

# MINISTRY IN ACTION

*Annual Impact Report*



**Ascension**

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.*

# MINISTRY IN ACTION

## *Annual Impact Report*

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

# ABOUT ASCENSION

Our Mission has guided every generation of Ascension leaders and associates, reminding us that healthcare is more than a profession. It is a sacred calling.

**This year, as we embrace our new Vision, answering God’s call to bring health, healing and hope to all, we renew our commitment to serve with compassion, courage and purpose.**

Each day, across our ministry, we see this Vision come to life. It is reflected in the kindness of a caregiver, the innovation of a clinician and the dedication of our associates who care for our patients and support their families. It is evident in our shared work to expand access to care, strengthen the health of our communities, and accompany each person with compassion and respect.



## *Rooted in the loving ministry of Jesus as healer ...*

This is a moment of both gratitude and renewal for our ministry. As we continue to build on the foundation that has guided us for generations, we are moving forward with a shared focus on people, performance and purpose. Together, we are strengthening our ability to meet the needs of our communities and ensuring that our Mission and Vision remain at the heart of all we do.

Our ministry is powerful in scope yet deeply personal in reach. Across every community, our associates live our Values of Service of the Poor, Reverence, Integrity, Wisdom, Creativity and Dedication. These Values remind us that every person has inherent dignity and deserves to be seen, heard and cared for with respect.

## *... We are advocates for a compassionate and just society through our actions and our words.*

**This year’s Ministry in Action Report highlights how our Mission and Vision guide us in:**

- Delivering quality, safe health outcomes and increasing access
- Enhancing the consumer experience
- Strengthening our communities and extending our reach beyond our facilities
- Supporting and investing in our associates

**Together, we remain steadfast in our purpose to bring health, healing and hope to all, rooted in faith, guided by our Values and united in service to one Mission.**



Joseph Impicciche, JD, MHA  
Chief Executive Officer, Ascension

*Our Mission calls us to see the face of Christ in every person we serve.*



Eduardo Conrado  
President and incoming Chief Executive Officer, Ascension

*Our strength comes from our people and their shared calling to serve. Their compassion, creativity and courage continue to move us forward as one ministry.*

# ABOUT ASCENSION

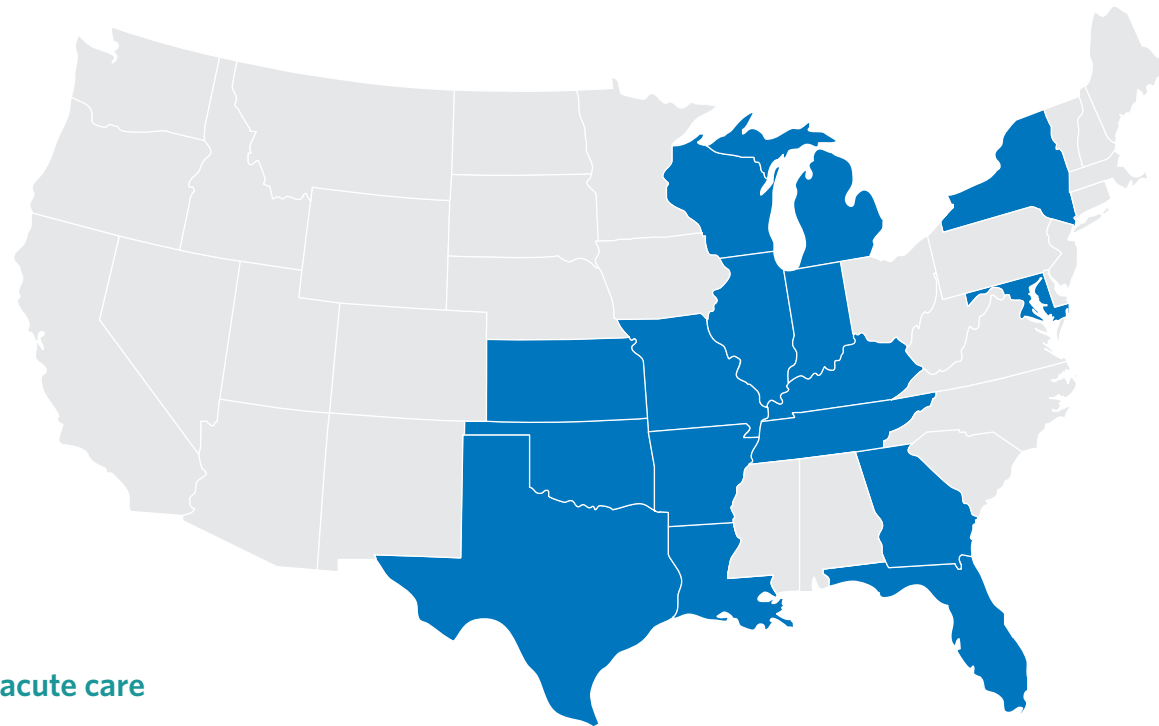
**Ascension is one of the nation's leading non-profit and Catholic health systems, with a Mission of delivering compassionate, personalized care to all, with special attention to those most vulnerable.**

