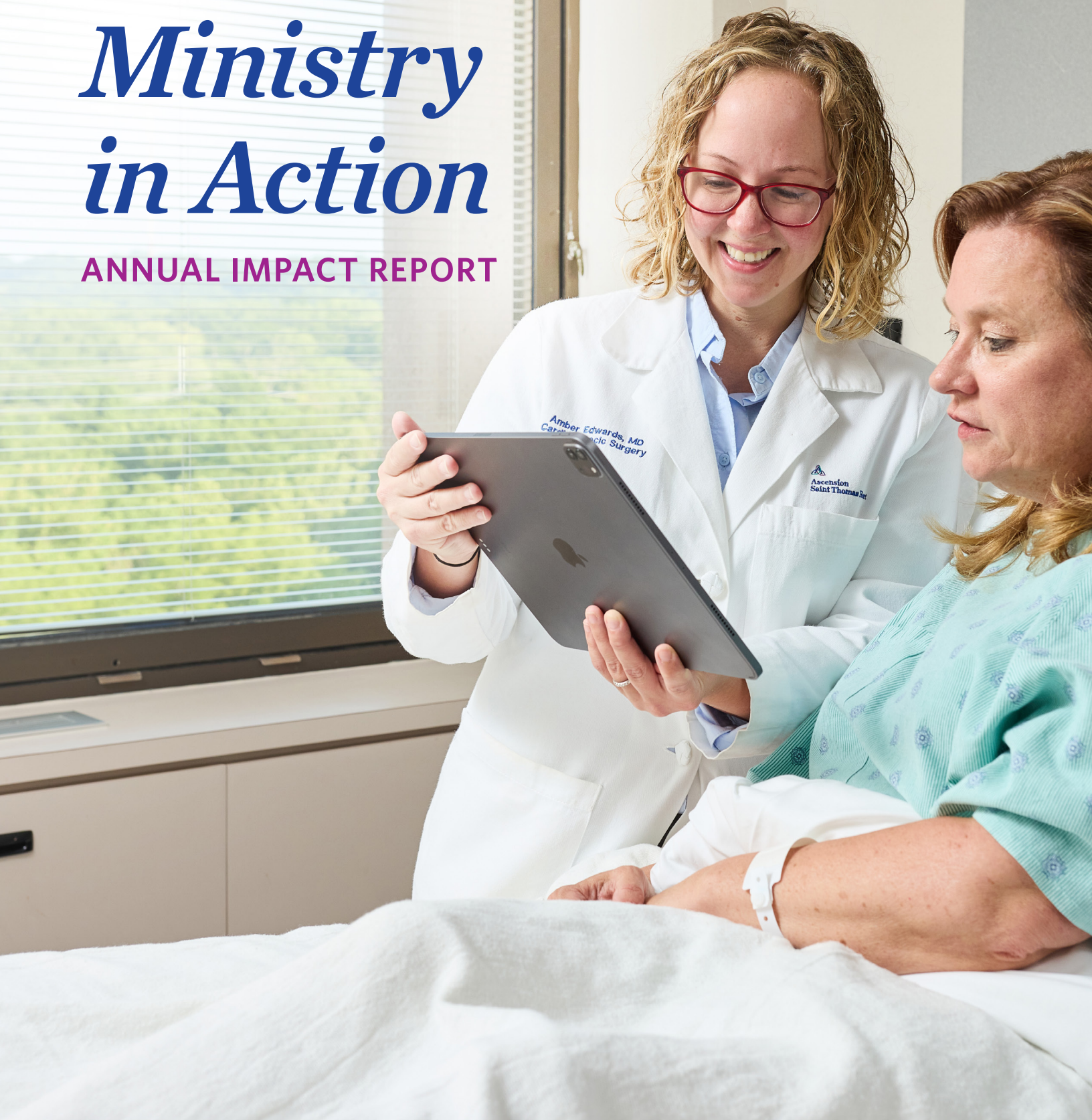


# *Ministry in Action*

ANNUAL IMPACT REPORT



Ascension Saint Thomas

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

It is my privilege to share this year's Ministry in Action report — a reflection of our unwavering commitment to delivering compassionate, high-quality care to the communities we serve. At Ascension Saint Thomas, our Mission is more than words on a page; it is a lived experience, guiding every decision we make and every life we touch.

**This past year has been one of remarkable growth and innovation. We have expanded access to care, advanced groundbreaking medical treatments and strengthened our role as a leader in healthcare excellence. From pioneering cardiac procedures to investing in women's health, and providing lifesaving cancer treatments to improving consumer experiences, we remain steadfast in our dedication to whole-person care.**

Our commitment to serving the most vulnerable remains at the heart of our work. In FY25, we contributed \$169 million in community benefit, ensuring that financial barriers never stand in the way of lifesaving care. Through partnerships, outreach and our dedicated associates, we are addressing health disparities, supporting mental wellness and advocating for a more just and compassionate society.

None of this would be possible without the tireless dedication of our nurses, physicians and support teams. Their compassion, expertise and resilience are the foundation of our Mission. To our teams, and to you — our patients, families and community partners — I extend my deepest gratitude.

**As we look to the future, we remain committed to innovation, excellence and service. With God, and each other, nothing shall be impossible.**



**Fahad Tahir**  
*President and Chief Executive Officer,  
Ascension Saint Thomas*



# Ministry in Action

## ANNUAL IMPACT REPORT

### About Ascension Saint Thomas

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

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



### Community Impact

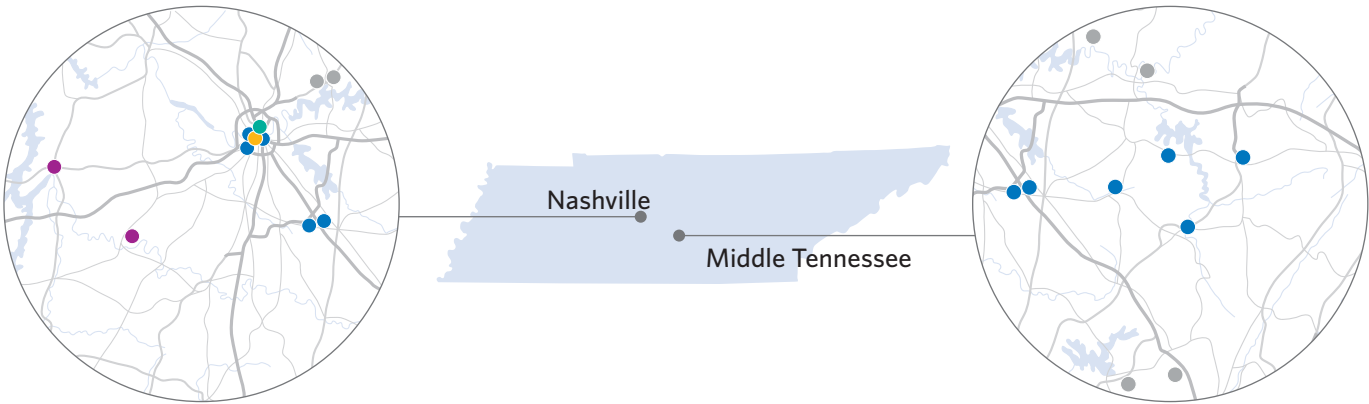
33 | Advocating for a compassionate and just society through both our actions and our words.



### Investing in Our Associates

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

# TOGETHER, WE ARE ASCENSION SAINT THOMAS



### Acute Care

**Ascension Saint Thomas Hospital  
for Specialty Surgery**

2011 Murphy Ave., #400  
Nashville, TN 37203

**Ascension Saint Thomas River Park**

1559 Sparta St.  
McMinnville, TN 37110

**Ascension Saint Thomas Rutherford**

1700 Medical Center Parkway  
Murfreesboro, TN 37129

**Ascension Saint Thomas  
Rutherford Westlawn**

5127 Veterans Parkway  
Murfreesboro, TN 37128

**Ascension Saint Thomas  
Hospital Midtown**

2000 Church St.  
Nashville, TN 37203

**Ascension Saint Thomas  
Hospital West**

4220 Harding Pike  
Nashville, TN 37205

**Ascension Saint Thomas DeKalb**

520 W. Main St.  
Smithville, TN 37166

**Ascension Saint Thomas Highlands**

401 Sewell Drive  
Sparta, TN 38583

**Ascension Saint Thomas  
Stones River**

324 Doolittle Road  
Woodbury, TN 37190

### Behavioral Health Hospital

**Ascension Saint Thomas  
Behavioral Health Hospital**

300 Great Circle Road  
Nashville, TN 37228

### Rehabilitation Hospital

**Ascension Saint Thomas  
Rehabilitation Hospital**

310 21st Ave. N.  
Nashville, TN 37203

### Critical Access Hospitals

**Ascension Saint Thomas Hickman**

135 E. Swan St.  
Centerville, TN 37033

**Ascension Saint Thomas  
Three Rivers**

451 TN-13, Waverly  
TN 37185

### Joint Ventures

**Highpoint Health - Sumner  
with Ascension Saint Thomas**

555 Hartsville Pike  
Gallatin, TN 37066

**Highpoint Health - Riverview  
with Ascension Saint Thomas**

158 Hospital Drive  
Carthage, TN 37030

**Highpoint Health - Trousdale  
with Ascension Saint Thomas**

500 Church St.  
Hartsville, TN 37074

**Highpoint Health - Winchester  
with Ascension Saint Thomas**

185 Hospital Road  
Winchester, TN 37398

**Highpoint Health - Sewanee  
with Ascension Saint Thomas**

1260 University Ave.  
Sewanee, TN 37375

**Highpoint Health - Sumner Station  
with Ascension Saint Thomas**

225 Big Station Camp Blvd.  
Gallatin, TN 37066

## 2025 At a glance



723K

DOCTOR OFFICE  
AND CLINIC VISITS



459K

UNIQUE LIVES  
SERVED



10K+

BIRTHS



251K EMERGENCY ROOM VISITS

## A TRADITION OF MEDICAL FIRSTS IN MIDDLE TENNESSEE

Throughout our history, Ascension Saint Thomas has led the way in advancing medical care, achieving milestones that have transformed healthcare in Middle Tennessee.

### Some of our historic firsts include:

- First open-heart surgery
- First heart transplant and female heart transplant
- First institute for specialized joint replacement surgery
- First outpatient surgery
- First urological institute and lithotripsy in the Southeast
- First sports medicine institute
- First birthing center and progressively incorporating midwives into women's care
- First Hospital at Home
- First total artificial heart replacement





# A LASTING LEGACY

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

1898

“Saint Thomas Sanitarium”  
Six Daughters of Charity move into the Dickinson Mansion on Church Street. Saint Thomas Hospital opens on Easter Monday 1898

1948

Baptist purchase of Protestant Hospital

1960

Saint Thomas first to fully integrate

1967

First open-heart surgery in Tennessee

2010

New facility for Saint Thomas Rutherford

2015

Acquisition of four regional hospitals

2018

Opening of nine new Saint Thomas Medical Partners Care Centers

2020

Behavioral Health Hospital opens

Saint Thomas Midtown Women’s Hospital opens with an obstetrics emergency department and surgery center

2025

Ascension Saint Thomas and Highpoint Health add Winchester and Sewanee hospitals to partnership of care



1902

Saint Thomas Hospital built

1917

Saint Thomas Hospital expansion built

1919

Protestant Hospital opens doors: Rapid expansion to a full city block of healthcare

1974

Relocation to Harding Road

1984

First heart transplant in Tennessee

1986

Saint Thomas and Baptist jointly acquire Middle Tennessee Medical Center

1999

Daughters of Charity co-found Ascension

2001

Ascension Board votes to acquire Baptist Hospital and affiliates

2022

Rehabilitation Hospital opens

Acquisition of Three Rivers Hospital

Midtown Surgery & Critical Tower: Spine Institute opens

2023

Ascension Saint Thomas Westlawn Hospital opens — First neighborhood hospital in Tennessee

Saint Thomas Midtown’s Women’s Hospital Pavilion opens

Ascension Saint Thomas and Highpoint Health enter into a joint venture partnership, adding three acute care hospitals and 15 additional sites of care

**Highpoint Health**

with  Ascension Saint Thomas



A healthcare worker in black scrubs is assisting an elderly man with a cane on a staircase. The man is wearing a blue t-shirt and dark shorts. The healthcare worker has her hand on his shoulder and is holding the cane for him. The background shows a modern staircase with wooden railings.

# 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.

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# OUR COMMITMENT TO SAFE AND QUALITY CARE

At Ascension Saint Thomas, quality and safety are not just priorities — they are our promise. Every patient who walks through our doors deserves the highest standard of care, delivered with precision, compassion and a deep sense of responsibility. Our approach to quality and safety is rooted in whole-person care. We believe that delivering exceptional clinical outcomes goes hand-in-hand with addressing the holistic needs of our patients — mind, body and spirit. No individual should be left behind in receiving the best possible care, regardless of background or circumstance. These are not just statistics; they are stories of lives changed and saved. Our hospitals rank among the top in the nation for safety and quality, earning prestigious accolades that highlight our unwavering commitment to excellence.

By ensuring that those without financial means have access to safe, high-quality treatment, we are meeting a critical need in our communities — one that reaffirms our Mission to serve all, especially the most vulnerable.

## Awards



### TENNESSEE HOSPITAL ASSOCIATION'S ZERO HARM AWARD

- Ascension Saint Thomas Highlands Hospital
  - Ascension Saint Thomas Hospital Midtown
  - Ascension Saint Thomas Hospital West
  - Ascension Saint Thomas River Park Hospital
  - Ascension Saint Thomas Rutherford Hospital
  - Ascension Saint Thomas Three Rivers Hospital
- Recognized for excellence in preventing hospital-acquired conditions and ensuring patient safety

LEAPFROG GROUP  
SAFETY RATING

A

Ascension Saint Thomas  
River Park Hospital



## NATIONAL MEDIA RECOGNITION

- Newsweek  
2025 World's Best Hospitals  
Ascension Saint Thomas Hospital
- U.S. News & World Report  
Top 11% nationwide  
High performing in heart attack, aortic valve surgery, heart bypass surgery, heart failure, transcatheter aortic valve replacement, hip replacement, colon cancer surgery, maternity care and stroke care
- 2025 Best Hospitals for Maternity Care  
Ascension Saint Thomas Hospital Midtown  
Ascension Saint Thomas Rutherford Hospital

# EXPANDING ACCESS TO CARE

## Driving growth to meet evolving needs

At Ascension Saint Thomas, we are dedicated to expanding access to high-quality, innovative care — ensuring that every patient, no matter where they live, receives the best possible treatment close to home.

