring the proper care happens at the right time. To achieve this, Ascension has introduced voluntary proactive outreach to support patients along their health journey. This outreach uses personalized messages via email and text to gently prompt patients to set follow-up appointments, take their medications, schedule annual wellness visits and complete screenings.



WITHIN OUR WALLS — ON-SITE CONSUMER ENHANCEMENT

We're dedicated to making sure that once patients and their families arrive, their time within our walls is marked by care, comfort and support.

To achieve this, we are focused on creating calming spaces, reducing wait times, making navigating our facilities easier and offering language services to meet the diverse needs of our communities.

Our Service Commitments

We foster a culture of service excellence that is guided by our Service Commitments — a foundational service promise to extend kindness, listen and work together. These commitments are upheld by everyone who interacts with our patients and their loved ones — not just clinical staff.

EXTEND KINDNESS | LISTEN TO UNDERSTAND | SERVE TOGETHER

A focus on wayfinding

We're creating a seamless wayfinding experience that includes intuitive navigation, clear signage and maps, and strategic color coding. To enhance these physical elements, we will provide intuitive digital tools that offer essential information before and during visits. This evolution in wayfinding will benefit patients, their families and our associates alike.

Reducing and communicating wait times

To improve patient satisfaction, we've taken a proactive approach to keeping patients informed and reassured about wait times. Regular updates that keep consumers informed create a calmer, more trusting environment where patients feel valued and respected. Additionally, we enhanced the arrival experience by training associates on the importance of first impressions to ensure patients feel welcomed and reassured from the moment they arrive.



Language services

Acknowledging the critical role language plays in healthcare access, we have significantly expanded our language services. Ascension Florida's interpreters, translators and partners are vital to fulfilling our Mission by ensuring that patients from diverse linguistic backgrounds, and those who are deaf or hard of hearing, receive the care they deserve.

Additionally, Ascension Florida offers guidance and tools for serving individuals who are blind or visually impaired, including information accessibility, staff training and adaptive equipment and technology



SPOTLIGHT: Care team creates store experience for patient in the hospital for 100 days

A care team at Ascension St. Vincent's Clay County worked together to help a patient recover from a 100-day stay at the hospital. With no family in the area, the care team rallied around the patient.

When he expressed a simple wish to go shopping at Walmart, Kaitlyn Vonk, an inpatient occupational therapist, saw an opportunity to help him practice tasks he would encounter in real life. She created a simulated shopping experience within the hospital. She purchased pajamas and everyday items and created a pop-up shop in the gym.

During the therapy session, the patient walked around the "store" picking up items from the cubby holes. Kaitlyn said this exercise was more than just therapy; it was a bridge to his independence. She plans to incorporate similar therapeutic interventions in the future.

Pictured: Ascension St. Vincent's Clay County care team



WHEN YOU LEAVE — POST-CARE ADVANCEMENTS

Exceptional care doesn't end when patients leave our facilities. We are committed to ensuring the post-care phase is just as comprehensive as the care provided on-site.

With real-time Net Promoter Score tracking, patients can provide immediate feedback, allowing us to promptly address concerns, make improvements and acknowledge positive experiences. Our focus on real-time recovery and ongoing communication ensures patients feel valued and supported after their visit.

Real-time listening

We've made real-time Net Promoter Score (NPS) listening and responsive actions a priority across all Ascension Florida care sites to ensure we're continuously improving the consumer experience.

Service recovery

After each visit, patients receive a survey to share feedback on everything from scheduling to discharge. This input is available through an online dashboard, providing associates immediate access to positive feedback and giving leaders actionable insights for recognition, coaching, performance enhancements and quick problem-solving.

Real-time recovery

Real-time NPS provides instant feedback, allowing us to continuously monitor and improve satisfaction. This approach enables quick recovery and immediate adjustments. If a patient submits a survey with an NPS of 6 or below, our platform automatically generates a service ticket with all relevant information and assigns it to the appropriate leader. This system ensures we address concerns promptly, showing our dedication to excellence and building patient loyalty.



↑
**SIGNIFICANT
IMPROVEMENT IN
NET PROMOTER
SCORE**



The billing experience

Ascension Florida is simplifying the billing experience by consolidating charges into a single, easy-to-understand statement to make billing more transparent and reduce stress for patients and their families. Through the Ascension One app or at ascension.org, patients can view their balance, make a payment, check insurance coverage, set up payment plans and access financial assistance.

SPOTLIGHT: Proactive intervention

Ascension Florida pioneered the enterprise's first proactive intervention for clinics and hospital departments needing improvement in their consumer experience. Now an Ascension Standard, this proactive, in-person approach is a proven method to enhance and sustain consumer experience at locations with the most opportunity for improvement.

Each quarter, 10-15 hospital departments or medical group clinics go through in-person, hands-on training where leaders are guided through identifying barriers and opportunities, and mentored through proven tactics and strategies. Leaders attend an interactive report out of their actions and results with senior leaders including our Market CEO.

75% of participating departments see a significant NPS improvement, with sustained gains and lasting results.