In FY25, Ascension provided \$1.7 billion in care of persons living in poverty and other community benefit programs along with \$1.8 billion of unreimbursed care for Medicare patients.

### Community sites of care

Ascension's presence represents a depth and breadth of service in communities across the country, where we provide a variety of clinical services across a network of more than 1,650 care sites beyond our hospitals, including:

- **860** Ascension Employed Clinician Network Locations
- **267** physical therapy outpatient clinics (owned and partnered)
- **194** imaging locations
- **59** ambulatory surgery centers



States with an Ascension presence

### Acute and post-acute care

Across 16 states and the District of Columbia, Ascension's network encompasses:

- **16,600** beds
- **95** wholly owned or consolidated hospitals
- **26** additional hospitals through joint partnerships
- **30** senior living facilities
- **518** post-acute facilities

### FY25 at a glance

 **11.9 million**  
Physician office and clinic visits

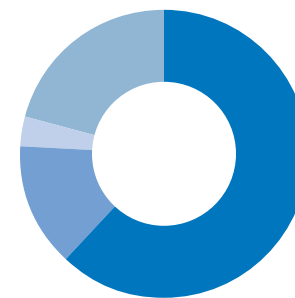
 **5.2 million**  
Unique lives served

 **2.48 million**  
Emergency room visits



#### Encounters

- 63,000 births
- 565,000 discharges
- 1.2 million equivalent discharges
- 466,000 surgery visits
- 396,000 virtual clinician office visits



#### Clinicians and caregivers

- 99,000 associates
- 22,300 independent clinicians
- 5,100 employed clinicians
- 33,000 nurses



Our Vision

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

Overview

## ABOUT ASCENSION

### *New Vision; Same Mission*

In FY25, Ascension introduced a new Vision statement to guide our ministry as we continue serving individuals and communities across the country. This Vision reflects Ascension's enduring commitment to compassionate, purpose-driven care and serves as an aspirational guidepost, uniting caregivers and leaders in a shared calling.

**Building on Ascension's enduring Mission and Values, this 11-word Vision statement captures who we are and who we strive to be.**

Looking ahead, this Vision reflects our identity and reaffirms our unwavering dedication to those we serve. Rooted in compassion and guided by purpose, Ascension continues to meet people where they are, delivering care that brings health, healing and hope to all.

## ANSWERING GOD'S CALL

*As a ministry of the Catholic Church, we hear God's call to address suffering in all its forms.*

## TO BRING

*We act in the spirit of service.*

## HEALTH, HEALING AND HOPE

*We focus on outcomes: spiritual, physical, emotional and relational.*

## TO ALL.

*We demonstrate unconditional love for every person and extend our reach to the full community.*



Tom VanOsdol, MS, MA, FACHE  
Chief Mission Integration Officer, Ascension

*Our legacy is one of courage, compassion and faith, a legacy born from those who journeyed to the margins to bring healing and hope. Today, we carry that same spirit forward, called to serve in new ways while remaining rooted in the Mission that has always defined us. As we look to the future, our work continues to be a living expression of that enduring call.*

# ABOUT ASCENSION

## *Rooted in our legacy; Pushing forward to the future*

### Inspiring past: Hope-filled future

Ascension’s legacy of faithful service to all is rooted in the bold compassion of its founding religious orders: The Daughters of Charity, the Alexian Brothers, the Sisters of the Sorrowful Mother, the Sisters of St. Joseph of Carondelet and the Sisters of St. Joseph of Nazareth. Each responded to the urgent needs of their times — caring for the sick during epidemics, welcoming immigrants and serving those who were overlooked. Their ministries, built on courage, ingenuity and deep reverence for human dignity, have served this country for centuries. Formed in 1999, and grown over the last 25 years, Ascension continues their commitment to serving all persons, with special attention to those experiencing poverty and vulnerability. Today, we continue to follow the examples of the women and men who established our legacy, following the ways they boldly embraced and embodied our Values in service of others.

The Sisters and Brothers who founded our ministries were part of religious communities that came to the United States to serve people in need. These are the stories of their foundresses and founders, women and men who served with love, acted on behalf of justice, promoted the common good and truly inspired generations.

#### **Jean-Pierre Médaille** *Founder of the Sisters of St. Joseph*

Jean-Pierre Médaille (1610-1669) was a French Jesuit priest who in 1650 gathered the first six Sisters of St. Joseph in Le Puy, France. They lived in community and offered their lives to address the needs of the “dear neighbor without distinction.” Together, this small band of Sisters grew a community of women religious, serving in healthcare, education and social services to meet needs throughout the world. During the French Revolution, many of the communities of the Sisters of St. Joseph in France were suppressed. In 1807, Mother St. John Fontbonne was asked by the Bishop of Lyon, France, to refound the congregation as the Sisters of St. Joseph of Lyon. She sent the first Sisters to the U.S. in 1836 to a section of St. Louis called Carondelet. From Carondelet, Sisters were sent out to many locations. Some of these foundations became independent Congregations. The Sisters of St. Joseph of Carondelet and the Congregation of St. Joseph (formerly the Sisters of St. Joseph of Nazareth) responded to the human needs of communities across the country, eventually building missions, schools and hospitals — the latter of which became part of the Ascension ministry.



#### **St. Vincent de Paul and St. Louise de Marillac** *Co-Founders of the Daughters of Charity*

St. Vincent de Paul (1581-1660) was a French Catholic priest who is considered the patron saint of all works of charity in the Roman Catholic Church. In 1633, he partnered with St. Louise de Marillac (1591-1660), an educated, widowed noblewoman, to create the Daughters of Charity of St. Vincent de Paul to serve the poor and sick in Paris, France. Twelve young women began serving the poor and destitute, living and working alongside them. What began as soup kitchens quickly grew as the Sisters organized community hospitals, built schools and constructed homes for orphaned children. They offered job training, taught young people to read and write and worked to improve prison conditions. Their commitment to serving all people spread worldwide, with communities of Sisters established in 96 countries around the world today.



#### **St. Elizabeth Ann Seton** *Foundress of the Sisters of Charity, later Daughters of Charity in the United States*

St. Elizabeth Ann Seton (1774-1821) is the first American-born saint of the Catholic Church. Born in New York City, she married in 1794 and had five children. Her husband died in Italy where Elizabeth discovered the Catholic faith. She returned to the U.S. in 1805 and founded the Sisters of Charity in 1809 in Emmitsburg, Maryland, following the Rule of Vincent de Paul and later joined with the Daughters of Charity. They immediately set out to serve the needs of their communities, providing direct service, healthcare and education, through ministries that grew across the country — always with special attention to the most poor. The Sisters founded their first hospital in St. Louis in 1828, becoming the first hospital west of the Mississippi and the first Catholic hospital in the country. Many of our sites of care bear St. Elizabeth Ann Seton’s name today.



#### **St. Francis of Assisi** *Founder of the Franciscan Order*

St. Francis of Assisi (1181-1226) was born to a wealthy family but eventually adopted a life of radical poverty. From the Franciscan order that he founded came many congregations of religious men and women. Hospitals across our ministry have been named for him as a beacon of hope. The Sisters of the Sorrowful Mother, responsible for founding many of our ministries in Wisconsin, Kansas and Oklahoma, is a congregation of Franciscan religious Sisters founded in Rome in 1883. Over the centuries, their ministries have included healthcare, education and youth services in the U.S. and internationally.



#### **Mother Mary Frances Streitel** *Foundress of the Sisters of the Sorrowful Mother*

Mother Mary Frances Streitel (1844-1911) founded the Sisters of the Sorrowful Mother in Rome in 1883 as a congregation of Franciscan religious Sisters called to serve particularly in the field of healthcare. In 1889 the Sisters established their first U.S. hospital in Wichita, Kansas, and over the decades, their healthcare ministries expanded to Wisconsin and Oklahoma. Mother Frances once wrote “Prayer and work must go hand in hand,” a statement that influenced the lives of the Sisters and thousands of associates who worked at the sites of care they founded over the generations.



#### **St. Alexius** *Patron of the Alexian Brothers*

#### **Bonaventure Thelen** *Founder of the Alexian Brothers in the United States*

The Alexians are a religious congregation of men founded in 1334 during the bubonic plague in Germany. Originally laymen who assisted with the burial of victims of the plague, they chose St. Alexius (d. 412 A.D.) as their patron and began to organize themselves into communities working together. Several of the Brothers took religious vows and eventually their work spread from Germany to the U.S.

Bonaventure Thelen (1825-1898) arrived in the U.S. in 1866 and established the first Alexian Brothers Hospital for men and boys in a small house on Dearborn Street in Chicago, where the roots of our Illinois ministry began. The Brothers’ work was expanded to hospitals in St. Louis, Missouri; Oshkosh, Wisconsin; and Elizabeth, New Jersey, continually extending their compassionate touch and its power to heal. Today, the Alexians remain committed to the healing ministry with a spirit of love and sacrifice.



# Chapter 1

# QUALITY AND ACCESS

**Delivering quality, accessible care that helps to sustain and improve the health of individuals and entire communities.**

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Thomas Aloia, MD, MHCM, FACS, FACHE  
Chief Clinical Officer, Ascension

In my first year as Chief Clinical Officer, I've had the privilege of listening to caregivers, walking hospital halls and witnessing a deeply shared commitment to our Mission that moves this work forward.

**Together, we set bold goals — to reduce harm, expand access and improve outcomes as we care for all.**

And across the country, Ascension teams didn't just rise to the challenge — they delivered. We aren't stopping here; we are moving forward to strategically integrate community impact, elevate safety and quality, accelerate clinical innovation and deliver on the promise of value-based care, all anchored in what matters most — the health and dignity of those we serve.




Sally Deitch, MSN, MHA, RN, FACHE  
Executive Vice President, Nursing and Operations Infrastructure, Ascension

**Devotion to exceptional care is at the heart of what we do at Ascension, and no one embodies that care more than our nurses.**

Through their unwavering dedication to improve the lives of those we serve, they truly embody our Mission. The following pages highlight only a small glimpse of the innovation, resilience and dedication that I see from our clinical teams every day. I am deeply honored to stand alongside such an extraordinary group of caregivers whose impact is felt far beyond the bedside, shaping healthier communities and changing lives.

# AT A GLANCE

## Care footprint

 **1.9 million**  
Patients screened for behavioral health

**25,000** cancer cases

**7,000** open heart surgeries

**5,500** brain surgeries



## National recognition across sites of care

Between July 2024 and June 2025, Ascension hospitals, clinics and care teams earned national recognition for clinical excellence, patient safety and specialty care across a wide range of services.



Premier Inc.  
**100 Top Hospitals**

- Ascension Via Christi St. Teresa
- Ascension Seton Hays

Named among other nationwide top-performing hospitals for clinical, operational, financial and patient perception.

Healthgrades  
**250 Best Hospitals**

Three Ascension hospitals across Texas and Kansas were recognized on this list, which includes the top 5% of American hospitals for overall clinical excellence.

Newsweek and Statista  
**America's Best-In-State Hospitals**

16 Ascension hospitals in six ministry markets joined a list of 700 leading hospitals at the state-level.

Newsweek  
**World's Best Hospitals**

Seven Ascension hospitals in five ministry markets joined a list of over 2,400 top hospitals worldwide.

U.S. News & World Report  
**Best Nursing Homes 2025**

Three Ascension Living facilities were named for being "high performing" in short-term rehabilitation, long-term care or both. Only 19% of 15,000-plus skilled nursing facilities rated by U.S. News meet that standard.

U.S. News & World Report  
**Best Children's Hospitals 2025**

Dell Children's Hospital was recognized for its exceptional pediatric care, earning this achievement for the fourth consecutive year.



## EXPANDING ACCESS, STRENGTHENING COMMUNITIES AND DRIVING IMPACT

Ascension is expanding access to high-quality care by aligning clinical growth with community needs and real-time data. From opening new facilities to enhancing existing services, every investment is guided by insights and shaped by listening — ensuring care is available where and when people need it most.

This work isn't just about increasing Ascension's footprint. It's about deepening impact: delivering the right care, in the right place, at the right time.

### *Growing to serve with purpose*

This year, Ascension invested in expanding and modernizing facilities to bring high-quality services closer to home — through new sites, added capacity and enhanced specialty care. We are expanding access throughout our footprint to drive meaningful impact across service lines.

#### Growing maternal care services

- **Ascension Sacred Heart Gulf:** Constructed with women's privacy and comfort in mind, the Ascension Sacred Heart Gulf Women's Diagnostics Center was opened to encourage female patients to prioritize their health, featuring more space and updated equipment for easily accessible mammograms, ultrasounds and biopsies.
- **Ascension St. Vincent Women and Infants Hospital:** We accelerated growth in maternal and newborn care with the opening of the Ascension St. Vincent Women and Infants Hospital, a state-of-the-art, eight-story facility with 109 private NICU rooms, six couplet care rooms, the largest Level IV NICU in Indiana, 30 state-of-the-art maternity suites and expanded maternal services, including lactation support and two laboring tubs for a more personalized birthing experience.



#### Expanding emergency departments and broadening urgent care

- **Ascension Saint Thomas Riverpark Hospital:** Launched a major expansion of its intensive care unit (ICU) and emergency department (ED), through funding totaling \$15.2 million, combined from a state grant and investment from the health system.
- **Ascension Via Christi:** Acquired K+Stat, the largest family practice group in Manhattan, Kansas, an acquisition that represents Via Christi's commitment to keeping care close to home and providing an alternative to emergency room care when appropriate.

#### Investing in mobile care

- **Ascension St. John:** Unveiled Oklahoma's first fully digital mobile PET/CT system, bringing much-needed imaging care to communities in Northeastern Oklahoma. The mobile PET/CT delivers high-quality imaging exams in a comfortable environment, typically offering same-day or next-day test results.
- **Ascension Via Christi:** Celebrated a year of mobile mammography, increasing breast cancer screening exams for patients in Wichita, Manhattan and Pittsburg, Kansas.

#### Meeting service-line specific needs

- **Dell Seton Medical Center at The University of Texas:** Completed an expansion of their Adult Abdominal Transplant Center, which allows for a seamless patient experience between inpatient and outpatient care for kidney and pancreas transplant patients, but also for living donors as they progress through the transplant/living donor evaluation, surgery and post-surgical care.
- **Ascension St. Francis Hospital:** Meeting the Milwaukee community's vocalized need for behavioral health services, Ascension St. Francis Hospital invested \$10 million in behavioral health services, creating a comprehensive behavioral health hub at the facility.
- **Ascension Alexian Brothers Medical Center:** Opened a new 36-bed neurosciences floor, featuring advanced technology, robotic-assisted surgery and private rooms to support complex brain and spine care.
- **Ascension Saint Thomas Rutherford Westlawn:** Celebrated a major expansion on a state-of-the-art, 12-room heart clinic with advanced outpatient imaging. This \$10 million investment will add 12,000-square feet of dedicated cardiovascular care for the growing Blackman and Westlawn communities in Tennessee.

## EXPANDING ACCESS, STRENGTHENING COMMUNITIES AND DRIVING IMPACT

### *Clinical goal-setting: The intersection of clinical and community*

We are called to bring health, hope and healing to all in our communities, especially those experiencing poverty and vulnerability. To guide this work, Ascension sets clinical priority goals to ensure we are lifting up those who need our care most.

Ascension's clinical priority goals are shared, System-wide goals that link medical care with community needs, addressing gaps in access, prevention and maternal health.

Our clinical priority goals not only help us fulfill our Mission, but also shape the health of entire communities, as we impact outcomes by uplifting patients who need our care most. Ascension's transparent approach to goal-setting and progress-tracking underscores our responsibility as a large-scale healthcare provider to drive significant, long-term improvements in health outcomes and disparities nationwide.



### GOAL 1: IMPROVING ACCESS TO PRIMARY CARE

To expand timely, appropriate care beyond the emergency department, Ascension launched a three-year initiative to improve primary care access through data-driven outreach, navigation support and coordinated care for some of the most vulnerable patients within our community (uninsured, or those who qualify for either financial assistance or Medicaid funding).

- **Target:** 5% reduction in avoidable emergency department visits (FY23-FY25).
- **Status:** By expanding access to more convenient and appropriate care settings, 125,000 patients received timely, coordinated care that improved outcomes and reduced avoidable emergency department use — a 14.3% reduction and 35,000 avoidable visits from FY23-25 (goal surpassed).

### GOAL 2: INCREASING CANCER SCREENINGS

Early cancer detection saves lives, yet many vulnerable patients remain overdue for screenings. This initiative uses data, clinical reminders and community outreach to close that gap.

- **Target:** 6% increase in breast and colorectal cancer screening rates (FY24-FY26).
- **Status:** By expanding access to preventive care in communities with higher social vulnerability, more patients received timely, potentially lifesaving screenings. Two years into our three-year program, breast cancer screenings have reached 4,259 more patients — a 6.1% increase — and colorectal cancer screenings have reached 18,411 more patients — a 16.73% increase (goal surpassed). Earlier detection is helping improve outcomes and strengthen long-term health for those we serve.

### GOAL 3: REDUCING SEVERE OBSTETRIC COMPLICATIONS

Severe pregnancy complications are a leading cause of maternal mortality. Ascension aims to reduce these risks through targeted clinical care — such as treatment for anemia and hypertension — and personalized support from maternal health navigators.

- **Target:** 4% relative reduction; maximum target of 8% relative reduction (FY25-FY27).
- **Status:** This new program extends 10 years of previous work focusing on improved maternal safety to achieve our target for reduction of complications per 10,000 deliveries — focusing on reducing preventable complications and improving outcomes for mothers and newborns.

➡ [Read more about these goals in our Community Impact chapter on page 60.](#)

# EXPANDING ACCESS, STRENGTHENING COMMUNITIES AND DRIVING IMPACT

## *Expanding access through technology*

Ascension is integrating virtual care across ambulatory, acute and specialty settings to improve access, reduce delays and support high-quality care delivery. These digital tools ensure patients receive timely care while enabling clinicians to work more efficiently and focus on complex needs.

### Virtual care across the continuum

- **Ambulatory care:** Video visits are integrated into Epic, Cerner and Athena, and available for sites using other electronic health records, streamlining documentation and expanding access for patients.
- **Acute care:** Teleneurology and telepsychiatry deliver real-time consults to hospitals without on-site specialists.

### Connected primary care

In the U.S., access to timely primary care is increasingly limited — a 2025 survey of physician appointment wait times conducted by AMN Healthcare across America’s 15 largest metro areas found that the average wait to schedule an appointment with a doctor is 31 days<sup>1</sup>.

To help ease this burden, a new care model launched initially in Indiana blends virtual and in-person care. Patients with low-risk needs — like a cough, rash or medication questions — can submit symptoms online and receive timely virtual support from advanced practice providers (APPs). This creates a convenient pathway for patients to access care for conditions that can be seen virtually, and has the added benefit of increasing in-person appointments for patients with complex conditions or those establishing care for the first time.

# 50%+

Increase in virtual visits after the availability of virtual APPs

*The early outcomes from the pilot (February 2025-June 2025) show a greater than 90 Net Promoter Score by patients who received the service.*

### SPOTLIGHT: TELENEUROLOGY

In 2023, clinical and technology teams joined forces to reimagine how virtual stroke care is delivered. Together, they built a streamlined system that brings video consults and patient health records together in one place in a secure environment to allow for rapid evaluation and earlier intervention.

Now, neurologists can deliver real-time stroke evaluations virtually to patients in Wisconsin, Tennessee, and Illinois. Timely care is critical to improving patient outcomes and now it’s faster to conduct a consult and easier to access vital patient information. The median time to a virtual stroke consult is less than three minutes.

Dr. Johanna Morton, who leads the effort, summed it up: “It’s completely transformed our experience to be more interactive and efficient, while also making it possible to scale access to patients that need timely care.”



Johanna L. Morton, MD, MS  
National Medical Director, Acute Care  
Clinical Transformation

## *Broadening cost-effective care through ambulatory surgery centers*

In a dedicated effort to address emerging patient needs, Ascension is preparing to acquire AMSURG’s ambulatory surgery center (ASC) business, bringing more than 250 centers across 34 states into our ministry. With over three decades of experience, AMSURG is recognized as a national leader in ASC development, management and operations, with a reputation for clinical excellence, strong physician partnerships and operational innovation.

This acquisition strengthens Ascension’s ability to expand patient-centered care in the communities we serve. By increasing access to specialized outpatient procedures such as gastroenterology, ophthalmology and orthopedics, we can provide patients with lower-cost, convenient alternatives to inpatient care, while ensuring the same commitment to quality care.

This transaction is strengthening Ascension’s ability to respond to the nationwide shift from inpatient care to outpatient care. By investing in AMSURG’s strong ASC network, Ascension is advancing its long-term vision to create a more connected and value-driven healthcare ecosystem, where every person has access to the right care, in the right place, at the right time.

# EXPANDING ACCESS, STRENGTHENING COMMUNITIES AND DRIVING IMPACT

## Medication where it matters: Ascension Rx

Medication access remains a crucial priority for Ascension. Our pharmacy service line has built, implemented and continues to enhance our approach to ensuring Ascension’s vulnerable populations have consistent access to affordable medications across our continuum of care.



Mike Wascovich, PharmD, MBA  
Vice President and Chief Pharmacy Officer

*Every prescription we fill represents a person whose life we helped improve. Ascension Rx is an important part of the work we do to remove barriers, simplify access to life-changing medication and reduce costs. Guided by our Mission, we are building services that deliver both excellence and equity for patients in the communities we serve.*



### Ascension Rx

As Ascension’s dedicated pharmacy, Ascension Rx is a cornerstone in delivering medications where they’re needed most — offering convenience, care coordination and accessibility. Through our community and specialty pharmacies, home delivery service and partnerships with Dispensary of Hope and other patient assistance, Ascension Rx is reaching and supporting more patients than ever before.

### Ascension Rx Home Delivery pharmacy

Ascension Rx Home Delivery is committed to providing convenient access to maintenance prescriptions delivered directly to patients’ homes, while ensuring a high-quality, integrated pharmacy experience. This dedicated home delivery service gives patients and Ascension associates access to fast, friendly pharmacists and technicians dedicated to supporting great pharmacy care. This contributes to improved health outcomes, reduced long-term healthcare costs and a more streamlined experience integration with Ascension’s health plans.

**277,000+**

Prescriptions dispensed in FY25 through Ascension Rx Home Delivery

**28,500** patients served across 48 states

**90%** of maintenance medications filled for 90 days

### Community pharmacies

Our community pharmacies remain the front door for outpatient pharmacy services. Strategic emphasis is placed on our acute discharge medication programs within Ascension hospitals, along with focused partnerships across the Ascension Employed Clinician Network (AECN) clinics, emergency care centers and urgent care clinics to better meet ambulatory patient needs.

**\$9.26 million**

In community benefit provided through charity card access in FY25

**45** Ascension Rx Community pharmacy locations, with 24 as active Dispensary of Hope sites

**1.3M** prescriptions dispensed

## EXPANDING ACCESS, STRENGTHENING COMMUNITIES AND DRIVING IMPACT

### Ascension Rx medication assistance programs

Ascension's Medication Assistance Team works with clinicians to improve accessibility to affordable medications for the patients we serve, helping address medication gaps when a patient cannot afford the medication they need. Through this work, Ascension provides:

- **Financial assistance:** Identifying means of assistance and helping patients complete the external application process for support from drug manufacturer financial assistance programs, or charity grants and foundations.
- **Prior authorization help:** Completing clinical prior authorizations for pharmacy benefit medication for Ascension Employed Clinician Network (AECN) clinics and specialty pharmacies.
- **Benefit investigation:** Assisting with helping patients understand out-of-pocket costs and finding the best pharmacy to serve them at the best, most affordable price.
- **Drug discount card:** Reducing out-of-pocket expenses by discounting drug costs at the register for patients who do not have or want to use their prescription insurance, with no poverty qualification necessary.
- **340B funded assistance:** Helping patients with their prescription out-of-pocket expenses to increase medication adherence, reduce readmissions, increase patient satisfaction and offer better patient quality of life.
- **Donated medication program:** Providing no-cost medications to patients at or below 300% of the federal poverty level (FPL) at participating Ascension community pharmacies through the Dispensary of Hope.

➡ [Read more about our charitable approach to medication affordability in our Community Impact Chapter on page 83.](#)

### Ascension Rx specialty pharmacies

Specialty pharmacy patients often face complex treatment regimens and high costs. Ascension Rx's specialty pharmacy services provide a high-touch, clinically integrated solution that ensures patients have access to the right medications at the right time. Embedded pharmacy liaisons and central support staff guide patients and clinicians through the specialty medication process, ensuring seamless care coordination.

**Over 87% improved patient adherence to medication plans consistently through our specialty pharmacies**

**68,000+** prescriptions dispensed across Ascension

**\$40.7+** million secured in financial assistance for patients

*Additionally, our specialty pharmacies maintained a patient Net Promoter Score (NPS) of 98 and launched a Specialty Standardization Committee to align our specialty care services across Ascension.*

## BUILDING A CULTURE OF SAFETY TO ADVANCE QUALITY CARE

Safety at Ascension isn't a checklist item — it's an engrained culture. Across care sites, we've built an environment where every associate feels empowered to speak up, every near miss becomes an opportunity to learn and every patient is treated with vigilance and respect.



### Leapfrog Safety Grades

#### 3.1 GPA continues to lead in patient safety

- 14 hospitals earning an "A"
- 80% receiving an "A" or "B"

*Ascension surpassed the national average of 3.0 in May 2025.*

### CMS Star Ratings

#### 3.37 average star rating for hospital safety

- 3 hospitals achieved 5 stars
- 15 hospitals earned 4 stars

*Ascension achieved its overall performance well above the national average of 3.08 in August 2025.*



## BUILDING A CULTURE OF SAFETY TO ADVANCE QUALITY CARE

### *Recognize and Rescue: Preventing harm before it happens*

Launched in 2021, the Recognize and Rescue quality improvement methodology includes identifying and mitigating the risk for high-risk conditions, situations and medications (Recognize); and swift management of the deteriorating patient with escalation of care, teamwork and deployment of rapid response teams (Rescue).

# 4,000

Deaths prevented since 2021, resulting in a 20%+ reduction in risk-adjusted mortality

*The program's success is now guiding broader initiatives, including clinical standardization, nursing quality indicators and patient safety.*

### **Guided by goals — improving diabetes management through glycemic control**

As part of a FY25 systemwide clinical goal, Ascension set out to improve blood sugar control for patients cared for in the hospital setting. One year later, Ascension achieved >7% reduction in the days where patients had either hypoglycemia or severe hyperglycemia — through a multidisciplinary partnership, focusing on hardwiring standardized processes to glycemic management, informed by data and realtime feedback on performance. This equates to over 10,000 less patient days with either hypoglycemia or severe hyperglycemia.



### *Infection prevention: Protecting patients and our teams*

Healthcare-associated infections (HAIs) can significantly impact patient populations, especially vulnerable ones with chronic illness or compromised immune systems, leading to serious complications. That's why infection preventionists across Ascension are leading efforts to reduce HAIs by advancing evidence-based practices, standardizing protocols and driving innovative safety strategies.

Strong partnerships between clinical, nursing and quality teams have driven Ascension to outperform both internal benchmarks, national targets set by the Centers for Medicare & Medicaid Services (CMS) and averages from the Center for Disease Control's (CDC) National Healthcare Safety Network for four publicly reported HAIs linked to hospital-acquired conditions.

### **Ascension's infection rates remain well below national benchmarks across key hospital-acquired conditions**



**26.38% lower**

Central line-associated bloodstream infection (CLABSI)

**37.04% lower**

Catheter-associated urinary tract infection (CAUTI)

**15.63% lower**

Methicillin-resistant staphylococcus aureus (MRSA) bacteremia

**21.67% lower**

Clostridioides difficile (C. difficile)

*Ascension FY25 compared to published US National Performance, National Healthcare Safety Network (NHSN) 2023.*

## BUILDING A CULTURE OF SAFETY TO ADVANCE QUALITY CARE

### Reducing unnecessary antibiotic use for bronchitis

As part of Ascension’s quality improvement goals, Ascension Employed Clinician Network (AECN) is advancing antimicrobial stewardship by aligning clinical practice with evidence-based guidelines to protect patients and prevent resistance for antibiotic use for bronchitis.

In FY25, we implemented significant education, feedback loops and dashboard tracking to improve prescribing for bronchitis. Acute bronchitis is mainly caused by viral infections, where antibiotics do not help. Over the course of the year, Ascension reduced antibiotics prescribed across the entire organization by 8%, creating more efficient care for patients while preserving the potency of antibiotics should they need them for a future bacterial infection.

### SPOTLIGHT: \$2.5 TO IMPROVE PEDIATRIC ANTIBIOTIC USE

This year, Ascension was awarded \$2.5 million by the Patient Centered Outcomes Research Institute — the largest award granted — to improve antimicrobial prescribing for children with respiratory infections.

Led by Our Chief Quality Officer Dr. Mohamad Fakih, the grant was used to implement proven strategies — like education, audit/feedback and enhanced technology — across 200+ care sites, including clinics, urgent cares and emergency departments starting in July 2025. It aims to reduce unnecessary antibiotic use and improve outcomes for patients ages 6 months to 17 years. Fakih stated, “The appropriate management of respiratory tract infections in children leads to better outcomes and more satisfied patients and parents. