

# *Ministry in Action*

*Annual Impact Report*



Ascension Texas

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 CEO

It is with great excitement that I share our first-ever Ministry in Action report — a reflection of how we bring our Mission to life every day. Rooted in the loving ministry of Jesus as healer and guided by our Values, this report highlights our unwavering commitment to quality and access, investing in our associates, enhancing the consumer experience, serving our community and living out our Mission.

**For over 120 years, we have been woven into the fabric of Central Texas, answering the call to care for our neighbors with compassion, expertise and a deep sense of purpose. From our earliest days with the Daughters of Charity, we have stood as a beacon of healing, ensuring that all — especially the poor and vulnerable — receive the care and support they need.**

Today, our Mission continues through the dedication of our people, the strength of our facilities and the impact of our programs. Whether advancing innovative care, fostering an environment where our associates can thrive or expanding access to vital health services, we are steadfast in our commitment to serving others with excellence and humanity.

This report is a testament to the work we do together, a celebration of the lives we touch, the moments we enable and a reflection of the care we provide to our communities.

**Thank you for being part of this Mission as we continue answering God's call to bring health, healing and hope to all.**



**Jamie Youssef**

Chief Executive Officer, Ascension Texas

# Ministry in Action

Annual Impact Report

## About Ascension Texas

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

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



### Community Impact

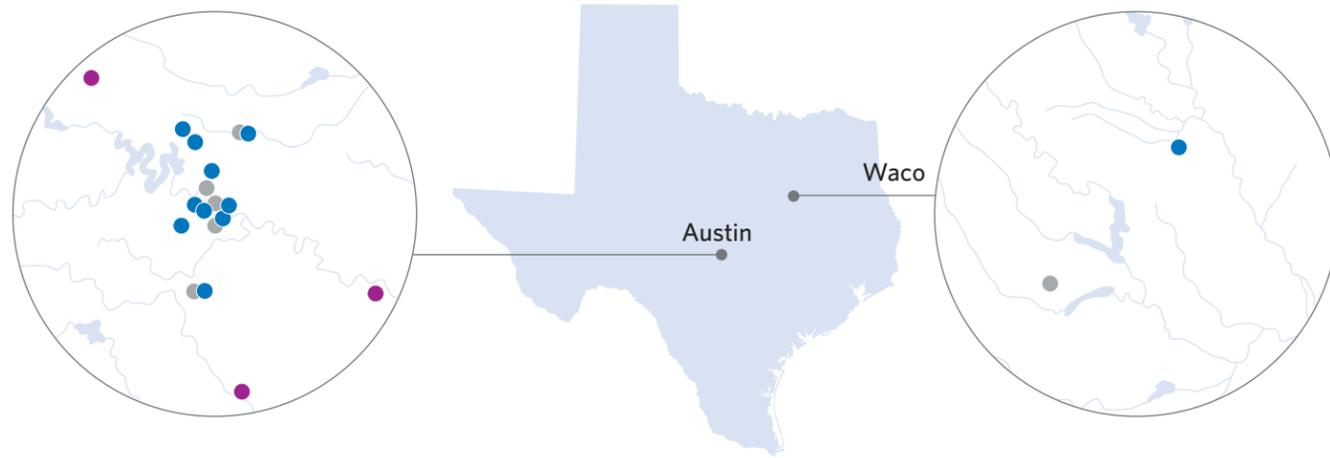
39 | Advocating for a compassionate and just society through both our actions and our words.



### Investing in Our Associates

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

# TOGETHER, WE ARE ASCENSION TEXAS



## Acute Care

**Ascension Seton Northwest**  
11113 Research Blvd.  
Austin, TX 78759

**Ascension Seton Southwest**  
7900 Ranch to Market Road 1826  
Austin, TX 78737

**Dell Children's Medical Center**  
4900 Mueller Blvd.  
Austin, TX 78723

**Dell Children's Medical Center North**  
9010 N. Lake Creek Parkway  
Austin, TX 78717

**Ascension Seton Hays**  
6001 Kyle Parkway  
Kyle, TX 78640

**Dell Seton Medical Center at The University of Texas**  
1500 Red River St.  
Austin, TX 78701

**Ascension Seton Medical Center Austin**  
1201 W. 38th St.  
Austin, TX 78705

**Ascension Providence**  
6901 Medical Parkway  
Waco, TX 76712

**Ascension Seton Cedar Park**  
1401 Medical Parkway  
Cedar Park, TX 78613

**Ascension Seton Williamson**  
201 Seton Parkway  
Round Rock, TX 78665

## Critical Access Hospital

**Ascension Seton Highland Lakes**  
3201 S. Water St.  
Burnet, TX 78611

**Ascension Seton Edgar B. Davis**  
130 Hays St.  
Luling, TX 78648

**Ascension Seton Smithville**  
1201 Hill Road  
Smithville, TX 78957

## Joint Ventures

**Northwest Hills Surgical Hospital**  
6818 Austin Center Blvd.  
Austin, TX 78731

**Central Texas Rehabilitation Hospital**  
700 W. 45th St.  
Austin, TX 78751

**Seton Medical Center Harker Heights**  
850 W. Central Texas Expressway  
Harker Heights, TX 76548

**Warm Springs Rehabilitation Hospital of Kyle**  
5980 Kyle Parkway  
Kyle, TX 78640

**PAM Rehab Hospital Round Rock**  
351 Seton Parkway  
Round Rock, TX 78665

**Cross Creek Hospital Together with Ascension Seton**  
8402 Cross Park Drive  
Austin, TX 78754

## 2025 At a glance



1.7M

PHYSICIAN OFFICES AND CLINIC VISITS



705K

UNIQUE LIVES SERVED

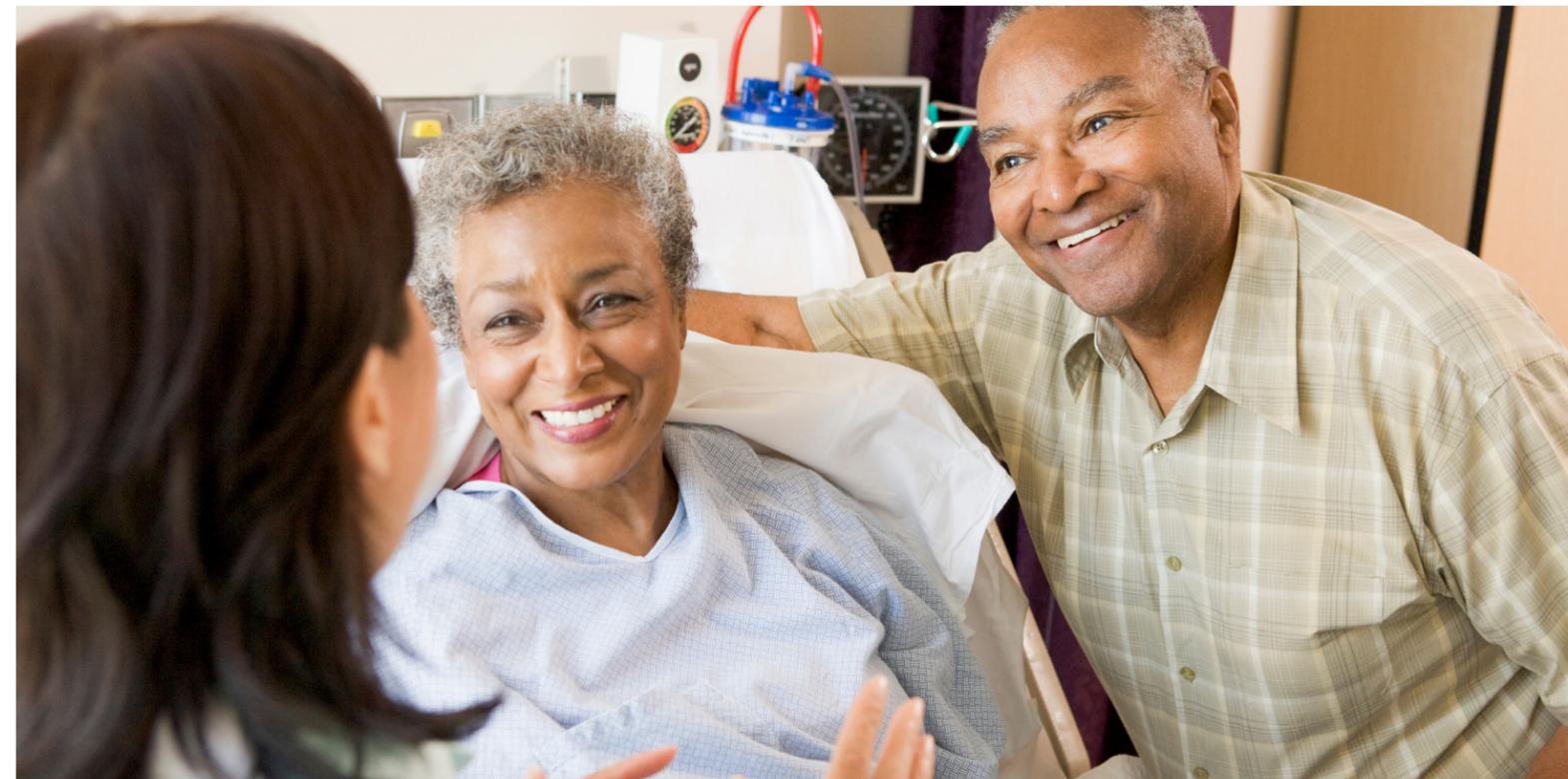


11K

BIRTHS



403K EMERGENCY ROOM VISITS



# ASCENSION SETON AND ASCENSION PROVIDENCE

## A shared history of care in Central Texas

### 1633-1900

#### A MISSION TAKES ROOT

On Nov. 29, 1633, St. Vincent de Paul and St. Louise de Marillac founded the Daughters of Charity in Paris, establishing a mission devoted to serving the poor and vulnerable. Through the leadership of Elizabeth Ann Seton, that mission took root in the United States and laid the spiritual foundation for Catholic healthcare ministries that would later serve Central Texas.

### 1910s-1930s

#### CARE THROUGH CRISIS

As Central Texas faced public health emergencies and economic hardship, Seton and Providence expanded care beyond hospital walls.

Seton responded to the 1918 influenza pandemic by establishing Camp O'Reilly and, during the Great Depression, Sister Philomena Feltz began a soup line in 1932 to serve families in need. During this period, the Seton Infirmary School of Nursing continued training caregivers, remaining in operation through 1963.

### 1999-2001

#### BECOMING ASCENSION

A defining moment occurred on Nov. 15, 1999, when Seton and Providence joined the newly formed Ascension Health, uniting under the nation's largest nonprofit Catholic health system.

That same year, Seton assumed operation of Brackenridge Hospital — the oldest public hospital in Texas — while Providence opened Waco's first Chest Pain Emergency Room. Both ministries formally became part of Ascension nationally by 2001.

### 2000s

#### A REGIONAL HOME FOR SPECIALIZED CARE

The 2000s marked a period of rapid expansion and specialization across Central Texas.

Ascension Seton opened Seton Southwest Hospital in 2000, followed by the opening of Dell Children's Medical Center of Central Texas in 2007 — the region's only comprehensive children's hospital and Level I Pediatric Trauma Center. In 2018, Dell Children's further advanced pediatric specialty care with the establishment of the Texas Center for Pediatric and Congenital Heart Disease, led by pediatric heart surgeon Dr. Charles Fraser, Jr.

During this decade, Ascension Seton also expanded into fast-growing communities with the opening of Ascension Seton Williamson in 2008 and Ascension Seton Hays in 2009. During this same period, Ascension Providence continued advancing specialty care in Waco, including the opening of Waco's first Stroke Center in 2001, further strengthening its role as Waco's Heart Hospital.



### 1900-1909

#### ANSWERING THE CALL

Invited by the citizens of Austin and Waco, the Daughters of Charity responded to growing healthcare needs by establishing the region's first hospitals.

In Austin, the Sisters arrived in 1900 and opened Seton Infirmary on May 28, 1902, with 40 beds — Austin's first hospital and the first in the nation named for Elizabeth Ann Seton. In Waco, Providence Sanitarium was formally dedicated on Jan. 11, 1905, becoming the city's first hospital. Both ministries also launched early nursing education programs to care for their growing communities.

### 1950s-1970s

#### MEDICAL INNOVATION AND GROWTH

In the postwar era, both ministries advanced modern medicine and expanded facilities.

Providence emerged as a regional leader in heart care, opening Waco's first Heart Clinic in 1950 and performing the city's first heart catheterization and open-heart surgery in 1973. In Austin, Seton replaced its original downtown hospital with a new Seton Medical Center, opening on 38th Street on March 23, 1975, to serve a rapidly growing population.

### 1980s-early 1990s

#### EXPANDING ACCESS

Healthcare access broadened across Central Texas through new services and facilities.

Seton performed Central Texas' first heart transplant in 1986, established Seton Community Health Centers in 1989 to serve uninsured and underserved populations, and opened Seton Northwest Hospital in 1991.

Providence expanded cardiopulmonary rehabilitation services in 1981, performed Waco's first coronary angioplasty in 1982, and opened a new Providence Health Center in 1989.

### 2010s

#### ACADEMIC MEDICINE AND ADVANCED CARE

In the 2010s, Ascension Seton strengthened its role as a regional and academic healthcare leader.

The acquisition of Smithville Regional Hospital in 2011 expanded rural access, while Travis County Proposition 1 in 2012 enabled a transformative partnership with The University of Texas at Austin, culminating in the opening of Dell Seton Medical Center at The University of Texas in 2017, the region's only adult Level I trauma center and teaching hospital for Dell Medical School.

During the decade, Dell Children's advanced pediatric specialty care with the establishment of the Texas Center for Pediatric and Congenital Heart Disease in 2018, led by pediatric heart surgeon Dr. Charles Fraser, Jr., and performed its first solid organ transplant — a pediatric heart transplant — in 2020.

Ascension Providence further advanced cardiovascular care by launching its structural heart program in 2018 and performing its first transcatheter aortic valve replacement (TAVR). Providence is the only American College of Cardiology TAVR-certified hospital in Texas.

### 2020s

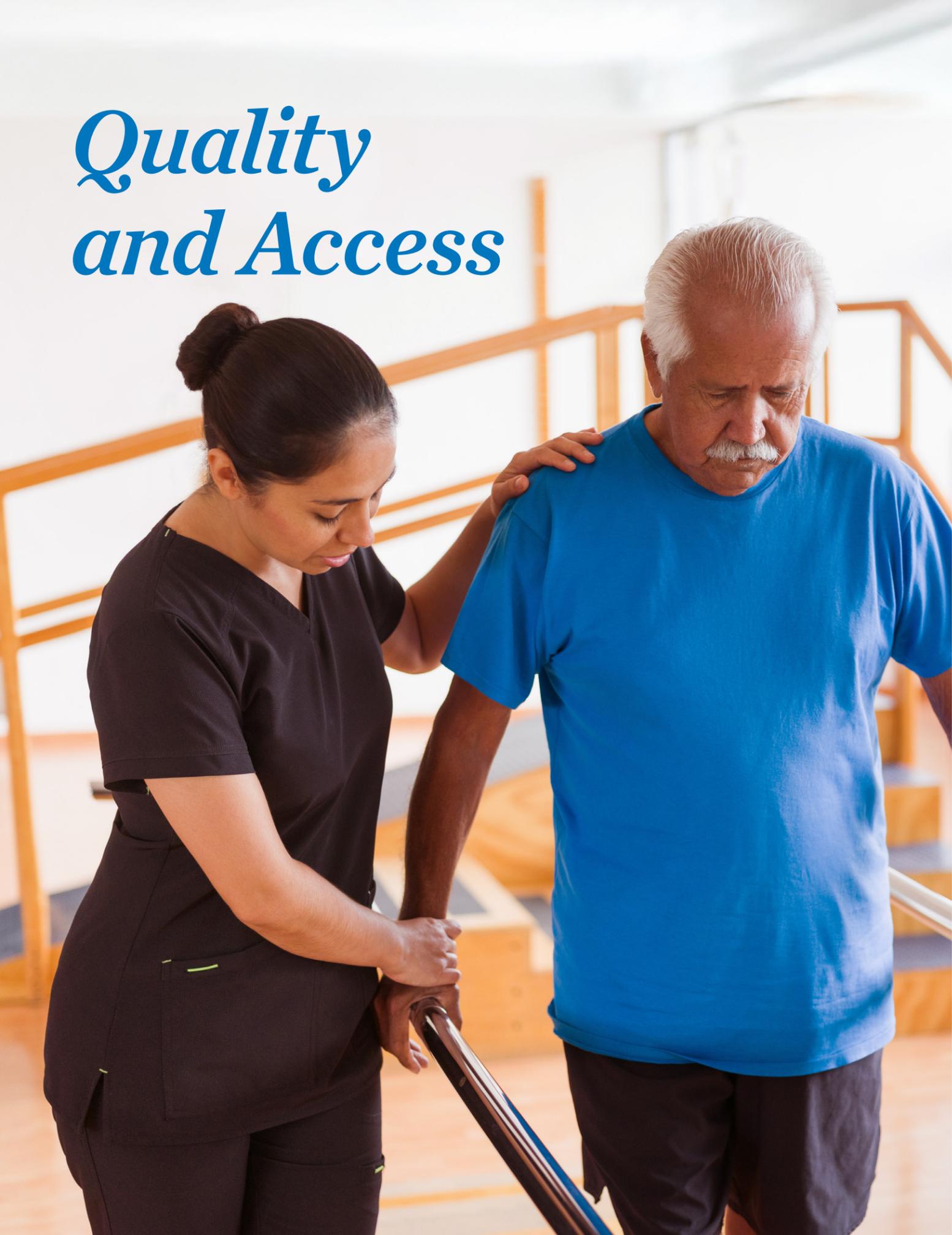
#### BUILDING FOR THE FUTURE

Across Central Texas, Ascension Seton and Ascension Providence expanded care through strategic growth and long-term investment.

Ascension Seton advanced major initiatives with the groundbreaking of a new Ascension Seton Women's Hospital at Ascension Seton Medical Center Austin (March 2023), the grand opening of Dell Children's North Campus in Williamson County (April 2023), and the groundbreaking of a new inpatient bed tower at Ascension Seton Williamson to expand emergency, surgical, and inpatient capacity (September 2024).

Milestone moments followed in 2025, as Ascension Seton Medical Center Austin marked its 50th anniversary, Ascension Seton announced full ownership of Cedar Park Medical Center, and Ascension Providence celebrated 120 years of caring for the Waco community.

# 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

## Awards

### U.S. NEWS & WORLD REPORT

#### 2024-2025 Best Hospitals

##### Ascension Seton Medical Center Austin

Best Regional Hospital and 'High Performing' in nine conditions and procedures

##### Dell Seton Medical Center at The University of Texas

'High Performing' for stroke

##### Ascension Seton Williamson

'High Performing' for heart attack and stroke

##### Ascension Seton Hays

'High Performing' for heart attack and heart failure

#### Best Children's Hospitals

##### Dell Children's Medical Center

##### Dell Children's Medical Center North

#### Ranked nationally in six specialties:

- Neonatology (#45)
- Cardiology & Heart Surgery (#30)
- Neurology & Neurosurgery (#28)
- Orthopedics (#30)
- Pulmonology & Lung Surgery (#41)
- Pediatric & Adolescent Behavioral Health (Top 50)



#### 2025 Best Maternity Hospitals

##### Ascension Seton Medical Center Austin

##### Ascension Seton Northwest

##### Ascension Seton Hays

High Performing for Maternity Care, the highest rating available, based on outcomes, equity and best practices



### CENTERS FOR MEDICARE & MEDICAID SERVICES

#### Ascension Seton Northwest

#### Ascension Seton Hays

#### Ascension Seton Williamson

#### Five-star rating

The 2024 CMS Overall Hospital Quality Star Ratings — the highest score possible — reflect excellence in care quality, patient safety and experience.

### LEAPFROG GROUP SAFETY RATING

# A

#### Ascension Seton Medical Center Austin

#### Ascension Seton Hays

#### Ascension Seton Williamson

#### Ascension Seton Northwest

Recognizing strong performance across 30+ safety measures for Spring 2025



# OUR HEALING WITHOUT HARM JOURNEY

Our patients trust us during their most vulnerable moments because we are dedicated to our greatest collective promise: healing without harm. Through rigorous high-reliability practices and a commitment to the safety of both our patients and associates, we've seen a notable reduction in harm and improvement in patient safety indicators. Navigating today's complex healthcare landscape demands resilience and the ability to adapt quickly. Success relies on high-reliability principles grounded in strong leadership, transparency, effective communication, education and ongoing learning.

Across Ascension Texas care sites, continuous improvement efforts are yielding meaningful gains in safety, quality and clinical outcomes. From reducing patient harm to elevating a culture of safety, the data show year-over-year progress and performance exceeding national benchmarks, meaning we have fewer safety complications compared to other hospitals.

## Addressing preventable harm

Across Patient Safety Indicators (PSIs), Ascension Texas has seen strong gains, underscoring a commitment to patient health and safety.

Our Patient Safety Indicator score is better than (below) the benchmark, meaning we have fewer safety complications compared to other hospitals.

**31.7%**  
**BETTER THAN PREMIER PEER BENCHMARK**  
 PATIENT SAFETY INDICATOR

*This composite score is an 8.8% year-over-year improvement*



*40.2% year-over-year improvement*

**74.7% BETTER**

Neonatal trauma during birth

*20.2% improvement*

**74.7% BETTER**

Pressure injuries

*46.9% improvement*

**61.0% BETTER**

Postoperative sepsis

*19.8% year-over-year improvement*

**18.6% BETTER**

Postoperative hematomas

## Implementing a culture of safety

### A culture of safety

Our five-part survey series assesses our safety culture by examining the values, beliefs and norms that influence our associates' actions and behaviors. In September 2024, 6,234 (67.2%) Texas associates took the hospital safety survey. This is an increase from 4,414 (49%) in 2022.



**6,234**

SURVEY PARTICIPANTS



### A focus on falls

Ascension Texas prioritizes reducing the rate of falls within our care settings. This is achieved through several key initiatives, including a comprehensive education program and a standardized system for classifying falls, an essential element in helping to prevent more falls.

### 2.73% FALL REDUCTION

Performing 6.8% better than the system benchmark (2.93)

## Recognizing our everyday heroes

The Everyday Hero of Safety program promotes a culture of safety at Ascension Texas. 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. These everyday heroes begin their workday like any other, but many return home having helped to prevent harm to our patients.

**This year, Ascension Texas saw a 400% increase in nominations with 155 nominees in FY25.**

## Recognize and Rescue

Recognize and Rescue is a multidisciplinary effort to reduce harm and improve outcomes by identifying risks early (Recognize) and responding quickly to patient decline (Rescue). It unites clinical teams across disciplines to standardize best practices, reduce variation and improve safety.

### Recognize problems before they happen

- Prevent infections and medication risks
- Improve sepsis and respiratory care
- Engage patients in their care

### Rescue patients if problems do happen

- Standardize rapid response and code protocols
- Train on care escalation
- Strengthen teamwork in critical situations

**22.53% BETTER**

**Ascension Texas outperformed internal benchmarks in mortality outcomes**

*Glycemic control and mortality rates improved by 4.20% and 14.8% FY2025 over FY2024*



## A focused effort on preventing and managing infections

Through the implementation of standardized infectious disease protocols, Ascension Texas has significantly reduced healthcare-associated infection rates and improved patient outcomes across our care settings. By advancing evidence-based practices, ensuring healthcare worker proficiency and fostering accountability, we have made measurable progress in combating infectious diseases.

### Ascension Texas significantly reduced healthcare-associated infections

Clostridioides difficile infection (C-diff)

**26.20% BETTER**

*Exceeded Ascension system target and 7.80% better year-over-year*

Catheter-Associated Urinary Tract Infection (CAUTI)

**22.22% BETTER**

*Exceeded Ascension system target and 9.40% better year-over-year*

## EXPANDING ACCESS TO CARE IN CENTRAL TEXAS

### Women's services expansions, close to home

**Ascension Seton is poised to meet the increasing demand for women's healthcare services across Central Texas with the addition of Ascension Seton Women's Hospital, scheduled to open in early 2026.**

The new women's hospital will expand access to comprehensive women's health services by offering advanced clinical services, increased patient capacity and specialized expertise — while creating a supportive environment for women and their newborns at every stage of life.

Totaling 326,000 square feet and connected to the south side of Ascension Seton Medical Center Austin's main hospital, Ascension Seton Women's Hospital will also create additional space where women's services clinicians can provide an exceptional patient experience, achieve world-class outcomes and train the physicians of tomorrow.



#### Ascension Seton Women's Hospital will offer:

- Level IV maternity and perinatal care for high-risk pregnancies
- Private Level III NICU rooms, including specialized suites for multiples
- Low-intervention birth suites with labor tubs
- Direct, seamless access to Dell Children's Level IV NICU
- Antepartum and postpartum rooms designed for comfort and recovery
- Dedicated women's emergency department, open 24/7 with advanced gynecologic care
- Advanced surgical capabilities, including C-section suites
- Clinical teaching and learning center in collaboration with Dell Medical School at The University of Texas

## Ascension Seton Williamson breaks ground

Ascension Seton Williamson broke ground on a major 216,000 square foot expansion project, a \$230 million investment aimed at significantly enhancing healthcare services.

The new six-story tower will feature 160 beds upon completion, along with two new operating rooms, a cath lab, an observation unit and an expanded emergency room. Additionally, a 34,000-square-foot area will be dedicated to outpatient wound care, cardiac rehab and pediatric rehab. This expansion is designed to meet the growing needs of Williamson County's population, ensuring the community benefits from the latest advancements in medical care and surgical procedures.

Ascension Seton Williamson, serving 14 counties and 18 cities, was named a High Performing hospital for heart attack and stroke in U.S. News & World Report's 2024-2025 rankings. It is the most advanced stroke center in the north Austin market, home to Williamson County's only Surgical/Trauma ICU, and a top-5 employer in Round Rock. Opened in 2008, the hospital has 181 beds, a Level II trauma center and NICU, a Dell Children's ER and an accredited spine center, and serves more than 50,000 patients annually, including 50,000 emergency visits.



*I'm excited about all the comprehensive medical services we will be able to provide with our expanded facilities. We look forward to continuing our Ministry's Mission of compassionate service and excellent patient care as we expand our footprint in Williamson County.*

**Andrew Gnann**

President, Ascension Seton Williamson

## NATIONALLY RANKED PEDIATRIC HOSPITAL

Dell Children's is home to the only pediatric Level I trauma center and the most pediatric specialties in Central Texas — providing comprehensive pediatric care for children and families.



## Texas Center for Pediatric and Congenital Heart Disease

At the Texas Center for Pediatric and Congenital Heart Disease at Dell Children's Medical Center, pediatric cardiologists diagnose and treat the most complex fetal cardiac conditions. The center is a clinical partnership with UT Health Austin, the clinical practice of Dell Medical School at The University of Texas at Austin. This is the only comprehensive children's heart center in Central Texas. The nationally recognized pediatric cardiovascular team delivers advanced specialty care, including heart surgery for the tiniest of patients.

### SPOTLIGHT: Groundbreaking heart care

At just 24 hours old, baby William became the youngest patient in the world to receive a Berlin Heart implant, a lifesaving mechanical heart pump designed to support children with severe heart failure. His journey, marked by uncertainty, resilience and groundbreaking medical care, began at Dell Children's Medical Center.

Today, William is thriving at home with his big sister, Dani, who prayed for him every night and eagerly awaited his arrival. His recovery journey is far from over, with ongoing medical management, regular follow-ups and lifelong immunosuppressive medications to prevent organ rejection.

While the journey hasn't been easy, the family remains grateful for the exceptional care at Dell Children's.

The wait, however, was shorter than expected. Just 20 days after being placed on the transplant list, the Hall family received the call they had been praying for — a donor heart had been found.

*Pictured: William, Dell Children's Medical Center patient*



## Comprehensive Fetal Care Center

The Comprehensive Fetal Care Center (CFCC) at Dell Children's is the first fetal care center in Central Texas to provide care for babies with complex fetal and congenital conditions. The Center provides family-centered, compassionate, comprehensive care to patients at their most vulnerable. The multidisciplinary team at the CFCC ensures patients receive the highest level of specialized care before, during and after the delivery of their baby.

**The CFCC is proudly growing and recently saw their 1,000th patient.**



## Pediatric neurology and stroke care

At Dell Children's, our pediatric neurology specialists care for children with conditions that affect the brain, spinal cord, peripheral nerves and muscles. In 2021, Dell Children's Medical Center established a multidisciplinary stroke protocol. The work began when a workgroup with members of the neurology and critical care teams determined that there was an opportunity at Dell Children's to improve stroke recognition and standardize the management of confirmed acute ischemic strokes.

Dell Children's stroke work is multidisciplinary and multifaceted. This work has resulted in the introduction of tenecteplase (TNK) as an antithrombotic option for our patients younger than 12 years old, enhanced guidance for our cardiac population and additional workflows.

## Dell Children's North named Level III trauma center

Dell Children's Medical Center North has been recognized as a Level III trauma center by the state of Texas. This recognition means Dell Children's North is well-prepared to handle serious injuries, and since they specialize in caring for children, their staff is trained and equipped specifically for young patients.



***This designation tells families in North Austin that advanced emergency care for their children is available nearby. Dell Children's North seamlessly integrates with specialists and care teams at our main facility, offering an access point to the highest level of pediatric care available in Central Texas.***

**Adam Messer**

*President, Dell Children's Medical Center*

Dell Children's North is part of a larger comprehensive care system which includes Dell Children's Medical Center and Dell Seton Medical Center at The University of Texas, the only two Level I trauma centers in Central Texas.

**Ascension Texas has 10 total trauma designations. Others include:**

- Ascension Seton Hays - Level II
- Ascension Seton Williamson - Level II
- Ascension Providence - Level IV
- Ascension Seton Medical Center Austin - Level IV
- Ascension Seton Edgar B. Davis - Level IV
- Ascension Seton Highland Lakes - Level IV
- Ascension Seton Northwest - Level IV
- Ascension Seton Southwest - Level IV

***I'm thrilled and proud of our emergency team for earning this recognition. It reflects the excellent care our teams provide every day to young patients.***

**Cathy Heckenlively**

*Chief Administrative Officer, Dell Children's North*

# QUALITY COMPREHENSIVE BREAST CARE

## National accreditation highlights excellence

**In 2024, Ascension Seton Medical Center received accreditation under the American College of Surgeons (ACS) National Accreditation Program for Breast Centers (NAPBC). Accreditation by the NAPBC is granted only to those centers that are voluntarily committed to providing the best possible care to patients with diseases of the breast.**

Programs accredited by the NAPBC follow a model for organizing and managing a breast center to facilitate multidisciplinary, integrated and comprehensive breast cancer services. The NAPBC focuses on the spectrum of a patient's journey with breast cancer or breast disease, including prevention, screening, treatment and survivorship. By setting high standards, NAPBC accreditation guides breast centers in providing comprehensive breast care based on scientific evidence. Each breast center undergoes a rigorous evaluation and review of its performance and compliance with NAPBC standards.

As an NAPBC-accredited institution, Ascension Seton Medical Center Austin also became an ACS Surgical Quality Partner. Being a Surgical Quality Partner signifies an institution's dedication to consistently improving procedures and approaches, while maintaining a critical eye on process at every step. The Surgical Quality Partner designation lets patients know that Ascension Seton Medical Center Austin is dedicated to quality and relentless self-improvement, and has been verified or accredited by the ACS. Patients can trust that the care they receive at Surgical Quality Partner hospitals adheres to the most rigorous standards in surgical quality.



***Breast cancer impacts so many women and their families; it is truly an honor to provide this care, with this team, to the women in this community. I've always known the care we provide is exceptional; now we have the recognition to prove it.***

**Kimberly Ellison, DNP, APRN, ACNP-BC**

Director of Clinical Operations - Breast Program, Ascension Seton Medical Center Austin

## Breast care at Ascension Seton Medical Center Austin

The Ascension Seton Breast Care Center at Ascension Seton Medical Center Austin offers a wide range of breast care services, including screening and diagnostic mammography, breast ultrasound, breast MRI, biopsy procedures, breast pathology, lymphedema therapy, breast medical oncology, infusion therapy, breast surgical oncology, breast reconstruction, genetic testing, high-risk surveillance and comprehensive navigation services.

Ascension Seton Medical Center Austin is in a unique position to help Central Texans in need. Over 85% of the program's breast cancer patients arrive without private insurance. Nurse navigators help ensure patients are well-informed and connected to resources throughout their care journeys. Additionally, navigators help schedule their appointments and coordinate their insurance coverage. Achieving the NAPBC accreditation ensures that these patients have access to high-quality care with specialists across several disciplines coordinating their treatment.

### SPOTLIGHT: Staff are angels placed by God

Gloria was diagnosed with Stage IV, metastatic inflammatory breast cancer in 2021 at the age of 41. In 2020, Gloria first felt a small, marble-sized lump in her breast, which continued to grow and become painful. Due to limited financial resources, Gloria and her husband initially struggled to find care. However, in 2021, with the helpful guidance of a friendly neighbor, Gloria's husband brought her to Ascension Seton, which is committed to caring for all people regardless of their ability to pay, with special attention to those who are poor and vulnerable.

"Their team went above and beyond by ensuring all of our needs were met, even feeding my husband during our time of hardship," said Gloria. Additionally, the team helped by validating parking for her husband and coordinating with social workers.

Due to the metastatic nature of her cancer, Gloria's ongoing treatment plan focuses on extending her life with chemotherapy and radiation. Her care team regularly follows up to ensure she feels supported, safe and informed about her health. Gloria encourages others to listen to their bodies and seek care if something feels wrong, trusting that doctors are divinely guided in their work. "Ascension Seton's staff are 'angels' placed by God to help me through this journey," said Gloria.

*Pictured: Gloria, Dell Seton Medical Center at The University of Texas patient*



## ADVANCING CARDIOVASCULAR HEALTH FOR EVERY PATIENT

From preventive care to groundbreaking procedures, our team of cardiologists, cardiac surgeons and vascular surgeons brings advanced expertise to every patient.

With hospitals, clinics and care teams embedded across the state, we ensure that patients — whether in urban centers or rural communities — have access to expert cardiovascular care close to home.

By combining leading-edge technology, research and training, Ascension Texas continues to set the standard for high-quality heart care, including performing over 1,000 heart surgeries annually and delivering the best possible treatment no matter where patients are on their heart health journey.



1K+

CARDIAC SURGERIES  
PERFORMED  
ANNUALLY

### New milestone in cardiac care with five heart transplants in five days

Last summer, Ascension Texas, including Ascension Seton Heart Specialty Care and Transplant Center at Ascension Seton Medical Center Austin and Texas Center for Pediatric and Congenital Heart Disease at Dell Children's, completed five heart transplants over the course of five days. This rare accomplishment showcases the growth of both programs, and the delivery of the highest level of specialized cardiovascular care for children and adults, close to home. The five days kicked off with an adult patient on June 30, 2024, followed by a pediatric patient on July 1, 2024, adult and pediatric patient on July 3, 2024, and adult patient on July 4, 2024.

### SPOTLIGHT: A second chance at love for two cardiac rehab patients

Carl and Jo never expected a second chance at love, but found it — thanks to music and cardiac rehab. Both widowed and retired in Waco, they received care at Ascension Providence and attended cardiac rehab, unknowingly on the same schedule. An Ascension Providence volunteer connected them over their shared love of music, and their duet soon turned into a romance.

Carl proposed to Jo at the very place they met — Ascension Providence's Cardiac Rehab — surrounded by staff and friends. Now married and official volunteers, Carl and Jo return to cardiac rehab together each week, embodying the community and compassionate care Ascension Providence offers long after recovery.



*Pictured: Carl and Jo, Ascension Providence Cardiac and Pulmonary Rehabilitation patients*

## ADVANCING NEUROLOGICAL CARE

Ascension Texas has positioned itself as a leader in neurological healthcare by prioritizing rapid transfers and comprehensive treatment protocols across our extensive healthcare system.

Our ability to swiftly coordinate transfers ensures that stroke patients receive timely access to critical interventions. By focusing on accessibility, speed and excellence in neuroscience healthcare, we continue to set benchmarks in stroke care, ensuring that patients receive the best possible outcomes through proactive and coordinated treatment efforts.



## Neurocritical care unit expansion

In 2024, Ascension Seton announced the expansion of its neurocritical care unit at Dell Seton Medical Center at The University of Texas. The first of its kind in Central Texas, the unit provides advanced, multidisciplinary and compassionate care for patients with a range of neurological conditions. The expansion of the unit increases patient capacity with an additional 15 beds, for a total of 30 beds, and allows for the treatment of a greater spectrum of neurological conditions, ranging from low acuity to the most complex and highly acute cases.

The neurocritical care unit expands access to Ascension Seton’s comprehensive neuroscience services in Central Texas, including neurosurgery and spine surgery, stroke care and treatments for other complex neurological disorders. The unit is led by Dr. Shahed Toossi, medical director of the neurocritical care unit and a team of highly trained neurosurgery, neuro-interventional and neurovascular specialists, as well as advanced practice providers and neuro-focused nurses, who will provide care around the clock.

**The 30-bed unit is staffed by a highly specialized team of board-certified neurocritical care providers, featuring cutting-edge technology and providing comprehensive treatment for patients in need of neuroscience services, including:**

- Acute ischemic stroke
- Intracerebral hemorrhage
- Subarachnoid hemorrhage
- Seizures
- Brain or spinal tumors
- Brain or spinal surgery
- Acute brain injury
- Complex neurological disorders of autoimmune, infectious or neuromuscular etiology



*The benefits of a neurocritical care unit in our community are significant. The expansion of this unit allows us to compassionately care for even more patients with a range of neurological conditions.*

**Shahed Toossi, MD, FNCS**

Medical Director, Neurocritical Care Unit,  
Dell Seton Medical Center at The University of Texas

## Ascension Texas stroke recognitions

**Doctors and care teams across Ascension Texas offer high-quality stroke care, including emergency care and rehabilitation to help you recover after a stroke.**

The American Heart Association’s Get With The Guidelines® - Stroke is an in-hospital program for improving stroke care by promoting consistent adherence to the latest scientific treatment guidelines. Numerous published studies demonstrate the program’s success in achieving measurable patient outcome improvements.

### AMERICAN HEART ASSOCIATION

#### Get With The Guidelines® Stroke Award

Gold Plus  
**Ascension Seton Hays**

Gold Plus and Elite Honor Role  
**Dell Seton Medical Center at The University of Texas**

Gold Plus and Honor Role  
**Ascension Seton Williamson**

**Ascension Seton Medical Center Austin**

Door-to-needle time (DTN) refers to the time elapsed from when a patient arrives at the hospital to when they receive intravenous thrombolysis (IVT), a treatment for acute ischemic stroke. The sooner IVT is administered the better the chances of a good outcome, so minimizing DTN is crucial.

**Ascension Texas outperformed the national and industry standard in door-to-needle time**



**33% FASTER**

Ascension Texas median time is less than 40 minutes; the national and industry goal is 60 minutes or less

## Ascension Texas spine recognitions

### JOINT COMMISSION

#### Spine Surgery Certified

**Ascension Seton Medical Center Austin**

**Ascension Seton Williamson**  
The only Joint Commission Spine Surgery Certified hospitals in Central Texas

### BLUE CROSS BLUE SHIELD

#### Centers of Distinction in Spine Surgery

**Dell Seton Medical Center at The University of Texas**

**Ascension Seton Medical Center Austin**

**Ascension Seton Williamson**

# Consumer Experience



## CHAPTER 2

### Consumer Experience

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

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# ASCENSION TEXAS' 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 Texas 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 Texas draws on practices from a range of industries, including hospitality, tech, aviation and consumer products, to reimagine healthcare delivery. 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.



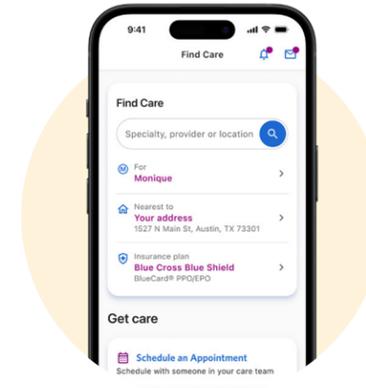
# PRE-CARE INNOVATIONS

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

## 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.



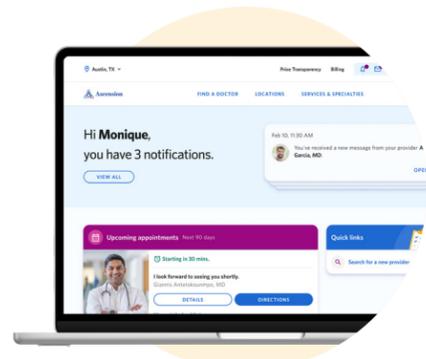
### 24/7 call center scheduling support

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.

## 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.



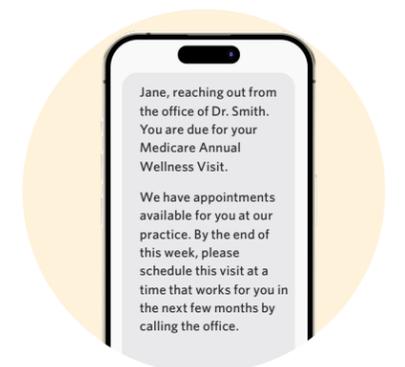
**TESTIMONIAL:** Patient, Ascension Medical Group Seton Women's Health Lamar  
*Upon leaving, I had a question about the new patient portal and they effortlessly answered my question. I arrived home and tested it out and I easily logged into the new portal. Great office!*



**TESTIMONIAL:** Patient, Ascension Medical Group Seton Women's Health Oakwood  
*From scheduling, to check-in, to my appointment, this was the most amazing well-woman experience I have ever had. My first interaction with Vonji was at scheduling. In addition to being very well-informed and professional, she was incredibly kind, patient and thoughtful with me. Her only concern was taking care of my needs in a way that best served me, both now and for future appointments. During our phone call she made me feel like I was the center of her world and nothing was more important than me. Vonji is an incredible customer/patient-facing professional and a tremendous asset to Ascension Medical Group.*

## 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. Ascension introduced voluntary "nudge" campaigns that use personalized email and text messages to gently remind patients to set follow-up appointments, take 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. A strong culture is essential to delivering great experiences because it ensures that every interaction, no matter the role, is rooted in shared values, creating a cohesive environment where patients feel truly respected and cared for.

#### EXTEND KINDNESS | LISTEN TO UNDERSTAND | SERVE TOGETHER



**TESTIMONIAL:** Patient, Dell Children's Medical Center North Campus  
*The level of care we received at your facility was outstanding; prompt, clear, comforting, but most of all human. We felt like every single person that we interacted with was an embodiment of what medical care should be.*

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.



**TESTIMONIAL:** Patient, Ascension Medical Group Seton Primary Care Georgetown  
*As my provider, she consistently goes above and beyond to ensure I feel heard, understood and well cared for. She is incredibly personable, compassionate and attentive, always taking the time to address my concerns with genuine care and professionalism. Her dedication to her patients is truly remarkable, and it's clear that she is passionate about what she does. She doesn't just treat symptoms — she listens, empathizes and provides the best possible care with kindness and expertise.*

### 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.

By keeping patients informed regularly, we saw a significant increase in satisfaction by 33%, even in our busiest times. This approach improves the consumer experience and reduces anxiety, which often stems from uncertainty or a need for information.



### Creating calming spaces

We are committed to creating clean, calming spaces that reflect our high standards of care and promote patient recovery and satisfaction. We want our consumers to enter our facilities recognizing our reverence and respect for the physical environment and trust that we will show them the same level of care.



**TESTIMONIAL:** Patient, Ascension Texas Imaging Lamar  
*Offices are easy to find, well appointed, clean and comfortable. There is personality to the space, which makes me feel comfortable.*

**TESTIMONIAL:** Patient, Ascension Providence Waco Breast Health Center  
*Although I usually dread having my mammogram each year, the staff at the Breast Center make it a pleasant experience. They are courteous and they clearly explain what is being done. The clinic is very nice and clean — has a "spa-like" atmosphere.*



## A focus on wayfinding

We're creating a seamless wayfinding experience that includes intuitive navigation, clear signage, maps and strategic color coding. To enhance these physical elements, we 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.

*Pictured: Dell Children's Medical Center, 4th Bed Tower, Austin, Texas*



## Language services

**Acknowledging the critical role language plays in healthcare access, we have significantly expanded our language services.**

Ascension Texas' 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.



**TESTIMONIAL:** Patient

*The interpreter was incredibly collaborative, warm and skilled in his role. He was psychologically minded and was more than willing to approach the family in a way that would make them feel comfortable and heard. Couldn't have asked for a better teammate for that intake and wanted to pass along the positive feedback! Thank you again and please know we appreciate all the valuable work you are doing each day.*

577K  
ENCOUNTERS

75  
LANGUAGES

7%  
INCREASE  
IN LANGUAGE  
SERVICES ACCESS

Ascension Texas has a team of dedicated Spanish language associates. Our interpreters and translators build a bridge between languages and cultures, often while having some of the toughest conversations with patients. "I always recommend that people use an interpreter, even if they think they understand the language," said Andrea Gonzalez, an Ascension Texas-based medical interpreter. "If we're not there, the patient can feel really lost, sometimes during the most difficult time in their life."



**TESTIMONIAL:** Patient

*Wonderful, compassionate interpretation. Knew the Lord's Prayer in Spanish by heart, which is ever so helpful for a chaplain visit.*



Ascension Texas' language services also support communication for our deaf and hard-of-hearing communities, representing our second most requested language.



**TESTIMONIAL:** ASL Patient, Dell Seton Medical Center at The University of Texas  
*Really amazing work! It's very challenging to find a good video ASL interpreter, but this person made a huge difference in patient experience. If we could request her again, we would!*

**American Sign-Language (ASL)**

**4.7K+** ENCOUNTERS

# 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.

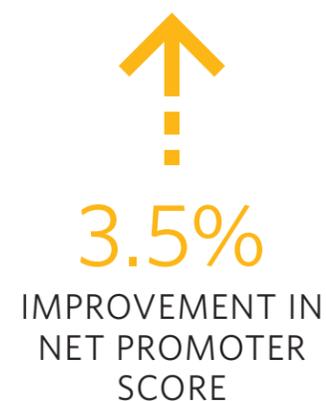
With real-time Net Promoter Score tracking, patients can provide immediate feedback, allowing us to promptly address concerns, make improvements and acknowledge positive experiences. Our focus on real-time recovery and ongoing communication ensures patients feel valued and supported after their visit.

## Real-time listening

We've made real-time Net Promoter Score (NPS) listening and responsive actions a priority across all Ascension Texas care sites to ensure we're continuously improving the consumer experience. Over the past year, this process has helped us raise our NPS by 3.5%.

*Real-Time Listening surveys have revolutionized our feedback process. By allowing patients to provide real-time feedback shortly after their appointments, we've been able to gain valuable insights into their experiences while it's still fresh in their minds. The convenience of quick ratings and the fact that we receive feedback in real time has greatly improved our ability to make timely adjustments and enhance patient care. It's been an incredibly effective tool for improving service quality and strengthening patient satisfaction.*

**Brandi Lara**  
Imaging Manager, Ascension Seton Medical Center Austin



## Service recovery

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

Over the past year, Ascension Texas leaders have contacted patients by phone or email without delay, identified trends and discussed how to prevent concerns in the future. We've decreased the volume of complaints consistently month over month. This system ensures we address concerns promptly, showing our dedication to excellence and building patient loyalty.



*I enjoy reaching out to our patients who have had a bad customer service experience. It gives me the opportunity to listen to them, understand what happened and make real changes in how we deliver care. It is satisfying when I am able to change their negative perception of our organization back to a positive one. Making a sincere apology and connection with them is the key. I want them to know we truly are who we say we are.*

**Melissa Bowen**  
Imaging Manager, Ascension Seton Williamson

## The billing experience

Ascension Texas 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.

# Community Impact



## CHAPTER 3

### Community Impact

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

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# OUR IMPACT IN THE COMMUNITIES WE SERVE

## At a glance

**At Ascension Texas, we advocate for a compassionate and just society through both our actions and our words.**

We are far more than a healthcare system; we are catalysts for change — local leaders who listen, engage with and invest in our communities and with partners to ensure that everyone has the opportunity to be their best.

We work to ensure that essential resources foster holistic healing. We champion health equity and social justice, working to help break down systemic barriers to care. These efforts transform and improve the lives of individuals and entire communities through initiatives designed to promote lasting, meaningful access to quality, cost-effective, personalized care and reduce disparities.

- Attending to the social, spiritual and medical needs of others and acting upon this awareness is central to our Mission.
- 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.
- By reinvesting in our communities, we are working to build a healthier future for everyone, especially the most vulnerable.
- Using a standardized screening tool, our providers conduct social determinants of health (SDOH) screenings, 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.

**For more than 120 years, Ascension Texas has delivered compassionate, personalized care to all, with special attention to those experiencing poverty and vulnerability.**



**\$280M**  
CARE OF THE POOR  
AND COMMUNITY  
BENEFIT



# DATA MATTERS

## Community Health Needs Assessments (CHNAs)

As one of the largest healthcare systems in the country, we have both the capacity and the responsibility to use our data and insights to help address health disparities and improve outcomes for communities we serve. Our vast reach allows us to interact with millions of patients across diverse populations, giving us a unique vantage point to understand underlying social, economic and environmental factors that impact health.

By leveraging tools such as the Centers for Disease Control and Prevention's Social Vulnerability Index and Index of Disparity, in addition to our own Ascension Social Risk Index, we analyze data related to race, ethnicity, language, sexual orientation and other key social determinants of health (SDOH). This mapping highlights where barriers to care may be most prevalent, empowering us to develop strategies to address at-risk populations that need focused support.

Our CHNAs, conducted in partnership with local organizations, offer additional insights to guide our work. Every three years, in compliance with federal requirements, Ascension Texas conducts a CHNA to evaluate the health of our communities. Developed with local health partners and stakeholders, we seek input from those representing community interests. Ascension Texas conducted their 2024 CHNA from July 2024 to May 2025.

**Ascension Texas analyzed secondary data of over 58 indicators and gathered community input through focus groups, interviews and surveys to identify the needs of the region.**

**The prioritized needs to be addressed through CHNA implementation strategies:**

- Healthcare access and quality
- Social determinants of health
- Mental and behavioral health
- Maternal and child health

Advancing healthcare quality and access 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. Since 2020, Ascension Texas providers have asked their patients to voluntarily respond to a standard set of questions that cover topics such as loneliness, violence, food insecurity, housing, education and financial issues.

**527K** SCREENINGS

**63K** REASSESSMENTS

**For FY25, 184,021 patients have been screened for SDOH**

*A reassessment is a follow-up evaluation done after the initial screening to see if there have been any changes in the patient's situation or needs. Reassessments help ensure that care remains relevant and addresses ongoing or new challenges.*

# ACCESS TO HEALTHY FOOD FOR VULNERABLE COMMUNITIES

## Food is the best medicine

According to Feeding Texas, approximately 1 in 8 Texans experience food insecurity. Food is the Best Medicine was established by the Ascension Texas Council on Racial and Health Equity in response to the alarming rate of severe maternal morbidity cases and maternal deaths which are exacerbated by the barriers to healthy food access experienced by marginalized populations.

The goals of the Food is the Best Medicine program are to:

- Decrease food insecurity
- Increase healthy eating
- Increase positive health outcomes for people who have recently given birth

Ascension Seton Medical Center Austin aims to alleviate food insecurity, improve health outcomes and promote equitable access to nutrient-rich food for families delivering newborns at the hospital with its Food is the Best Medicine program, a collaboration with Ascension Seton, Farmshare Austin, The Cook's Nook (TCN) and the Michael and Susan Dell Center for Healthy Living at UTHealth Houston School of Public Health in Austin.

During the critical eight-week postpartum period, parents and their families who are eligible for the Food is the Best Medicine program receive the equivalent of 120 nutritious meals and fresh foods to aid maternal healing and reduce the physiological, emotional and mental effects of stress caused by food insecurity.

Food provisions include a combination of fully cooked and prepared meals; prepped fruit, vegetables and grain-forward meal kits; and a produce and pantry staples box. TCN's meals and meal kits are convenient, culturally relevant and align with the USDA Dietary Guidelines for Americans. Farmshare's produce and pantry staples boxes are farmers' market-quality produce, which postpartum patients can customize each week to meet their needs and preferences. Weekly food provisions are delivered directly to a family's home, helping to address problems related to transportation access or fuel affordability. Food is the Best Medicine is entirely funded through donations and grants given to the Ascension Seton Foundation.

### Food is the Best Medicine program impact since 2023



**41K+**  
MEALS DELIVERED



**325**  
HOUSEHOLDS ENROLLED

**28K+** POUNDS OF PRODUCE DELIVERED

**450+** TOTAL H-E-B GIFT CARDS

Provided to those who identified as food-insecure but were ineligible or declined to participate

**2** NATIONALLY FUNDED STUDIES

### SPOTLIGHT: Rural hospital program ensures patients have food when they are discharged

Peggey leaned on her walker for support as she warmed up her dinner in the microwave, a meal provided by the Ascension Seton Highland Lakes (ASHL) "Don't Leave Hungry" program. She had recently been discharged after her second knee replacement surgery. Living by herself and unable to stand on her own, she said the frozen meals provided by the hospital made a big difference. "Having those meals was a huge relief," she said. "I would have tried to cook for myself, and that was so hard. Nobody likes to go all day without eating, especially if you're recovering from surgery."

The "Don't Leave Hungry" program at ASHL began two years ago, inspired by Clinical Manager Lorrie Kirby and Nursing Supervisor Paulette Leadbetter. "We noticed that we had a lot of patients that would ask for snacks or extra portions of their meal," Kirby said. "When you're hungry, you hoard or you eat extra, and these patients were in a place where they could get a good meal."

The pair decided to investigate food insecurity issues in their area and soon discovered five "food deserts" in rural Burnet County, Texas. The USDA defines a food desert as an area where 33% or more of a rural population lives more than 20 miles away from the nearest grocery store. Through admissions screening, the hospital discovered that about 6% of their patients qualified as food insecure. They navigated state and federal regulations to begin freezing leftovers from cafeteria offerings as take-home meals for patients. In FY23, they froze and distributed 460 meals for patients like Peggey.

The "Don't Leave Hungry" program has become part of the hospital's daily routines. In morning safety huddles, the team shares how many meals are available that day and leaders discuss patients in their respective units that need meals upon discharge. Associates also work with patients to connect them with long-term support through community programs like food banks and Meals on Wheels. Kirby says the "Don't Leave Hungry" program sent home another 310 meals in FY24 and is still going strong.

*Pictured: Clinical Manager Lorrie Kirby and Nursing Supervisor Paulette Leadbetter*



## CONNECTING COMMUNITIES TO CARE AND SAFETY

### Neighborhood Resource: A tool for community support

Ascension Texas proudly offers Neighborhood Resource, a free and easy-to-use website designed to connect individuals in need with local community organizations providing free and reduced-cost services. 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.

Since its launch in 2021, the Texas Neighborhood Resource site has been searched 15,000 times for community resources. Referrals through the site have increased with each year of use. The initiative is set for exponential growth, with projections aiming for one million searches throughout Ascension by 2030.

### Hospital-based violence intervention

Hospital-Based Violence Intervention Programs (HVIP) have been gaining traction and attention as communities across the nation prioritize addressing violence as a public health issue.

- In 2022, Travis County Commissioners Court passed the Safer Travis County resolution, aimed at reducing gun violence, which included two pilot programs: a prosecutor-led gun violence intervention program and a hospital-based violence intervention program.
- In October 2024, Ascension Texas was awarded a two-year \$500,000 grant from Travis County that supported implementing an HVIP in our two Level I trauma centers, Dell Seton Medical Center at The University of Texas and Dell Children’s Medical Center.

Ascension Texas launched the pilot of HVIP, which leverages the power and influence of Ascension Texas to ensure patients and families experiencing violence are identified, supported and connected to internal and external resources specific to their complex needs. A dedicated HVIP responder meets with interested patients and families in the hospital after a violent injury related to gun violence, stabbing or assault for follow-up assistance throughout their recovery.

#### 350+ HVIP TEAM RESPONSES

To victims of violence in our first six months of the HVIP pilot at Dell Seton Medical Center and Dell Children’s

## ACCESS TO MEDICATION

### 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 over 277 partner sites and Ascension Rx pharmacies, dispensing more than 71,000 prescriptions annually for eligible low-income, uninsured patients.

Meeting top industry standards — certified by the National Association of Boards of Pharmacy, MedSurplus Alliance and the Healthcare Distribution Alliance — it strictly adheres to the Drug Supply Chain Security Act, ensuring safe and reliable distribution.

Dispensary of Hope enables thousands of uninsured and low-income individuals to manage their health conditions effectively, reducing healthcare costs to support healthier communities and empower patients to lead fuller, more stable lives.



**Three Dispensary of Hope partner sites and Ascension Rx pharmacies serve Texas:**



**\$866K** COST SAVINGS IN MEDICATION  
**1.8K+** PRESCRIPTIONS DISPENSED  
**592** PATIENTS SERVED

#### 340B Drug Pricing Program

The 340B Drug Pricing Program enables eligible healthcare organizations to purchase outpatient drugs at significantly reduced prices for qualifying entities, including those that qualify as “disproportionate share hospitals,” by treating a large number of low-income patients, community health centers and children’s hospitals. By reducing wholesale prices for qualifying entities, the program improves access to affordable medications and allows Ascension to reinvest savings into critical services like patient education, preventive care, chronic disease management and mental health services, ultimately addressing broader community health needs.

In Texas, seven Ascension Texas hospitals participate, including two critical access hospitals, three disproportionate share hospitals, one rural referral center and one pediatric hospital. Savings and benefits specific to community pharmacies participating in the 340B program grew by 20%.

# ENVIRONMENTAL IMPACT AND SUSTAINABILITY

As part of a large healthcare system, Ascension Texas has the opportunity to drive lasting environmental change through our governance, resources and infrastructure. We focus on improving climate resilience by engaging with communities and advocating for policies that support those we serve.

Additionally, we screen for social factors that impact health, using this data to reduce preventable issues like asthma-related emergency department visits. We've also undertaken significant efforts to remove desflurane, a harmful greenhouse gas, from our formulary, ensuring safer clinical care while advancing environmental sustainability.

## Desflurane removal

In February 2024, Ascension Texas removed desflurane, an inhaled anesthetic and greenhouse gas, from our approved medication list and has switched to using sevoflurane as the preferred inhaled anesthetic, which has a lower environmental footprint.

## Notable sustainability activities from Texas hospitals



### Dell Children's Medical Center

**10+ TONS OF COOKING OIL RECYCLED**  
An increase from over eight tons of cooking oil recycled in 2022

### Dell Children's Medical Center North

**340+ TONS OF CARDBOARD RECYCLED**



## PRACTICE GREENHEALTH AWARD

**Dell Children's Medical Center**

**Dell Children's Medical Center North**

**Ascension Seton Medical Center Austin**

*The premier recognition program for environmental performance in the healthcare sector*



## ENERGY STAR® CERTIFICATION

**Ascension Providence**

**Ascension Seton Edgar B. Davis**

**Ascension Seton Hays**

**Ascension Seton Williamson**

*Demonstrating outstanding performance in facility operations with a focus on energy efficiency*



## AMERICAN SOCIETY FOR HEALTHCARE ENGINEERING SUSTAINABILITY AWARD

**Ascension Seton Williamson**

**Sustainability Champion Award**

*Demonstrating outstanding leadership in healthcare sustainability*

**Ascension Seton Edgar B. Davis**

**Ascension Seton Hays**

**Energy to Care Sustained Performance Award Honors**

*Demonstrating three consecutive years of low energy use*

## CARING FOR OUR CHILDREN

Dell Children’s Health Plan was first formed as Seton Health Plan. After Seton’s Children’s Hospital of Austin opened as Austin’s first freestanding children’s hospital in 2007, named Dell Children’s Medical Center, Ascension Seton received approval from the Michael and Susan Dell Foundation to also rename Seton’s Medicaid health plan, to Dell Children’s Health Plan.

Today, Dell Children’s Health Plan is contracted with Texas Health and Human Services Commission (HHSC) to provide Children’s Health Insurance Program (CHIP) and State of Texas Access Reform (STAR) Medicaid programs.

Dell Children’s Health Plan members can expect more. On top of the health coverage given with any CHIP or STAR Medicaid health plan, many value-added services are available, such as food delivery, transportation, spiritual care, play and exercise, education, 504/IEP guidance, GoManda app and GED coaching.

### Medicaid recertification

Dell Children’s Health Plan assists the community with the Medicaid recertification process to help prevent gaps in coverage, to ensure timely compliance with recertification deadlines and to familiarize individuals with the recertification steps. During these meetings, we educate and empower the public, making sure they understand the process and are informed of upcoming recertification dates.

In 2022, we were the first health plan to become Level III certified with HHSC’s Case Assistance Affiliate Program, allowing us to assist people with Medicaid applications, in-person and over the phone.

### Value-added services for pregnant members and new moms

Dell Children’s Health Plan offers value-added services to keep pregnant women, new moms and newborns healthy and safe. Services include doula services, convertible car seats, birth education and food deliveries.



## COMMUNITY WORKFORCE DEVELOPMENT

Ascension Seton’s workforce development program is a comprehensive and multi-faceted effort aimed at developing and retaining talent across various roles in the organization. The program features opportunities for career exploration, experiences and education, as well as associate upskilling.

### Legacy programs

- 13 YEARS** • Ann Richards School for Young Women Leaders Healthcare Career Shadowing
- 25 YEARS** • San Juan Diego Corporate Internship
- 18 YEARS** • Project SEARCH
- 20 YEARS** • Capital IDEA
- 2 YEARS** • Ladders for Leaders - Summer Internship Program

### Additional community workforce development

- Large community career exploration events  
*City of Austin Career Fest, Workforce Board Events*
- CTE Advisory Boards at area school districts
- Learning opportunities such as tours and panels for colleges and universities
- Workforce Board Work Groups
- Central Texas Partnership
- Clinical Trainee Program: Paid Internships
- Community non-profit engagement

### Project SEARCH

Initially implemented in the fall of 2007, Project SEARCH at Ascension Texas was the first of its kind in the state. Project SEARCH at Ascension Texas is an innovative best practice for preparing and training young adults with intellectual disabilities for the competitive workforce. Through a yearlong internship, Project SEARCH offers each participant the opportunity to develop their vocational skills in a hospital setting, while building a solid foundation of professional experience. It is supported by a unique collaboration among business, education, rehabilitation and disability service providers.

### Project SEARCH at Ascension Texas is currently operating at four Ascension Seton sites

- Dell Seton Medical Center at The University of Texas
- Ascension Seton Medical Center Williamson
- Ascension Seton Hays
- Ascension Seton Northwest



91%

### EMPLOYMENT FOR 2+ DECADES

*From 2007-2024, 430 interns have successfully graduated from Project SEARCH and utilized their newly acquired skills to transition into competitive employment*

# Investing in Our Associates



## CHAPTER 4

### *Investing in Our Associates*

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

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# OUR COMMITMENT TO INVEST IN OUR ASSOCIATES

## Awards

- 2025** AMERICA'S MOST ADMIRABLE WORKPLACES  
*Built In Austin's*  
 100 BEST LARGE PLACES TO WORK
- 2024** *Texas Workforce Commission's Workforce Solutions*  
 CAPITAL AREA EMPLOYER OF EXCELLENCE  
*Austin Mayor's Health & Well-Being Council*  
 MOVING THE NEEDLE WORKPLACE AWARD  
*Monica Targett, MS, BSN, RN*  
 MOMENTS THAT MATTER HONOREE  
*Ne'cole Aguillard, RSC, RFC*  
 ENVIRONMENTAL SERVICES DIRECTOR OF THE YEAR (*Brunken Region*)



## At a glance

 **6,748**  
**NURSES**

**1,200** NURSING SUPPORT STAFF  
**1,066** PHYSICIANS  
**525** RESIDENT PHYSICIANS  
 1,105 residents in all positions



**Ascension Texas**  
 employs more than  
**15,676 associates**

## The associate journey

Ascension Texas 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





# 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.

## Texas is participating in "Always-On Listening"

Always-On Listening is a quick survey that allows nursing units to provide feedback on persistent problems or opportunities and for peer recognition right from their phones. This feedback will then be routed to the appropriate operational partner group or nurse manager that oversees the unit where the feedback was received.



## Our Service Commitments

Our three Service Commitments — **Extend Kindness, Listen to Understand and Serve Together** — are clear and memorable standards that guide how we care for each other and those we serve. These commitments come to life every day as our associates provide care for patients and support their fellow team members. We ensure that every associate understands the importance of these principles and how they shape the work we do.

New team members are introduced to the Service Commitments during their first training, while leaders receive additional tools and resources to model and promote these behaviors. Recently, 500 leaders completed sessions designed to help them create their own Service Commitment stories, offering real-life examples of these principles in action and inspiring others to embrace and embody them.

### Service Commitments Champions Program

In 2024, we launched the Service Commitments Champions Program. Leaders and associates can nominate colleagues quarterly for exemplifying our Service Commitments. This year, 149 selected champions were celebrated in Texas.



**Mona Gaw, DNP, MPA, RN, NEA-BC, FACHE, CPHQ**  
*Vice President Nursing and Chief Nursing Officer, Ascension Seton Hays*

Mona demonstrates outstanding leadership through interactions with patients by showing kindness and empathy. She takes time to listen to concerns and provide solutions.



**Amy Gums, PharmD, BCACP, CHC**  
*Network Clinical Pharmacy Specialist - Internal Medicine, Ascension Seton Hays*

After identifying a claim that was denied, Amy led an investigation to understand the situation. She then helped refile the claim, showcasing her commitment to kindness and attentive care.



**Kristen Ortiz, MSN, APRN, FNP-C**  
*Nurse Practitioner, Pediatric Otolaryngology, Dell Children's Medical Group*

Kristen identified a life-limiting genetic condition in a teenage patient and worked with a team to communicate the diagnosis, offering the family essential resources and information.

## Associate well-being as a priority

**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

Ascension's internal well-being site, each month to access tools, videos, and live support focused on six key well-being categories: relational, occupational, financial, mental, spiritual and physical.

### 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.

### Associate Hardship Support Program

The Associate Hardship Support Program provides financial assistance for associates to meet emergent needs such as rent, mortgage, utilities, medical expenses, expenses related to the death of an immediate family member, urgent auto repairs (excludes wear and tear), furnace/sewer repairs, air conditioning and water heater repairs and other unexpected needs. These funds are available from Ascension Texas' Foundations philanthropic associate assistance funds.



## Continuously listening to our associates

Ascension Texas' 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

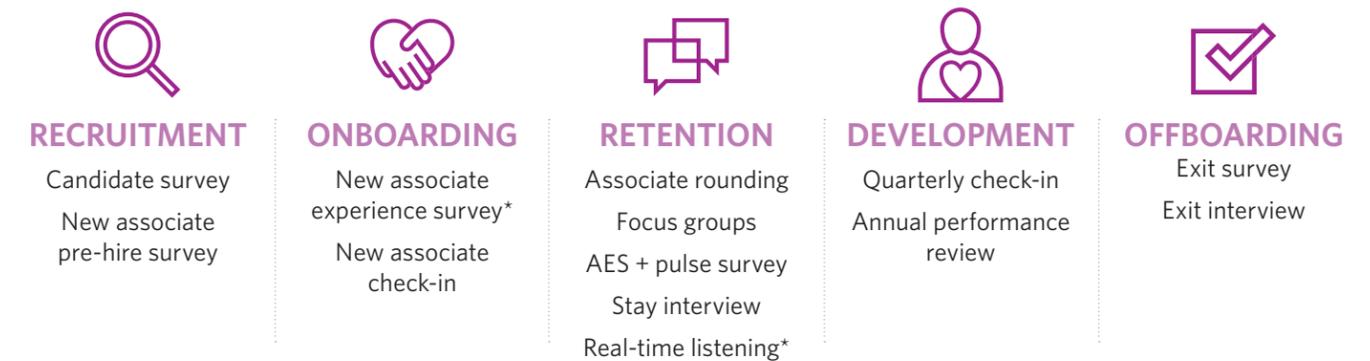
- **Unit-Based Councils (UBCs)** - Encourage collaboration and innovation by empowering nurses to drive improvements in patient care and workflow efficiency.
- **Listening Sessions** - Provide deeper insights into survey results to guide action plans.
- **Employee Engagement Committees** - Gather associate input and recommend strategies to enhance workplace culture and engagement.
- **Culture of Safety Survey** - Sent out once per year in September. Seeks associate's feedback as we work together to build a safe and reliable culture in Ascension Texas. Responses give insight into our safety culture, including our strengths and how we can improve.
- **Consumer Experience with Real-Time Listening**
- **Always-On Listening** is a quick survey that allows nursing units to provide feedback and persistent problems or opportunities for recognition right from their phones. This feedback will then be routed to the appropriate operational partner group or nurse manager that oversees the unit where the feedback was received.
- **Leader Safety Rounding** - Weekly Safety Rounding on all units, focus on High Reliability and Safety
- **Associate Experience Survey (AES)** - Annual Survey that captures feedback focused on the overall associate experience.



### Checking in with our associates

In 2024, we launched New Associate Check-ins within our Performance Management System and provided leaders with a New Associate Resource Toolkit to guide conversations. These check-ins saw a 62.50% increase in FY25.

We are equally committed to supporting all associates through regular performance conversations. Our quarterly check-ins integrate discussions on performance with opportunities for associates to reflect on their Service Commitments. In FY25, we achieved a 95.50% average check-in completion rate across the organization



\*In development



## Encouraging and celebrating our teams

**At Ascension Texas, 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.

### Bee Award

The BEE (Be Extraordinary Everyday) Award was developed to recognize non-nursing team members who provide extraordinary care and support to our patients and other members of the care team.

### DAISY Award

The DAISY Award is a recognition program to celebrate and recognize nurses by collecting nominations from patients, families and co-workers. It is run by our partners as a way to thank nurses for the care and kindness they provide.

### eCards

Our eCards provide an avenue for leaders to directly connect and recognize associates for living out Ascension's Values and Mission, and our Ascension Service Commitments. Leaders have the ability to go in and send mass eCards, which involves one eCard and message sent to several associates simultaneously.

### Everyday Hero of Safety Award

Celebrates associates who speak up for their patients, colleagues and their own safety.

### Excellence in Action Award

The Excellence In Action Award has been established and made available to individuals or teams who achieve significant goals and/or exhibit exemplary behavior.

### Good Catch Award

The Good Catch Award is selected based on use of error prevention techniques, safety behaviors and principles of High Reliability, as reported in the Event Reporting System (ERS).

### Kudoboard

The Kudoboard is an online forum that allows Texas Associates to recognize peers.

### PHIL Award

The PHIL Award® is the only nationally recognized hospital-based recognition program that honors respiratory therapists for providing outstanding patient care.

### Service Awards

As an integrated national ministry, Ascension celebrates our associates' commitment and loyalty via the National Service Award Program through O.C. Tanner.

### Service Commitments Champions Award

This award allows all leaders the opportunity to submit nominations for associates they witness living our Service Commitments — Extend Kindness, Listen to Understand and Serve Together — in extraordinary ways, based on their personal experiences and observations.

#### SPOTLIGHT: Service Commitments Champion at Ascension Seton Hays

As a clinical pharmacist, Amy provides pharmaceutical care and support to nursing staff on our 5th floor (Ortho/Trauma) at Ascension Seton Hays. Recently, there was a trauma patient who filed a workman's compensation claim for his injuries. During multidisciplinary rounds, Amy overheard the Case Management/Social Work team member(s) state that the patient had been denied by Workman's Comp because their urine drug screen was positive for benzodiazepines. However, there was not a clear administration of such medication while in our hospital. In discussion, it was apparent the patient and spouse were distraught as they were adamant the patient did not do drugs or use this type of prescription medication. Amy displayed our Service Commitment of Listening to Understand as she then took it upon herself to investigate further when others had been unsuccessful.

Amy dove into the physical chart and searched for EMS records, surgical documentation and otherwise to discover any explainable reason for the positive drug test. She also checked Texas PMP records which showed the patient had no history of benzodiazepine prescriptions, corroborating their account of no benzodiazepine use. Amy located a surgical record that demonstrated one dose of midazolam — a benzodiazepine — was administered intraoperatively that correlated with the date/time of the positive urine drug screen. As a result of this finding, the patient was able to re-file what appears to be a legitimate workman's compensation claim.



*Pictured: Amy Gums, PharmD, BCACP, CHC, Network Clinical Pharmacy Specialist - Internal Medicine, Ascension Seton Hays*

# TEACH AND GROW

## Developing our associates' careers

A career at Ascension Texas 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 Texas.

### 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 Texas 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:



### Vocare Tuition Program

Prepares associates for career growth and development at Ascension. Vocare means “to call” in Latin.” Through this program, we’re making it easier and more affordable for associates to continue their education and pursue their calling through their own unique career journey.

- **We Pay Option:** This option provides upfront tuition payment for online degrees and/or self-directed courses offered through a network of academic institutions through our education partner. Eligible programs include associate’s and bachelor’s degrees, select master’s degrees, undergraduate and graduate certifications, high school diplomas, English second language courses and professional/industry certificate programs.
- **Get Reimbursed Option:** This option reimburses eligible tuition and coursework fees (after successful course completion) for courses or degree programs offered through accredited institutions. Eligible degrees include associate’s, bachelor’s, masters degrees, executive masters degrees and doctoral degrees.

### 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 technologist by upskilling non-certified associates.

### Pharmacy Technician (PharmTech)

A structured training program designed to provide certification in pharmacy support roles.

### PCT to CPCT (Certified Patient Tech)

A structured program to elevate the PCT role and provide a career ladder along with increased knowledge and upskill.



## 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 Texas 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. We aim to implement 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.

### Student Intern, Nurse Residency and Nurse Fellowship Programs

We hire nursing students while they are still in school, providing them with the opportunity to work as nursing interns at Ascension Texas. 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.

## ENCOURAGE DEPARTING ASSOCIATES

Our associates are drawn to our shared purpose, and we gladly welcome former team members who wish to return and make a meaningful impact once again. We recognize that the years of experience carried by our current and former nurses, physicians and other frontline caregivers are a great asset, so we know returning members of the Ascension Texas family bring with them irreplaceable value. Our Mission remains unchanged, and our workplace is constantly improving, so we encourage departing associates to look back positively on their time serving at Ascension Texas, and consider ways to return to be a part of our work in the future.

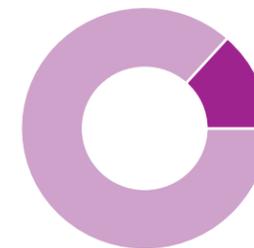
## Our exit interview strategy

**We place great importance on maintaining relationships with members of the Ascension Texas family who move on to roles outside our organization.**

Our exit interview strategy plays a vital role in assessing their overall experience, helping us identify ways to improve retention and engagement among current associates while keeping the door open for former team members to return.

**54%** EXPRESSED THEY WOULD CONSIDER RETURNING

This significant percentage indicates that more than half of Ascension associates had a positive enough experience to contemplate rejoining Ascension in the future.



**11.53% of overall offers accepted were from rehires**

*1.33% increase from the year before*

In the nursing job family, rehires accounted for 7.84% of offers



In 2023, Ascension sent out 5,000 surveys to connect with former employees from departments that typically have the highest turnover in our industry, including nursing, imaging and surgery. From the results we identified areas of success, opportunities for growth and strategies for further improving our employee experience.



- **Job enjoyment:** An impressive 80% of associates liked the type of work they did. This high level of job satisfaction suggests that many former associates have fond memories of their time at Ascension Texas and may be inclined to return for similar roles.
- **Supportive reporting environment:** 70% of associates felt comfortable reporting medical errors or concerns without fearing consequences. This transparency and focus on safety create a positive work environment that former associates might seek out again.
- **Respectful management:** With 70% of employees agreeing that their managers treated them with respect, it's clear that positive manager-employee relationships are a cornerstone of our organizational culture.
- **Clear communication of benefits:** 67% of respondents felt that their benefits were clearly communicated, ensuring they understood the value of what was provided to them.

### We believe that once you become an associate, you are always part of our family.

Our exit interview strategy is one way we demonstrate this commitment, ensuring that every associate feels valued and supported, both during their time here and beyond. Ascension Texas is always excited to welcome back former employees who wish to rejoin our family.

### Ascension Texas' 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](https://ascension.org)

**Ascension Texas**