With a focus on enhancing maternal and neonatal care, advancing cardiac services, innovating emergency and specialty care and expanding surgical capabilities, we are investing in strategic growth initiatives that meet the ever-changing healthcare needs of our communities.



### Enhancing maternal and neonatal care

- Expanded the Lee and Susan Moss Family Neonatal Intensive Care Unit (NICU) at Ascension Saint Thomas Rutherford Hospital
- Expanding the Labor and Delivery Unit at Ascension Saint Thomas Rutherford Hospital

### Advancing cardiac care

- Launched a dedicated Women's Heart Program at Ascension Saint Thomas
- Expanding Ascension Saint Thomas Westlawn Hospital's cardiac program and developing a Structural Heart program
- Opened Ascension Saint Thomas Heart in Bowling Green with heart failure and electrophysiology services
- Launched new cardiac clinic at Maury Regional Medical Center
- Added advanced cardiac equipment to the Ascension Saint Thomas Hospital West emergency department



### Innovating emergency and specialty care

- Expanded critical care unit and ambulance bay at Ascension Saint Thomas Rutherford Hospital
- Enhanced Ascension Saint Thomas Hospital West emergency department, adding beds and obtaining geriatric certification
- Began intensive care unit and emergency department expansions at Ascension Saint Thomas River Park Hospital
- Established a swing bed unit and outpatient rehab facility at Ascension Saint Thomas Hickman Hospital

### Expanding surgical and specialty services

- Launched a new orthopedic surgery center in Murfreesboro
- Introduced robotic-assisted surgical technology across hospitals

### Bringing easily accessible healthcare to communities

- Opened new primary and urgent care sites across Middle Tennessee
- Opened Ascension Saint Thomas Medical Partners Premier Medicine clinic at Nashville Yards in 2025





# ADVANCING HEART CARE

## Innovation, access and excellence

Cardiac care at Ascension Saint Thomas continues to set the standard for excellence. With state-of-the-art technology, leading-edge treatments and a commitment to patient-centered care, we are delivering outcomes that surpass national benchmarks.

### Prestigious awards and recognitions

- Largest cardiac robotic program in the country
- STS/TVT 3-star rating for TAVR, CABG and CAB+AVR
- 2024 Mitral Valve Repair Reference Center Award
- 2024 Money’s Best Hospitals for Cardiac Care
- High performance in all cardiac categories by USNWR

### Quality achievements


- American Heart Association’s Get With The Guidelines® - AFib GOLD Achievement Award
- HCMA Center of Excellence
- Joint Commission Certification in VAD
- Joint Commission Chest Pain Program Certification at multiple locations (West, Midtown, Rutherford, River Park)
- CMS data: Among the lowest 30-day mortality rates for coronary artery bypass graft (CABG) patients

## Transforming cardiovascular care

Our journey in cardiology care at Ascension Saint Thomas has been marked by significant achievements and strides in patient outcomes and operational efficiency.

**Across our extensive cardiology footprint, we have surpassed national benchmarks in key metrics, demonstrating our commitment to delivering exceptional care to every patient.**

Our cardiac patients are less likely to suffer complications or death, leave the hospital post-procedure sooner — ensuring a speedy recovery and a return home to their families — and are less likely to be readmitted, allowing them to move on with their lives, compared to national targets.

  
**3.5K+**  
CARDIAC SURGERIES  
PERFORMED  
SINCE 2024

## Specialized care for women

**Heart disease remains the leading cause of death among women, yet symptoms often go undiagnosed or overlooked.**

To address this critical issue, Ascension Saint Thomas Heart launched the Women’s Heart Program — one of the first of its kind in Middle Tennessee.

- Focused on early detection, prevention and tailored treatment
- Multi-disciplinary team approach to improve diagnosis and outcomes
- Closing critical gaps in women’s cardiovascular health

### Innovating maternal health: Blood pressure monitoring program

Ascension Saint Thomas Medical Partners UT OBGYN has partnered with The American Heart Association to launch a pioneering initiative that equips expectant mothers with at-home blood pressure kits alongside comprehensive educational resources. This program ensures that pregnant women have easy access to essential educational materials, blood pressure cuffs and personalized guidance for monitoring their health metrics.

Medical experts highlight that women experiencing high blood pressure during pregnancy are at increased risk of cardiovascular events in the subsequent decade. Conditions such as pre-eclampsia, gestational hypertension, preterm birth, stillbirth and fetal growth restriction are among the potential outcomes associated with elevated blood pressure during pregnancy.

**Every innovation, expansion and investment is driven by our commitment to saving lives and improving heart health. Through cutting-edge technology, nationally recognized expertise and compassionate care, Ascension Saint Thomas Heart continues to lead the way in cardiovascular excellence.**



# ELEVATING WOMEN'S HEALTH

## Excellence, innovation and compassionate care

Ascension Saint Thomas is proud to be the leading choice for maternity and women’s health services in Middle Tennessee, where 1 in 3 babies is born at one of our hospitals. We are committed to providing exceptional, compassionate care at every stage of a woman’s life — whether she is preparing for motherhood, seeking advanced gynecological care or managing complex health conditions.

- U.S. News & World Report
- 2025 High Performing in Maternity Care
- Blue Cross Blue Shield
- Blue Distinction Centers + for Maternity Care
- Cribs for Kids®
- Gold level certified National Safe Sleep Hospital

- Nashville Scene
- 2024 Best Place to Have a Baby (Midtown)
- Rutherford Parents Magazine
- 2024 Best Place to Have a Baby (Rutherford)
- Tennessean Community’s Choice Awards
- 2024 Top Women’s Health Services Provider (Midtown)

## Unparalleled care for mothers and babies

From life’s first moments to the most delicate challenges, Ascension Saint Thomas remains steadfast in its Mission to provide women with the best possible care. Through compassionate maternity services, advanced technology and nationally recognized expertise, we continue to set the standard for excellence in women’s health.

Our maternity services combine clinical excellence with a personalized approach, ensuring the best possible experience for mothers and their babies.

**Our maternity services include:**

- Comprehensive OB-GYN care with 24/7 obstetrics emergency coverage
- Advanced Neonatal Intensive Care Unit (NICU) facilities
  - Level III NICU at Midtown and Level II NICU at Rutherford
- Support programs like childbirth classes, breastfeeding consultations and postpartum care
- Comfortable labor, delivery and recovery suites for families



## Bringing families closer to their newborns

For parents with babies in the NICU, separation can be difficult. To strengthen the bond between families and their newborns, Ascension Saint Thomas Rutherford Hospital launched a secure, livestream camera system in the NICU.

The video cameras provide secure, livestream video access to a baby’s progress from the comfort of any device — whether it’s a phone, tablet or computer. The camera, which is positioned at the bedside, captures real-time footage of the baby’s movements, allowing parents to feel more connected with their child as they watch them grow and develop.

This innovative service was made possible by the generous support of the Rutherford Foundation, which successfully led a fundraising effort to bring this advanced visual technology to Ascension Saint Thomas Rutherford Hospital’s NICU.



## SPOTLIGHT: Honoring every life with compassion

At Ascension Saint Thomas, our commitment to holistic, spiritual care extends to families experiencing pregnancy loss. During Pregnancy Loss Awareness Month in October, Ascension Saint Thomas Midtown Chaplain Chelsey Hedglin and the Diocese of Nashville coordinated a blessing for the newly installed monument at Calvary Cemetery in Nashville. Named for St. Gianna Molla, patroness of the unborn, the monument and the burials that will take place at the site demonstrate Ascension Saint Thomas’ spiritual care department’s commitment to honoring human dignity at the beginning of life. Approximately 80 families each year experience a fetal loss at our Midtown hospital, and Chelsey is the specialist chaplain who provides emotional and spiritual support to mothers, their families and the clinical associates that care for them.

*Pictured: Chaplain Chelsey Hedglin shares a ministry impact statement at the blessing for the St. Gianna Molla monument.*





# CANCER CARE

## Recognizing excellence in oncology care

At Ascension Saint Thomas, we are committed to providing comprehensive, compassionate cancer care that goes beyond treatment. From early detection and advanced therapies to survivorship support, we walk alongside patients at every step of their journey.

### Breast cancer care

American College of Radiology  
Breast Imaging Center of Excellence

American College of Surgeons  
National Accreditation Program  
for Breast Centers (NAPBC)

### Thoracic oncology excellence

GO2 Foundation for Lung Cancer  
Screening Center of Excellence & Care  
Continuum Center of Excellence

STS General Thoracic Surgery Database  
Recognized for thoracic surgery quality

### Comprehensive cancer accreditation

Commission on Cancer Accredited  
Integrated Network Cancer Program

*Includes Ascension Saint Thomas Hospital Midtown,  
Ascension Saint Thomas Rutherford and Ascension  
Saint Thomas Hospital West*

### Surgical oncology accreditation

American College of Surgeons  
National Accreditation Program  
for Rectal Cancer (NAPRC)



BREAST CANCER  
PATIENTS  
DIAGNOSED AND  
TREATED ANNUALLY



## Compassionate, personalized cancer care

**Our cancer care team provides multidisciplinary, patient-centered treatment that integrates the latest advancements in oncology.**

- Expert-led, team-based approach
- Advanced diagnostics and imaging for early detection
- Minimally invasive and robotic-assisted surgery
- Cutting-edge radiation therapy and targeted treatments
- Holistic support services including nutrition, mental health and survivorship care

### Tennessee Oncology and Ascension Saint Thomas launch community-based blood cancer treatment program

Tennessee Oncology and Ascension Saint Thomas have expanded their partnership to launch a new community-based oncology program that brings advanced CAR-T cell therapy to more patients across Middle Tennessee. This cutting-edge treatment, which modifies a patient's own immune cells to target and kill cancer, is now available through a coordinated care model between Tennessee Oncology and Ascension Saint Thomas. The initiative, which began in August 2024, aims to improve access to potentially lifesaving therapies for patients with aggressive or relapsed blood cancers.

### SPOTLIGHT: Groundbreaking innovation in cancer treatment

Dr. John Lazar, chief of thoracic surgery at Ascension Saint Thomas Hospital, is using a groundbreaking technique to help detect lung cancer during surgery. He is the first surgeon in Middle Tennessee to use CYTALUX, a fluorescent drug that causes cancer cells to glow under a special near-infrared camera. This makes it easier for surgeons to spot lesions that might otherwise be difficult to detect.

Every day, our oncology teams are changing lives and advancing cancer care through innovation, expertise and Mission-driven service. Whether through lifesaving early detection, cutting-edge treatments or compassionate support, we remain committed to delivering the highest quality care with dignity and respect.

*Pictured: John F. Lazar, MD, Thoracic Surgery*



# ADVANCING ORTHOPEDIC AND NEUROLOGICAL CARE

At Ascension Saint Thomas, we are leading the way in orthopedic and neurological care through innovative treatments, advanced surgical techniques and a commitment to restoring mobility, strength and quality of life. By prioritizing advancements in same-day surgeries, innovation through research and utilizing patient-reported outcomes to constantly adjust and improve, we are meeting our patients’ immediate health needs and supporting their long-term well-being.

As pioneers in joint replacement, spine surgery and stroke care, we continue to set new standards for excellence in Middle Tennessee and beyond.

## JOINT REPLACEMENT AND ORTHOPEDIC SURGERY DISTINCTIONS

- Blue Distinction Center
- Total Hip & Knee Arthroplasty
- Ascension Saint Thomas Hospital Midtown
- Ascension Saint Thomas Hospital West
- Ascension Saint Thomas Rutherford Hospital
- Joint Commission Disease-Specific Certification
- Total Hip & Knee Arthroplasty
- Ascension Saint Thomas Hospital Midtown
- Ascension Saint Thomas Hospital West
- Ascension Saint Thomas Rutherford Hospital
- Hip Fracture
- Ascension Saint Thomas Hospital West
- Spine Surgery Excellence
- Specialty Surgery
- Ascension Saint Thomas Hospital



TOP 5%  
IN THE U.S. FOR  
SPINE SURGERY

Ascension Saint Thomas Hospital  
recognized in specialty surgery  
for 13 consecutive years

The only hospital in Tennessee  
with this designation

## Specialty surgery

Ascension Saint Thomas Hospital for Specialty Surgery is the only hospital in Tennessee dedicated to spinal and joint replacement surgery. The hospital performs more than 4,000 surgeries each year.

The Spine Institute at Ascension Saint Thomas Hospital Midtown is the newest institute dedicated to spine care in Middle Tennessee. It’s the first hospital to earn the Joint Commission Seal of Approval for Total Hip and Knee Replacement.



## Leading in stroke and neurological care

At Ascension Saint Thomas, we are transforming neurological care by combining rapid stroke response, cutting-edge technology and advanced surgical techniques to improve patient outcomes. Our ability to swiftly coordinate transfers ensures that stroke patients receive timely access to critical interventions, such as thrombectomy procedures, which are essential for improving outcomes by swiftly removing blood clots from the brain’s arteries. By focusing on accessibility, speed and excellence in neuroscience healthcare, Ascension continues to set benchmarks in stroke care, ensuring that patients receive the best possible outcomes through proactive and coordinated treatment efforts.

## NATIONALLY RECOGNIZED STROKE CARE

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>American Heart Association’s Gold Plus<br/>Get With The Guidelines®</li><li>Stroke Quality Achievement Award</li><li>Ascension Saint Thomas Hospital Midtown</li><li>Ascension Saint Thomas Hospital West</li><li>Ascension Saint Thomas Rutherford Hospital</li><li>Joint Commission Certified Stroke Centers</li><li>Comprehensive Stroke Center</li><li>Ascension Saint Thomas Hospital West</li><li>Advanced Primary Stroke Center</li><li>Ascension Saint Thomas Hospital Midtown</li></ul> | <ul style="list-style-type: none"><li>2024 Target: Stroke Elite Honor Roll &amp;<br/>Type 2 Diabetes Honor Roll</li><li>Stroke Quality Achievement Award</li><li>Ascension Saint Thomas Hospital Midtown</li><li>Ascension Saint Thomas Rutherford Hospital</li><li>2024 Target: Stroke Elite Plus &amp;<br/>Advanced Therapy Honor Roll</li><li>Stroke Quality Achievement Award</li><li>Ascension Saint Thomas Hospital West</li></ul> |
|--|--|



# Consumer Experience



## CHAPTER 2

### Consumer Experience

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# ASCENSION SAINT THOMAS' CONSUMER EXPERIENCE

## Making every interaction count

**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 Saint Thomas 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 Saint Thomas draws on practices from a range of industries, including hospitality, tech, aviation and consumer products to guide how we 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.

# PRE-CARE INNOVATIONS

**Ascension Saint Thomas 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

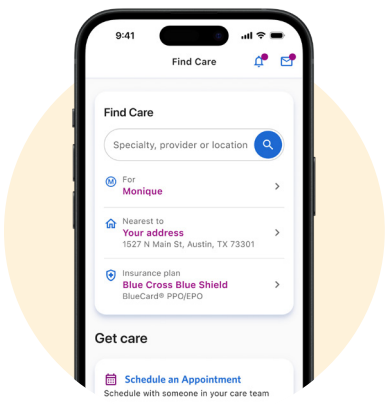
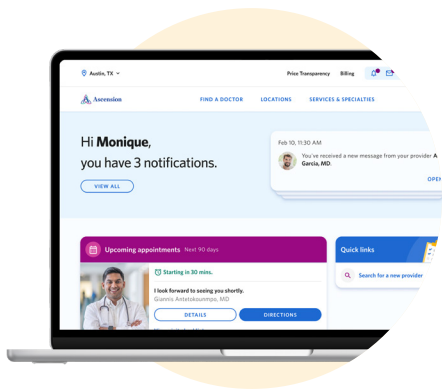
**Ascension One is an all-in-one app and online experience designed to help patients efficiently manage their health.**

Whether scheduling appointments, viewing medical records or communicating with care teams, the app brings everything together in one place.



**TESTIMONIAL:** Patient

*I like having the option to schedule appointments with chat. It is nice not having to be put on hold. I don't have to stop what I was doing to schedule.*



### 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. By offering this highly convenient channel, we ensure patients can reach us whenever they need to. For our associates, offering chat reduces call volume and allows them to handle multiple inquiries more efficiently.

## 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

Our commitment to exceptional service is deeply rooted in empowering our associates, who are the driving force behind our experience, influencing roughly 70% of our Net Promoter Score (NPS) — a key metric that measures customer loyalty and satisfaction by asking patients how likely they are to recommend our services to others.



## 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.

### Communicate the wait

The goal of this enhancement is to provide tools to better support our associates so they can provide even more clear, open and honest communication about wait times, helping set expectations for patients right from the start. By proactively informing patients about potential wait times, we aim to alleviate the anxiety that often comes with uncertainty about how long they will need to wait. Initially rolled out in the Emergency Department (ED), the initiative has now expanded to include medical practices.



The impact of "Communicate the Wait" has been positive. In FY25, patient feedback indicates notable improvements in wait time experience across care settings. The ED has seen a measurable rise in patient-reported satisfaction with wait time communication, while inpatient settings have also experienced a meaningful increase, in part due to improved communication beginning in the ED. Early results in medical practices also show encouraging trends, reinforcing the value of setting clear expectations.

**As we continue refining and expanding this approach, we remain focused on enhancing the patient experience across all care settings.**



## Creating calming spaces

**We are committed to creating clean, calming spaces that reflect our high standards of care and promote patient recovery and satisfaction.**

### Emergency Medical Services (EMS) Lounges

Ascension Saint Thomas Hospital Midtown and Ascension Saint Thomas Rutherford Hospital are undergoing updates to create EMS lounges that provide a place of respite for emergency responders.

### Ascension Saint Thomas Hospital West Emergency Department

A new design for the emergency department is under construction that will include thoughtful seating options in warm color palettes that offer our consumers comfort.



## 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.





## Language services

Acknowledging the critical role language plays in healthcare access, we have significantly expanded our language services. Ascension Saint Thomas' 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 Saint Thomas offers guidance and tools for serving individuals who are blind or visually impaired, including information accessibility, staff training and adaptive equipment and technology.

In 2024, we completed 142,192 audio translations for patients in our care and 42,068 video translations for patients in our care. This totals 1,904,590 minutes of translation services in 2024 to meet the needs of patients and provide them with care in their preferred language.

**1.9M** TOTAL MINUTES OF  
TRANSLATION SERVICES  
**142,192** AUDIO | **42,068** VIDEO

Our top languages in 2024 were Spanish (accounting for 88.7% of all translations), Arabic, Haitian Creole, Vietnamese and Swahili. We are expanding our language services to accommodate rare languages.

**We are now providing translation services for ancient Mayan languages to support our growing diverse population in Middle Tennessee.**

### Breaking down communication barriers

Through our yearly Medical Mission at Home events, Ascension Saint Thomas provides free medical care to those with limited access and who are struggling in the communities we serve. Translation services with an interpreter are available in more than 30 languages, either over the phone or in-person. This enables our volunteers to more effectively communicate with our most at-risk populations to meet their healthcare needs during the event.



## 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 Saint Thomas 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 reports a concern, our team is immediately notified to address it — ensuring a quick response and a better care experience. This system ensures we address concerns promptly, showing our dedication to excellence and building patient loyalty.



### The billing experience

Ascension Saint Thomas 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](https://ascension.org), patients can view their balance, make a payment, check insurance coverage, set up payment plans and access financial assistance.



# Community Impact



## CHAPTER 3

### Community Impact

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# CARING FOR OUR COMMUNITIES

## Creating lasting change

At Ascension Saint Thomas, we are more than a healthcare provider — we are a partner in building healthier communities. Guided by our Mission to serve all, with special attention to those most in need, we work alongside residents, community leaders and local organizations to address the social, medical and spiritual needs of those we serve.

Caring for the social, spiritual and medical needs of others is central to our Mission. Good health starts beyond hospital walls — it starts with meeting people where they are, breaking down barriers and advocating for a more just and compassionate society.



## Understanding and addressing community needs

To truly serve our communities, we must first listen. Every three years, we conduct Community Health Needs Assessments (CHNAs) to identify critical health priorities and guide our investments in community well-being.

Ascension Saint Thomas partners with residents and key community leaders to address the health priorities identified through the CHNA, focusing particularly on vulnerable populations.

The findings of the 2021 CHNA cycle have highlighted three key areas of need.

ACCESS TO CARE  
SUBSTANCE MISUSE  
MENTAL HEALTH



To gain a deeper understanding of the social factors affecting our patients, we have expanded our survey scope to include both outpatient and inpatient settings. As a result, we received over 155,000 self-reported patient survey responses, shedding light on critical issues such as housing instability, unequal access to healthcare and lack of education.

# ENHANCING ACCESS TO CARE AND SUPPORT

## Dispensary of Hope

For uninsured and low-income patients in Tennessee, access to essential medications can mean the difference between thriving and struggling with poor health. Through our partnership with Dispensary of Hope, we provide lifesaving medications at no cost to patients in need.

Founded in Middle Tennessee, Dispensary of Hope began as a local effort to redistribute unused medications to those in need. Over time, this mission grew into a national program, and today, Dispensary of Hope operates as a subsidiary of Ascension, working with pharmaceutical manufacturers to provide lifesaving medications to nonprofit pharmacies that distribute them at no cost to patients.



## Community Health Workers

Community Health Workers (CHWs) play a crucial role in overcoming barriers that prevent patients from attending wellness visits, receiving vaccinations, and managing chronic conditions like hypertension and diabetes. They act as trusted connectors between the community and health/social services, expanding access to care and improving health outcomes. Research has shown that when integrated into communities through a coordinated care model, CHWs can lower healthcare costs, improve health outcomes and reduce health disparities.

These workers are a critical part of our care team. We are grateful for the support of TennCare and Tennessee Department of Health in supporting our organization in adding this workforce to support our patients.



## Partnership success: mammogram screenings

### Mammogram screenings

During Breast Cancer Awareness Month (October 2024), Ascension Saint Thomas partnered with Premier Radiology in Bellevue to offer free mammogram screenings to uninsured women. The initiative sought to eliminate financial and systemic barriers, ensuring all women, regardless of insurance status, could receive early screenings to detect potential health issues like breast cancer.

**The program identified 1,567 women who could benefit from free mammograms, reaching over 200 individuals to schedule screenings during October.** Information was provided in both English and Spanish to ensure accessibility for all.



### HOW COMMUNITY INVESTMENT IS MAKING A DIFFERENCE

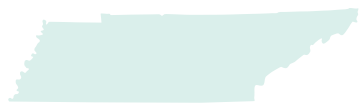
**In FY24, Ascension Saint Thomas invested \$253,333 in 12 community-based organizations to improve access to care across Middle Tennessee.**

- **Second Harvest Food Bank of Middle Tennessee** funded three mobile pantries in Cannon County and two in White County, providing fresh produce and pantry staples to 3,125 individuals facing hunger.
- **Interfaith Dental** provided oral health access and services for 3,722 individuals experiencing poverty.

## Medical Mission at Home

We hosted Medical Mission at Home events in June 2024 and May 2025 to deliver free, high-quality care directly to those in need in Davidson and surrounding counties. In June, more than 550 volunteers gathered at the Nashville Fairgrounds to provide medical, dental, behavioral health and vision services to over 1,100 patients. More recently, in May, more than 860 individuals received care through the event.

The events, which required no insurance or payment, reflects our organization's commitment to community service, with language interpreters available for assistance.



**25K+**  
MIDDLE TENNESSEANS  
IN NEED SERVED  
since its start in 2008



**11K+**  
MEALS



**423**  
VISION EXAMS



**86**  
LAB TESTS



**106**  
DENTAL  
CLEANINGS



**2K+**  
COMMUNITY  
PARTNERS



**444**  
MEDICAL  
EXAMS



# MENTAL HEALTH AND SUBSTANCE MISUSE

## Mental health: expanding access and support

Addressing mental health requires a holistic, collaborative approach that brings together resources across various sectors. In FY24, integrated behavioral health and counseling services within primary care clinics ensured that more than 151,000 patients received screenings, counseling or treatment for depression — making mental health care more accessible at critical points of care.

**Beyond clinical settings, Ascension Saint Thomas Emergency Medical Services (EMS) expanded mental health education, equipping first responders with essential training through 21 classes across 11 counties. These efforts help ensure that emergency responders can recognize and address mental health needs in the field.**

By integrating mental health care into primary care, expanding education and fostering community support, these initiatives create a stronger, more connected network of care for individuals and families in need.



### HOW COMMUNITY INVESTMENT IS MAKING A DIFFERENCE

**In FY24, Ascension Saint Thomas invested \$167,000 in 12 community-based organizations across Middle Tennessee to expand access to essential services.**

- **AGAPE** provided 397 Spanish-speaking counseling sessions, supporting 94 new clients and 18 continuing clients, ensuring culturally competent mental health care.
- **Gilda's Club Middle Tennessee** provided 298 professionally led support group sessions, licensed clinical staff responded to 2,095 individual resource requests via licensed clinical staff, and created 134 customized cancer support plans for new members.
- **Nashville Rescue Mission** assisted 74 individuals in completing the Life Recovery Program, a nationally recognized, intensive substance use disorder treatment program open to guests from all 50 states.

## Healing from substance misuse

**Access to lifesaving resources, education and recovery support is essential for individuals struggling with substance misuse. In response, Ascension Saint Thomas has taken steps to expand prevention and treatment efforts across Middle Tennessee.**

A streamlined process provided free naloxone nasal spray, a lifesaving medication, through state and county programs, with 276 units distributed at facilities and 207 units through Ascension Rx Pharmacies during FY24. Early intervention remains a priority, with 12,647 individuals screened for alcohol misuse to identify and address substance use concerns before they escalate.

**759**  
INDIVIDUALS  
RECEIVED  
TREATMENT  
for substance misuse

**379**  
INDIVIDUALS  
CONNECTED  
to local, community-based  
recovery programs

**99**  
NALOXONE KITS  
DISTRIBUTED  
to help prevent  
overdose-related deaths

Ascension Saint Thomas Rutherford Hospital, through a partnership with the Tennessee Hospital Association, Tennessee Department of Health and Buffalo Valley, is providing comprehensive care through the the Opioid Use Disorder Response Project.



### HOW COMMUNITY INVESTMENT IS MAKING A DIFFERENCE

**In FY24, to further support recovery efforts, Ascension Saint Thomas invested \$40,000 in community-based organizations addressing substance misuse.**

- **The Next Door** served 1,418 women in FY24, with an average 23-day residential treatment stay, including detox and recovery support.
- **Women of Worth (WOW)** helped 45 women transition from incarceration, with 43 securing full-time jobs and 13 gaining permanent housing.



# BUILDING A HEALTHIER COMMUNITY TOGETHER

## Service in the community: Nonprofit boards

The leadership team of Ascension Saint Thomas contributes to the betterment of our community by serving on various nonprofit boards, where they help guide initiatives, foster collaboration and support programs that address local needs and promote positive change.

32 INDIVIDUALS  
73 ORGANIZATIONS

## Neighbors helping neighbors

Ascension Saint Thomas supports the work of local organizations whose efforts are vital to improving health and well-being within our communities. During FY24, we provided \$615,333 to 32 organizations that are addressing access to care, mental health and substance misuse in our communities, bringing comfort, nourishment and support to those in need. Through this program, associates continue to live out our Mission by making a direct and meaningful impact in the lives of others.



## Year of service projects

Launched in April 2024, the Year of Service Projects program provides Ascension Saint Thomas associates with opportunities to actively support their communities through hands-on service. In its first year, volunteers participated in 17 events, dedicating their time and talents to initiatives that bring comfort, nourishment and support to those in need.

### Blankets for children

Associates volunteered with Project Linus to create blankets for children in need. These no-sew blankets will be distributed throughout Wilson County, providing comfort to children in hospitals, shelters and social services.



### Meals for cancer patients

We partnered with The Heimerdinger Foundation, a truly unique nonprofit organization that provides nutrient-dense meals and nutrition education to individuals facing cancer through their Meals 4 Health and Healing program. Our volunteers came together to help create garden beds and plant the first batch of vegetables in their new food garden. This garden will ensure they have fresh, organic produce available for their meals, helping to nourish and support those who need it most.







# Investing in Our Associates

## CHAPTER 4

### Investing in Our Associates

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# OUR COMMITMENT TO INVEST IN OUR ASSOCIATES

## At a glance



Ascension Saint Thomas employs more than 9,948 associates

## The associate journey

Ascension Saint Thomas is more than hospitals, emergency departments and clinics. We are centers of hope, health and compassion, made possible by the doctors, nurses, care professionals and associates who contribute to our work.

### Together, we are creating an associate experience that

- **Connects** personal values to Ascension’s Mission of serving those most in need.
- **Delivers** team structures that foster success and a sense of belonging.
- **Appreciates** associates by providing tools for success and integrating their feedback to drive improvement.

## Supporting the associate journey

### ATTRACT

- Connect an associate’s personal values to our Mission
- Affirm an associate’s decision to join Ascension

### PREPARE

- Deliver the information, equipment, access, systems, experiences and tools an associate needs to succeed

### APPRECIATE

- Recognize and reward an associate’s performance
- Support an associate’s well-being through culture and resources

### INCLUDE

- Ask associates for feedback and show them that they’ve been heard
- Connect associates with their leader and team

### TEACH

- Communicate what is expected of associates
- Show an associate how we do things

### GROW

- Acknowledge an associate’s strengths and ambitions
- Offer development opportunities

### ENCOURAGE

- Give associates a positive last impression
- Welcome associates back in the future





# ATTRACT AND PREPARE

By engaging associates in cross-functional collaboration with teams across Ascension Saint Thomas’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.

## Identifying talent

We help internal and external candidates embark on their career journeys with confidence, allowing them to bring their true, authentic selves to work every day. We are passionate about recruiting talent who are searching for a workplace where innovation, collaboration and continuing education are part of the daily experience.



## Onboarding experience

Over the past year, Ascension completed a comprehensive review of the onboarding experience, incorporating internal insights and external data to shape our improvement strategy.

As part of our commitment to preparing associates for success, we identified three essential elements for a positive onboarding experience.

### Culture, Connection and Clarification

To strengthen **Culture**, we are working to implement a Day 1 Framework that immerses new associates in Ascension’s Mission and Values, with a focus on connecting their personal values to our work through our “One Community for One Mission” overview.

Each new associate is paired with a new associate navigator, a dedicated guide who assists with pre-boarding tasks like completing paperwork and license verification, ensuring a smooth transition and building **Connection** from the start.

In terms of **Clarification**, we are streamlining pre-boarding processes and introducing new tools and resources to ensure associates have clear guidance on their roles, responsibilities and career pathways. Our efforts also encompass reducing duplication and simplifying forms to create a smoother onboarding journey that enhances efficiency and allows new associates to enter our organization with ease. By focusing on clarity, we help associates feel prepared, valued and connected from day one.





# 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 strengthens.

We celebrate achievements, embrace diverse 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.

## 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.



### Socially Just Benefits approach

Designed with fairness and inclusivity in mind, this approach offers comprehensive coverage that addresses associates’ physical, mental and financial well-being. 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.



## A lasting legacy: Our spiritual care

The chaplains at Ascension Saint Thomas are professionally trained clinicians who provide evidence-based spiritual, emotional, moral and existential care. In the emergency room, chaplains offer a proactive presence for patients and associates, providing spiritual support, rituals and guidance in high-stress settings. In alignment with our identity as a Catholic health ministry, we are committed to whole-person care that supports mind, body and spirit.

**The Spiritual Care Department enhances the consumer experience, supports associates and impacts the broader Middle Tennessee community. We are dedicated to holistic care, especially for those who are suffering or vulnerable.**



**TESTIMONIAL:** A patient's note to Chaplain Everleth, Ascension Saint Thomas Rutherford  
*[You] visited me daily. We had many conversations about opportunity, gifts, community, death and the hope thereafter. I tried to imagine how many people you have helped on their journey to healing since you accompanied me.*

### Our chaplains:

- Address emotional and spiritual needs
- Facilitate meaning making
- Perform rituals and sacraments
- Support loved ones during crisis
- Guide advance care planning
- Offer emotional support to associates



**70**  
ORGAN DONOR  
FAMILIES SUPPORTED

Chaplains at Ascension Saint Thomas Hospital West, collaborated with Tennessee Donor Services in the Donor Care Unit (DCU) — the region's center for organ donors offering grief support, facilitating honor walks and caring for associates involved in this sacred work.

## Continuously listening to our associates

Ascension Saint Thomas's inclusive culture is built on the voices of our associates, whose insights drive meaningful improvements across our hospitals, emergency departments, clinics and care facilities. Actively seeking and acting on feedback fosters engagement, enhances patient care and strengthens operational outcomes.

### Our listening strategies

- **Unit-Based Councils (UBCs)** – Encourage collaboration and innovation by empowering nurses to drive improvements in patient care and workflow efficiency.
- **Listening Sessions** – Provide deeper insights into survey results to guide action plans.
- **Engagement Committee** – Gathers associate input and recommends strategies to enhance workplace culture and engagement.
- **Associate Experience Survey** – Captures feedback to improve the overall associate experience.



### Sister Juliana Fund

The Sister Juliana Beuerlein Fund was established in recognition of Sister Juliana Beuerlein's dedicated, compassionate leadership as Chief Executive Officer of Saint Thomas Hospital in Nashville from 1981 to 1989. Today, the fund is well-established and benefits from regular gifts made by associates to support fellow associates in need, whether covering a relatively modest utility bill or household expense, or making larger grants to those who have lost their entire homes.



## Encouraging and celebrating our teams

**At Ascension Saint Thomas, 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.

### Daughters of Charity Award

The highest honor for an Ascension Saint Thomas associate, recognizing individuals who embody the Mission and Values in the tradition of St. Vincent de Paul and St. Louise de Marillac.

### DAISY Award for Nursing Excellence

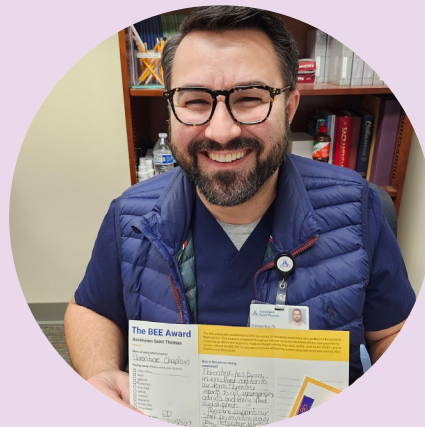
An international recognition honoring nurses for skillful, compassionate care. Established in memory of J. Patrick Barnes, who passed away from complications with immune thrombocytopenic purpura, a blood disorder, in 1999.

### SPOTLIGHT: BEE Award (Beyond Exceptional Expectations)

Recipients of the BEE Award exemplify quality service and extraordinary care to patients and their families, creating a great experience. Those eligible for the BEE award include all associates outside of nursing. Examples include: nursing assistants, therapists, transporters, housekeepers, dietitians, physicians, etc. Like the DAISY Award, each BEE Award honoree will be publicly recognized among their team.

Rutherford ER Chaplain Florentin Ghita was recognized by a nurse colleague for his spiritual care and dedication. "Florentin has been an excellent addition to our team. He is a true blessing to the ministry." In recognition of his impact, Florentin received the BEE Award for going above and beyond to serve others.

*Pictured: Chaplain Florentin Ghita earns a Bee Award*



## TEACH AND GROW

A career at Ascension Saint Thomas 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.

## Ascension Center for Career Advancement

**The Center for Career Advancement offers career services, training and educational programs designed to develop a skilled workforce within the communities we serve, with a focus on reaching and empowering marginalized groups.**

Our "people-first" approach to career development includes efforts like short-term training programs, facility tours, job shadowing days, associate support, mentorship programs and high school summer camps.





## 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 the process of choosing a career path or growth opportunity, we conducted an in-depth assessment of workforce development programs across our markets. This resulted in approximately 100 career paths for internal associates. These pathways are designed to provide clear, accessible routes for growth and development, helping associates navigate opportunities as they advance at Ascension Saint Thomas.

### CAREER PATHWAYS

#### We identified 100+ career paths for our associates

**Clinical career paths:** Clinical care, nursing, pharmacy services, clinical and patient support services, patient administrative services and providers.

**Non-clinical career paths:** Administrative services, business operations, business strategy development, charitable and community services, finance, human resources, information technology, marketing and communications, revenue cycle, supply chain and risk, quality and safety.

To ensure our associates have all the information they need about potential career paths, we used the information from our assessment to develop a visual mapping tool that highlights common career progression routes. The tool outlines advancement opportunities and provides key details such as role overviews, typical responsibilities and necessary credentials or education. It also helps associates identify transferable skills and areas where additional development, certifications or experience may be required.



## Specialized training and support programs

**Ascension Saint Thomas is committed to providing associates with the resources and support needed to advance their careers through specialized training and educational opportunities.**

These programs are designed to remove financial barriers, enhance clinical skills and create clear pathways for career growth, ensuring our workforce remains strong and prepared for the future of healthcare. Some of these opportunities include:

**LPN Training Program:** A pilot program at Ascension Saint Thomas Rutherford with 10 associates, focusing on a pathway from patient care technician (PCT) to licensed practical nurse (LPN). In partnership with TCAT Murfreesboro, Ascension Saint Thomas covers full tuition and books.

**Participants retain full-time benefits**

*While working a flexible, reduced part-time schedule*

**LPN to RN Program:** Provides qualified LPN associates the opportunity to attain their RN degree tuition-free. This program expands the nursing talent pipeline by onboarding LPNs with an option to become an RN within a specified period.

**100% financial support included**

*Covering tuition, fees, books and NCLEX expenses*

**Nursing Corps:** Financial support for Ascension Saint Thomas associates actively enrolled in nursing school who are also veterans or currently serving in the Army National Guard or Army Reserve forces.

**First Assistant Training Program:** Provides financial support for qualified associates to enhance their clinical skills and transition from a surgical technologist to a certified surgical first assistant.

**Ascension Saint Thomas Foundations Scholarship Program:** Scholarships awarded to associates pursuing associate's, bachelor's, and advanced degrees in fields like nursing, business administration, communications, imaging and radiology.

**164 associates received scholarships**

*Ranging from \$800 to \$3,000 in 2024*



## Program and participant spotlights

### Vocare education program

We understand that a career is not just a series of jobs but a journey of continuous learning, making it essential to support our associates' growth and economic success.

Derived from the Latin word for 'to call,' Vocare is about more than just education — it empowers individuals to pursue their passion and calling in healthcare. Clinical pathways include surgical technology, pharmacy technician and medical assistant. With tuition paid directly to academic institutions, associates incur no out-of-pocket costs.

**Surgical Technology (SurgTech):** A free, self-paced certification program in partnership with the University of Memphis. The 15-month program helps fill critical certified roles like surgical technology by upskilling non-certified associates.

**Pharmacy Technician (PharmTech):** A structured training program designed to provide certification in pharmacy support roles.



### Q & A with Ascension Saint Thomas associate: Deilani

#### Describe your career journey.

I have been with Ascension Saint Thomas for three years. I started as the administrative assistant to the Directors of Surgical Services, while I completed the CCMA Pathways Program through Ascension Saint Thomas and obtained my certification as a clinical medical assistant. I moved up to the surgical scheduler role for the Preoperative Medicine Clinic, and I am now a medical assistant for the Preoperative Medicine Clinic while being enrolled in the Vocare Education Programs Certified Surgical Technologist Program through the University of Memphis.

#### What resources has Ascension Saint Thomas provided that helped your career development?

Leadership support has been one of the biggest motivating sources in my career. They've supported me in everything I have set my heart's desire to do. Even when I didn't believe in myself, they never stopped believing in me and pushing me to my fullest potential. When I expressed my interest in possibly seeking a career path in surgery, they gave me full access to sit in and watch different surgical procedures to have the exposure and knowledge of the OR and the roles. From day one, I was never treated as just a behind-the-desk assistant. They [helped] me to be so much more involved.

## Growing the healthcare workforce

**The healthcare landscape is constantly evolving, driven by advancements in technology, shifts in patient demographics and new care models.**

As a result, Ascension Saint Thomas 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.





## Early career exposure and workforce development

The Ascension Saint Thomas Work-Based Learning Program offers high school seniors the opportunity to earn class credit, gain hands-on clinical skills and explore future careers in healthcare. The goal of the year-long pilot program is to build positive relationships with K-12 school systems, increase early career talent exposure to diverse healthcare roles and create a talent pipeline for entry-level positions in high-demand areas.

Fifty-two students from across five school districts work at Ascension Saint Thomas facilities, performing tasks such as patient transfers, specimen transport, basic patient care under supervision and career shadowing. They are paid hourly and earn academic credit, preparing them for higher education or immediate employment within Ascension Saint Thomas.



**TESTIMONIAL:** Program participant  
*It solidified my passion for nursing.*

The Saint Thomas Scholars Program offers high school seniors medical assistant training. A mentor co-teaches with a health science teacher the MA certification curriculum to select seniors at seven local high schools. Since the mentor has a clinical background, they are able to help teach the skills portion and bring to life the material from real-world experience. Every April, the students sit for the CCMA exam through NHA.



**TESTIMONIAL:** Program participant  
*My passion for healthcare and the opportunity to work in a supportive, Mission-driven organization like Ascension Saint Thomas drew me in. I was excited to apply my skills in patient care and continue growing in such a well-respected organization.*



## Nursing Intern and Nurse Residency Program

We hire nursing students while they are still in school, providing them with the opportunity to work as nursing interns at Ascension Saint Thomas. This program not only helps build our nursing pipeline, but also allows students to gain hands-on experience. Interns work flexible schedules in an acute care unit and receive paid shadow experiences in the specialty units of their choice. Upon graduation and licensure, interns are given an opportunity to transition into our Nurse Residency Program.

The year-long Nurse Residency Program supports newly licensed registered nurses as they transition into practice. The program offers opportunities in various specialties, including acute care, cardiac, stepdown, ICU, ED, women's health and the operating room. It is designed to ensure ongoing growth and development as they become fully integrated into our team.

### Ascension Saint Thomas opens center for nurses

Opened in September 2024 in partnership with Marian University's Leighton School for Nursing and Trevecca Nazarene University School of Nursing, this **state-of-the-art nursing education center features innovative high-fidelity simulation mannequins, a 60-seat computer lab, four simulation labs with debrief rooms and three classrooms.**





# Certified Clinical Medical Assistant (CCMA) Pathway Program

This 15-week self-directed study program with six in-person events includes a simulation environment and skills check-off. After completion of the program, the graduates participate in a two-week paid clinical internship.

**137** GRADUATED TO DATE  
**71** PLACED IN OUR CLINICS

We have also supported external partners, Heritage Medical Group and Uprise, by including their associates in our program.



## Ascension Saint Thomas' 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 Saint Thomas

[ascension.org](http://ascension.org)