Community Impact



CHAPTER 3

Community Impact

35 | Advocating for a compassionate and just society through both our actions and our words.

OUR IMPACT IN THE COMMUNITIES WE SERVE.....	38
At a glance.....	38
ENHANCING ACCESS TO CARE AND SUPPORT	39
Reaching the most vulnerable	39
Access to the right care in the right place.....	39
Care anywhere: Virtual visits.....	39
Addressing our community’s needs	40
ADDRESSING SOCIAL DETERMINANTS OF HEALTH	41
Neighborhood Resource: A tool for community support.....	41
Dispensary of Hope.....	42
Food is medicine	43
Funding essential services.....	44
CARING FOR MOTHERS AND BABIES	46
Providing holistic care for mothers and babies	46
Excellence in maternal care.....	48



Leader letter

My journey to becoming Chief Mission Integration Officer of Ascension Florida began in 1997, as a medical social worker for a Catholic nonprofit health system. It was in that experience that I knew I was being called to do something much bigger than myself: to advocate for those struggling most. Since that time, I have pursued a career in Mission Integration. At Ascension, Mission Integration means committing our healing Ministry to serve all people, with special attention to those who are poor and vulnerable.

Across North Florida, families are facing issues with food insecurity, transportation, housing costs and more. All of these challenges make accessing and affording medical care increasingly difficult. I am humbled by the work of our associates and care teams — not only how we care for people facing these challenges, but more importantly, how we find ways to proactively help them.

I truly believe that all people, regardless of their circumstances, have the right to healthcare, and that is what Ascension offers me the opportunity to do: to care for everyone. Through dynamic partnerships, our Ministry is consistently monitoring our community health needs assessment and local social determinants of health, and establishing creative ways to combat them.

In fact, in FY25, Ascension Florida provided \$148,611,585 in community benefit, including care of individuals living in poverty. The following report is a culmination of how our physicians, caregivers, associates and partners have worked together to uphold the dignity of every person we care for.

By delivering spiritual care that meets the needs of the whole person — body, mind and spirit — our patients see us advocating for them through our actions and our words.



Ann Varner
Chief Mission Integration Officer, Ascension Florida



OUR IMPACT IN THE COMMUNITIES WE SERVE

At a glance


\$148M
IN COMMUNITY
BENEFIT



Ascension Florida payor mix

- 49.21% Medicare
- 8.24% Medicaid
- 33.95% Other commercial/managed care
- 8.6% Self-pay/other

ENHANCING ACCESS TO CARE AND SUPPORT

Reaching the most vulnerable

Access to healthcare and essential services remains a significant challenge for millions across the U.S. Factors such as high costs, lack of insurance coverage, geographic barriers and social determinants of health (SDOH) — like hunger, housing instability and limited access to support — make these challenges even more severe, especially for underserved populations.

Our Mission calls us to serve those most in need, and we continue to act as a trusted partner, working to ensure everyone has access to the care and support they deserve.



Access to the right care in the right place

Emergency Department Concierge Program

The Emergency Department Concierge Program is a partnership with Care Continuity to connect emergency department patients who do not have a provider.

The program is at many Ascension Florida facilities, including Ascension Sacred Heart Pensacola, Ascension Sacred Heart Emerald Coast, Ascension St. Vincent's Clay County, Ascension St. Vincent's Riverside and Ascension St. Vincent's Southside.

Our emergency department care concierge:

- Ensures patients have a personalized care plan in place before they leave the emergency department.
- Takes care of scheduling follow-up care at a time and location that works for the patient.
- Stays connected with patients to make sure they're getting the care they need.

Care anywhere: Virtual visits

To help address barriers for some patients when accessing care, Ascension Medical Group clinics added virtual care options. Patients can visit with their doctor online for minor illnesses and injuries. Appointments can be scheduled online or by phone.



Addressing our community's needs

As a nonprofit health system, Ascension conducts a Community Health Needs Assessment (CHNA) every three years. The latest assessment, which was completed and approved by the Ascension Florida Board of Directors in February 2025, helps us to better understand the health needs and priorities for all people who live and or work in the communities served by Ascension.

As assessment shifts into implementation, each hospital will develop its next plan that describes the actions the hospital will take to address prioritized needs, allocate resources and mobilize hospital programs and community partners to work together. This approach aligns with Ascension's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

Our care transcends the walls of our hospitals as we venture into communities, addressing the challenges faced by those who are most vulnerable and often feel left behind.

Using a standardized screening tool, our providers collected social determinants of health (SDOH) screenings with questions, which are optional for our patients, covering topics such as loneliness, violence, food insecurity, housing, education and financial issues to help inform our targeted responses and solutions.



TESTIMONIAL: Community partner
They are great partners! We hope they will keep these partnerships and continue to build new ones to ensure shared community information.

The insights from the CHNA process help ensure that resources and programs are directed where they are needed most, leading to meaningful and measurable improvements in community health.



ADDRESSING SOCIAL DETERMINANTS OF HEALTH

Advancing health equity begins by listening and understanding the needs of the people and populations we serve. Drawing on best practices from multiple sources, Ascension created a social determinants of health (SDOH) assessment survey designed to uncover the nonclinical factors that can influence health outcomes.

From delivering fresh produce to patients with chronic conditions to providing transportation for expectant mothers and funding essential medical services, Ascension's community initiatives are making a tangible difference in the lives of those most vulnerable. The following program spotlights showcase how these efforts are transforming care and strengthening community partnerships across Florida.

Neighborhood Resource: A tool for community support

Ascension proudly offers Neighborhood Resource, a free and easy-to-use website designed to connect individuals in need with local community social services and resources. Website visitors can find free or reduced-cost healthcare, housing, transportation, job training and more. By simply entering a ZIP code, users can access a comprehensive database of vital services available close to home. Patients can access the platform while in our care — and at any time during pre-and post-care — from any electronic device.



Neighborhood Resource connects individuals in need with local community social services and resources.



Scan the QR code to find a Neighborhood Resource near you.

Dispensary of Hope

The Dispensary of Hope, a national nonprofit and Ascension subsidiary, plays a pivotal role in extending medication access to underserved communities across the U.S.

Supported by donations from pharmaceutical manufacturers, Dispensary of Hope arranges for the distribution of essential medications to safety-net clinics and charitable pharmacies nationwide, helping patients manage chronic conditions and avoid costly emergency care.

Between April 2024 and March 2025, Ascension St. Vincent's Rx pharmacy locations affiliated with Riverside and Southside provided more than 1,586 prescriptions supporting 359 eligible low-income, uninsured patients — ensuring they received the lifesaving medications they needed at no cost.



1,586
PRESCRIPTIONS PROVIDED
Supporting 359
ELIGIBLE LOW-INCOME,
UNINSURED PATIENTS



Food is medicine



Community Outreach

Ascension Sacred Heart Pensacola's Community Outreach team delivers 15-pound produce boxes twice a month to around 70 patients in the area with chronic conditions like heart failure, and who are facing barriers in accessing nutritionally rich food. This is due, in part, to the hospital's partnership with Manna Food Pantries. The Ascension team also assists by checking a patient's blood pressure.



TO IN-NEED SENIORS

Annual Thanksgiving Meals on Wheels

Associates and volunteers from Ascension St. Vincent's prepare hundreds of Thanksgiving meals for local seniors in need. This partnership with Aging True Community Senior Services and ZTrip has provided more than 11,000 meals to at-need seniors across Northeast Florida for more than three decades.

SPOTLIGHT: A calling to care

Kelly Rozier, RN, Community Outreach manager, Ascension Sacred Heart Pensacola: "She connects with patients and listens to understand their situations. She bridges the gaps these patients experience after hospital discharge. Kelly works with many community organizations, including Feeding the Gulf Coast, Her Song, Healthy Start and many others. She has touched the lives of so many patients that they may not be able to formally show or tell her how much they appreciate all of the many things that she has done for them."

Pictured at left: Kelly Rozier, RN, Community Outreach manager, Ascension Sacred Heart Pensacola



Funding essential services

Good Samaritan Fund

Navigating the costs associated with medical care can be overwhelming, especially for those facing serious health challenges. The Good Samaritan Fund bridges the financial gap for patients who require critical support beyond their hospital stay. Established in 1959, this fund assists with essential needs such as transportation, medications, infusions and durable medical equipment. Each year, your generous contributions empower more than 2,400 patients, ensuring they can continue their treatment and healing journey with dignity. By contributing to the Good Samaritan Fund, you are upholding our Mission to serve the most vulnerable and extend the compassion of Christ through action.



Mother Mary Fund

The newly established Mother Mary Fund supported by the Nickelsen Family is a reinvestment in the community, ensuring that those facing hardship receive the support they need. Created from the sale of Miracle Camp at Ascension Sacred Heart, the fund extends beyond hospital walls to provide healthcare-related transportation, prescriptions, medical equipment, respite care, dialysis support and at-home infusions. For patients and families navigating difficult circumstances, the Mother Mary Fund serves as a lifeline, alleviating financial burdens and restoring dignity. Peg Nickelsen and her husband Eric find opportunities “to help people who haven’t been helped before,” pouring time, service and personal finances to uplift those in need, to “make things happen” for the good of the community and to improve the well-being and health of others.



TESTIMONIAL: Peg Nickelsen

Not having resources and support makes you feel alone and less worthy. Our support aims to restore dignity and value to its recipients, showing individuals that someone cares.

Women’s Services Funds

One in eight women will be diagnosed with breast cancer. Early detection and diagnosis saves lives. Costs associated with testing can be a barrier for some women. To help with expenses related to breast cancer screening and diagnoses for uninsured women in need, Ascension Sacred Heart Pensacola, Ascension Sacred Heart Emerald Coast, Ascension Sacred Heart Bay and Ascension Sacred Heart Gulf offer women’s services funds to assist with costs.



St. Andrews Community Medical Center

Ascension Sacred Heart Bay is the largest donor for St. Andrews Community Medical Center, providing nearly \$5,000 per month to help cover advanced registered nurse practitioner (ARNP) services. Without the critical funding from the hospital, the clinic would not be able to operate. The center provides free primary care and medications to uninsured residents of Bay County that are at or below 300% of the federal poverty level. The program also helps to connect patients to other resources such as food, clothing and spiritual care through the St. Andrews Center of Hope.



MyGULFCare

MyGULFCare is a public health program at Ascension Sacred Heart Emerald Coast and Ascension Sacred Heart Gulf. The goal is to provide education and resources to people living with chronic diseases such as heart disease, diabetes and COPD living in Walton, Gulf and Franklin counties. Participants learn to self manage their conditions to improve their health and quality of life. These programs often provide community-based screenings for blood pressure and diabetes at no cost to participants.

SPOTLIGHT: Life-changing support for severe health challenges

A homeless man received life-changing support for severe health challenges after presenting with uncontrolled diabetes and foot infections that required amputating all the toes on one foot. When he was discharged, the MyGULFCare at Sacred Heart Emerald Coast team connected him with community resources that helped him receive a hotel voucher, food and transportation to medical appointments.

Pictured: Sacred Heart Emerald Coast’s MyGULFCare team partners with Caring and Sharing of South Walton to provide monthly health screenings for persons who visit the food bank.



CARING FOR MOTHERS AND BABIES

Providing holistic care for mothers and babies

Ensuring the health and well-being of mothers and babies requires more than just high-quality medical care — it demands a comprehensive, compassionate approach that supports families beyond hospital walls.

From education and essential resources to social support and improved care coordination, these efforts address the broader challenges that can impact maternal and infant health.

By meeting mothers where they are — providing access to vital necessities, transportation and community-based support — Ascension is working to create healthier beginnings for every family, recognizing that quality care extends beyond the delivery room. The following programs and initiatives reflect this commitment to holistic maternal health, ensuring that every mother and baby receives the care, guidance and support needed for a strong, healthy start.



Brighter Beginnings

Faith Community Nursing connects St. Vincent’s with community resources and local church congregations to promote health and wellness. The program and congregation identify the services they need for their members and the services provided evolve based on these conversations.

One of those services is ‘Brighter Beginnings,’ a community outreach program that performs free monthly community education at Edward Waters University, a historically black university, for pregnant or new moms. The program also provides mothers with food boxes and infant supplies for the most at-risk moms.



Postpartum wristband initiative

Sacred Heart’s facilities in Pensacola and Miramar Beach are participating in the state’s first postpartum wristband initiative. The program involves giving a silver rubber wristband to mothers to voluntarily wear for up to a year after their baby is born. This has helped prioritize them as patients and spotlight their medical history when they seek care through EMS, ERs or other medical sites.

Ascension’s national Maternal Social Systems Initiative

The Studer Family Children’s Hospital at Ascension Sacred Heart Pensacola is a local leader in childbirth, delivering 75% of the city’s babies.

Maternal Health Patient Navigation is a patient-centered, relationship-based model of care designed to reduce barriers and improve outcomes for pregnant and postpartum individuals, particularly those with high social vulnerability or complex needs. Patient navigators (social workers, community health workers or nurses, depending on the model) provide individualized support from pregnancy through the postpartum period, ensuring patients receive timely and coordinated care.

This initiative has led to fewer missed appointments, more full-term pregnancies and healthier birth weights across Ascension. Since 2024, the program expanded into Pensacola and Jacksonville, Florida.



Excellence in maternal care

Nationally recognized maternity care

Ascension Sacred Heart Pensacola, Ascension Sacred Heart Emerald Coast and Ascension St. Vincent's Clay County have been nationally recognized for exceptional maternity care, earning spots on two prestigious lists highlighting the best hospitals to have a baby in the U.S. These accolades reflect Ascension Florida's commitment to the health of mothers and babies.



Ascension Sacred Heart
Pensacola



Ascension Sacred Heart
Emerald Coast



Ascension St. Vincent's
Clay County



Newsweek

America's Best Maternity Care Hospitals

Highest distinction (Five Ribbon Level) and the only hospitals in their regions to receive this recognition.

U.S. News & World Report

Best Hospitals for Maternity Care

Only 17 hospitals in Florida received this honor, including all three Ascension facilities. Sacred Heart Emerald Coast also earned the Maternity Care Access Hospital designation for serving underserved communities.

Outstanding neonatology care

Three Ascension Florida hospitals offer neonatal intensive care units to care for babies who need extra medical care after they are born. Ascension has been recognized for our outstanding neonatology care to premature and other ill infants, which is essential since 9%-13% of infants born in the U.S. require neonatal intensive care unit care.

Studer Family Children's Hospital at Sacred Heart Pensacola (Level III NICU)

- Only Level III NICU in the region, caring for over 50 infants at all times.
- Specializes in micro-preemies as small as 12 ounces, born at 22-29 weeks.

St. Vincent's Southside (Level II NICU)

Provides advanced care for premature and critically ill newborns in Jacksonville.

Sacred Heart Emerald Coast (Level II NICU)

- Opened in 2020 with \$2M in community support.
- Became the sole NICU serving Walton and Okaloosa counties after the closure of a neighboring unit.
- Now treating babies born as early as 30 weeks, weighing under 3 pounds.

Maternal levels of care verification

As part of the Florida Perinatal Quality Collaborative's initiatives to reduce maternal mortality and maternal complications, two Ascension Florida hospital birthplaces have gone through The Joint Commission's Maternal Levels of Care Verification program. The verification process includes a comprehensive on-site assessment, evaluation of maternal care capabilities and a policy compliance review.

Sacred Heart Pensacola (Level IV Facility)

- The highest comprehensive level of care for all types of maternal-fetal conditions, including the most complex medical, surgical and obstetrical issues and critically ill pregnant women and fetuses.
- The hospital is now one of only 10 hospitals in Florida and the sole hospital in the region with this level of accreditation.

Sacred Heart Emerald Coast (Level II Facility)

- Meets national guidelines to care for both healthy and high-risk pregnancies.

Ascension St. Vincent's Clay County (Level I Facility)

- Provides basic obstetrical care for healthy pregnancies, following national standards.





Investing in Our Associates

CHAPTER 4

Investing in Our Associates

51 | Embracing a spiritually centered, holistic approach to helping our associates flourish.

OUR COMMITMENT TO INVEST IN OUR ASSOCIATES	54
Employer awards, recognitions and partnerships	54
At a glance	55
ATTRACT AND PREPARE.....	56
In-person orientation	56
Regional Clinical Education Center	57
Behavioral-based interviewing	57
Strategic workforce solutions for hard-to-fill roles	57
APPRECIATE AND INCLUDE	58
Mission-centric ‘give back’ opportunities	58
‘Always On’ program	59
Prioritizing associate well-being	60
Associate recognition	62
TEACH AND GROW	63
Standardized nurse preceptor, includes training	63
New nursing leadership structure	63
Internal mobility and career pathways	64
WORKFORCE DEVELOPMENT	65
Certified Clinical Medical Assistant Program	66
Supporting military service members and veterans	67



Leader letter

As the Chief Operating Officer for Ascension Florida, I've had the privilege of witnessing our talented associates grow, expand their responsibilities and use their skills to take exceptional care of our patients.

Our associates, especially our dedicated physicians, nurses and nursing support staff, are the backbone of our nearly 12,000 member team. At Ascension Florida, we foster a culture that prioritizes respect, continuous learning, open communication and associate well-being.

In our hiring and retention efforts, we focus on every facet of the associate journey — from recruitment and onboarding to helping our associates achieve their career goals. This responsibility is shared across the organization, particularly by our facility leadership. We expect our leaders to be engaged, actively seek feedback, communicate clearly and deliver on their promises. Our annual associate experience survey provides valuable insights into how our initiatives are performing, and we develop action plans to enhance these efforts each year.

Our journey begins with recruiting Mission-driven associates and caregivers, aligning their personal values with our organization's Mission, Vision and Values. We are committed to finding the most talented associates who bring real-world experiences that shape their approach to providing compassionate care. Our team often pairs new associates with seasoned mentors to offer guidance and support, while also identifying individuals who exemplify the professional behaviors and outcomes we aspire to.

Since joining our health system in 2008, I've witnessed numerous changes in healthcare, but one constant remains: A culture of gratitude and investing in our associates leads to a positive patient experience, innovative thinking and increased associate engagement.



Susan Cornejo
Chief Operating Officer, Ascension Florida



OUR COMMITMENT TO
INVEST IN OUR ASSOCIATES

Employer awards, recognitions and partnerships



150+

TOP PLACES TO WORK
IN HEALTHCARE

Becker's Healthcare 2024 list

THE
BEST

Company Compensation
Company Work-Life Balance
CEOs for Women
Career Growth
Human Resources Team

2023 Comparably recognitions
(workplace review platform)

At a glance



4,978

NURSES

975

480

75

NURSING
SUPPORT STAFF

PHYSICIANS

RESIDENT PHYSICIANS
370 residents in all positions



Gold level Military Friendly®
2024, 2023, 2022, 2021. Designation
by Military Friendly Employers

Military Spouse Employment Partner
Since 2022, Ascension is a proud partner of the
U.S. Department of Defense's military spouse
career opportunities initiative

**Military Friendly Top 10
Spouse Employer**
2023, 2022

Military.com Veteran Hiring Pledge
Since 2020



Ascension Florida
employs more than
11,700 associates

ATTRACT AND PREPARE

By engaging associates in cross-functional collaboration with teams across Ascension’s service lines and care settings, we create a collaborative foundation that strengthens their skills, promotes patient-centered care and enables us to meet healthcare’s evolving demands together.

In-person orientation

Ascension Florida is among the first ministries within Ascension to introduce in-person onboarding, providing associates with a strong foundation to navigate their roles, collaborate effectively and deliver exceptional patient care. The pillars of this approach include executive presence at orientation for new hires, new associates meeting with their hiring leader, a facility tour for associates and One Community One Mission that focuses on our Mission, Vision and Values. The program is being implemented throughout Ascension Florida sites of care and includes contracted associates with environmental services, food services and facilities management and safety. It can be customized based on the needs and culture of each individual site.

In-person orientation impact

Ascension Sacred Heart Emerald Coast survey results after in-person orientation. This data was gathered from September 2024 through February 2025.

93.9%

Confident in understanding
of Mission and Values

93.21%

Satisfaction rate
with the program



TESTIMONIAL: Orientation participant
*I think everything was really pleasant and welcoming.
I really believe I’m here for a reason.*

Regional Clinical Education Center

Ascension Sacred Heart Bay offers a 5,515 square-foot Regional Clinical Education Center. Comprehensive education at the center includes rigorous classroom and hands-on experience guided by highly trained, highly experienced faculty nurse educators. It offers two simulation rooms, each equipped with a SimMan® simulation manikin. Adjacent to each simulation room is a video-equipped observation/debrief room. In addition, there are two skill rooms for hands-on training, a lecture hall and a computer lab.

Opened in 2021 with generous support from the St. Joe Community Foundation, the center is also currently serving Gulf Coast State College nursing students while their new lab is under construction.



Behavioral-based interviewing

Ascension Florida has redefined its recruitment process for candidates seeking careers with the health system to ensure that they are aligned with Ascension’s Mission and Values, in addition to having the skills to succeed in the position they are seeking. By incorporating behavioral-based interviewing, the process evaluates how candidates have navigated real-world situations, providing a stronger indicator of future success.

Ascension Florida’s Talent Acquisition and Human Resources work together to provide resources and learning opportunities for hiring leaders across the Ministry, in order to best equip them to find the right people to join their teams. Opportunities for those leaders include lunch and learn sessions and interview guides.

Strategic workforce solutions for hard-to-fill roles

Ascension Florida’s Talent Acquisition and Human Resources works together to help identify the Top 20 hardest-to-fill positions. A multidisciplinary team collaborates to discuss the challenges with recruiting and retaining talent in these areas. This team analyzes barriers to hiring, uncovers insights and develops targeted strategies to attract top talent while strengthening support for existing associates in these critical roles. By taking a proactive, data-driven approach, they ensure that essential positions remain staffed to meet the needs of patients and communities.

APPRECIATE AND INCLUDE

Creating a workplace where every associate feels appreciated and included starts with listening, recognition and a culture of belonging. When team members know their contributions matter, engagement grows, and the care we provide to our communities becomes stronger.

We celebrate achievements, embrace different perspectives and ensure every associate feels supported. Beginning meetings with a prayer or reflection sets a thoughtful tone, offering a moment to pause, focus and connect with the deeper purpose behind our work.

Mission-centric ‘give back’ opportunities

All associates are empowered to give back, volunteer and make a positive impact in their community. This includes associates engagement committees doing annual Christmas gift drives, school supply collection and other activities that benefit the communities we serve.

The community outreach team at Sacred Heart Pensacola enrolls patients in the Food as Medicine Program, a partnership between the hospital and the American Heart Association - Florida, sponsored by the Levin Papantonio Rafferty Law Firm. As a participant in the program, patients receive a 15-pound fresh fruit and vegetable box twice monthly and healthy staple pantry items from the Community Outreach food pantry to help achieve their goals of living healthy.



‘Always On’ program

The Always-On Listening platform is intended for nursing teams to provide feedback in order to get a full picture of their experience and make the adequate adjustments. Nurses’ feedback on the Associate Experience Survey identified the importance of psychological safety and active listening. To better understand the daily challenges nurses face, Pensacola was one of two markets across Ascension to pilot the new feedback platform, which has now expanded across Florida.

Always-On Program pilot in Pensacola

The Always-On Listening pilot launched in the designated nursing unit locations at Sacred Heart Pensacola in early November 2024 and completed January 2025.

63% BARRIERS
RESOLVED

Remaining barriers were either closed with feedback to the submitter or required escalation for further review

91% CLOSED
THE LOOP

Assigned feedback owner acknowledged feedback was received and shared follow-up actions with associate



Prioritizing associate well-being

To deliver great experiences and excellent patient care, we understand the importance of first caring for our associates.

By listening to their needs and providing the resources necessary to help care for themselves and their patients, we ensure they can bring their best selves to work daily. When our associates feel supported — personally and professionally — they are more engaged and motivated, leading to better patient outcomes, improved morale and a stronger, more resilient team. This focus on well-being helps reduce burnout, increase job satisfaction and strengthen long-term retention.



myCare

Associates turn to myCare, Ascension’s internal well-being site, for on-demand access to tools, videos and live support. The platform focuses on six key well-being categories: relational, occupational, financial, mental, spiritual and physical health, helping associates prioritize their overall well-being.

Well-being sessions

Associates can participate in live and recorded educational well-being sessions on topics such as healthy eating, ergonomics, behavior change, stress management, fitness and meditation, designed to instill healthy habits.



Spiritual direction

We provide virtual spiritual care by partnering associates with a licensed spiritual director to address spiritual and emotional needs, offering confidential support to navigate burnout, discern vocations and handle life transitions.

Provider Associate Care Team

The Provider Associate Care Team (PACT) connects associates experiencing distress from work-related events with trained volunteer peer supporters, offering a safe and confidential space to share emotions and concerns.



Health Benefits Subsidy

The Health Benefits Subsidy provides financial waivers to eligible associates, covering costs for medical, pharmacy, dental, vision plans and more, ensuring that care remains affordable and accessible to all, regardless of their financial situation or life circumstances.

Associate recognition

At Ascension Florida, recognizing and celebrating the dedication of our associates is an essential part of fostering a culture of excellence. These awards honor individuals who go above and beyond in providing compassionate care, living our Mission and Values and making a meaningful impact on patients, families and colleagues. From nurses delivering exceptional bedside care to associates demonstrating leadership, teamwork and service, these recognitions highlight the incredible contributions of our team members.



DAISY Award for Nursing Excellence

An international recognition honoring nurses for skillful, compassionate care. Established in memory of J. Patrick Barnes, who passed away from from ITP, an autoimmune disease affecting the blood, in 1999.

BEE Award

Standing for Beyond Exceptional Expectations, the BEE Award is a recognition of excellent patient care for non-nurse associates.

Nightingale Award

Nightingale Award winners are associates recognized for demonstrating a commitment to quality patient care, embodying the spirit of compassion that has been a cornerstone to Ascension Florida. The awards pay tribute to Florence Nightingale, the founder of modern nursing, who integrated clinical expertise, advocacy and patient education into nursing practice.

Great Catch

This recognition goes to associates who identify and prevent potential harms and mistakes before they happen.

Everyday Heroes

The Everyday Hero of Safety program promotes a culture of safety at Ascension Florida. Launched to recognize voluntary reports that lead to safety improvements, the program has recorded hundreds of good catches, preventing potential harm to patients.



TEACH AND GROW

A career at Ascension Florida is more than just a job — it's a gateway to advancement and economic mobility for both current and prospective associates. We strive to be more than an employer; we are a partner in helping associates thrive personally and professionally, guiding them toward success and fulfillment that may have once felt out of reach.

Standardized nurse preceptor, includes training

Ascension Florida launched a comprehensive preceptor training program to better equip experienced nurses to mentor and onboard new graduates. The initiative enhances clinical training and mentorship, addressing gaps from the pandemic era. Since its launch, more nurses have stepped into preceptor roles with greater confidence, strengthening retention efforts. By investing in structured training and a culture of mentorship, Ascension Florida is building a more resilient nursing workforce and improving the care experience.

New nursing leadership structure

Ascension Florida recently established an evidence-based nursing leadership structure to provide resources and role clarity while reducing the administrative workload burden. This continued investment in the future helps us focus on creating an environment for nurses and nurse leaders to flourish in their work while delivering safe, compassionate quality care.

SPOTLIGHT: DAISY Lifetime Achievement Award

Sheila Tison, RN, BSN, at Ascension Sacred Heart Bay earned the prestigious DAISY Lifetime Achievement Award. Sheila has been a nurse at Sacred Heart Bay for 45 years and serves as the Director of Medical Surgical Nursing.

Pictured: Robin Godwin, President and CEO of Sacred Heart Bay, Sheila Tison, RN, BSN, DAISY Lifetime Achievement honoree and B.J. Fontaine, Chief Nursing Officer of Sacred Heart Emerald Coast





WORKFORCE DEVELOPMENT

The healthcare landscape is constantly evolving, driven by advancements in technology, shifts in patient demographics and new care models. As a result, Ascension Florida is continuously assessing both current and future workforce needs and addressing potential gaps. This proactive approach allows us to adapt to emerging trends, such as the increasing demand for specialized care, the integration of digital health tools and the need for culturally competent care.

Our workforce development efforts are essential to meeting the healthcare demands of our communities.

One of the ways we do this is by building strong relationships with students through academic affiliation agreements across all our markets. We are implementing intentional, focused efforts to prepare future healthcare professionals and build a workforce that mirrors the diversity of our communities. This inclusive approach brings diverse perspectives to patient care, ultimately enhancing the quality of interactions and outcomes for those we serve.

University and high school partnerships

Our workforce development managers are placed in each of our markets to identify and address the talent needs through targeted programs. These managers, as well as local leadership, build community partnerships with high schools, technical colleges and universities. Through these partnerships, students receive hands-on training and connect with our associates to learn and grow. These programs also provide vital care in the communities we serve through residency programs. The ultimate goal is for Ascension Florida hospitals to help grow and retain the healthcare leaders of tomorrow to better serve our patients.

Internal mobility and career pathways

We want to ensure our associates have a clear understanding of the many possibilities within their career journeys. More importantly, we aim to equip them with the knowledge to confidently map those journeys, making the pathways to education and economic success more accessible.

To simplify career planning, Ascension conducted an in-depth assessment of workforce development programs, identifying approximately 100 career paths for internal associates. These structured pathways offer clear opportunities for advancement in both clinical and non-clinical roles. A newly developed visual mapping tool outlines career progression routes, role overviews, key responsibilities and required credentials. It also highlights transferable skills and areas for further development, making career growth more accessible and transparent.

CAREER PATHS OVERVIEW

We identified 100+ career paths for our associates:

Clinical career paths: Nursing, pharmacy services, patient care, clinical support and administrative services.

Non-clinical career paths: Business operations, finance, HR, IT, marketing, supply chain, risk, quality and community services.

SPOTLIGHT: Building tomorrow's healthcare leaders

Leaders at all four of St. Vincent's hospitals work with area high schools to encourage students to learn about careers in healthcare. St. Vincent's Riverside and Duval County Public Schools worked together on a program for students to spend time in the hospital to earn their certified nursing assistant (CNA) license. All of the hospitals have welcomed students for various career days and tours to learn more about the industry.

Pictured: St. Vincent's Riverside and Duval County Public School students.





University of West Florida (UWF)

Ascension Sacred Heart Pensacola and the University of West Florida have invested in a firm healthcare education partnership. Sacred Heart Pensacola and UWF launched a state-of-the-art, 6,000-square-foot simulation center for UWF students completing their Bachelor of Science in Nursing degrees on the hospital's campus. The institutions also offer a cohort of UWF upper-level Bachelor of Science in Nursing students to complete the final three semesters of their clinical and classroom time on Sacred Heart Pensacola's campus.

Jacksonville University

Ascension St. Vincent's is dedicated to enhancing the education of future healthcare leaders across Northeast Florida. The health system launched a 16-month Accelerated Bachelor of Science in Nursing with Jacksonville University, where students will learn in state-of-the-art simulation space on the university's campus and at all four St. Vincent's hospitals. In 2024, St. Vincent's also invested \$160,000 to fund scholarships for the program and dedicated \$250,000 to developing simulation space on Jacksonville University's campus.

Certified Clinical Medical Assistant Program

Many Ascension Florida hospitals partner with programs like Goodwill that provide certified nursing assistant (CNA) training, providing a pipeline for skilled healthcare workers. Through initiatives like the Certified Clinical Medical Assistant (CCMA) program, associates receive support for books, training and certification costs.

Career advisers help participants explore further education, with many advancing into roles as physical therapists, radiology technicians or nurses through tuition reimbursement. These associates are then hired into key positions and serve as ambassadors to inspire future students pursuing healthcare careers.

Supporting military service members and veterans

Service members and their families bring invaluable skills, adaptability and dedication to healthcare careers. Their flexibility, resiliency and passion for service easily translate to our Mission-driven teams. We help develop career paths for active duty, reservists, veterans and military spouses.

In 2021, Ascension Florida became the first healthcare organization approved as a training site for the U.S. Department of Defense's SkillBridge program. The program provides all U.S. Service members with the opportunity to gain valuable experience in the civilian workforce through specific industry training, apprenticeships or internships during the last 180 days of service.



FIRST HEALTHCARE ORGANIZATION APPROVED

Training site for the U.S. Department of Defense's SkillBridge program

SPOTLIGHT: New program helps veterans serve at Ascension Florida

Trent Harmon, an associate manager of Integration at The Resource Group, made his mark as the first intern at Ascension Sacred Heart Pensacola. His journey is a testament to the success of the SkillBridge program. At the time, he was conducting a six-month internship in Administration while completing his master's in business administration in healthcare administration at the University of West Florida.

Pictured: Trent Harmon, Associate Integration Manager of Sacred Heart Pensacola and SkillBridge program participant



REFERENCES

Pineda, R., Kati Knudsen, Breault, C. C., Rogers, E. E., Mack, W. J., & Fernandez-Fernandez, A. (2023). NICUs in the US: levels of acuity, number of beds, and relationships to population factors. *Journal of Perinatology*, 43(6), 796-805. <https://doi.org/10.1038/ s41372-023-01693-6>

Ascension Florida’s Ministry in Action Report for FY25 demonstrates our commitment to community health and lasting social impact.

Data for this report was gathered from diverse sources, including patient services, financial assistance and community benefit initiatives conducted from July 1, 2023, to June 30, 2025.

The report highlights critical data metrics. In some cases the data is calculated by a third party and/or includes reasonable estimates. We remain committed to continually refining our approach to enhance our data collection and reporting practices so that we can ensure that our Mission, to foster health equity and improve the well-being of our communities, is both resilient and impactful.



Ascension

ascension.org

Ascension Florida

© Ascension 2026. All images, photos, text and other materials are subject to copyrights owned by Ascension, or other individuals or entities which are used with their permission, and are protected by United States copyright laws. Any reproduction, retransmission, distribution or republication of all or part of any images, photos, text, and other materials is expressly prohibited without the express written approval and under the approved format of Ascension. 639330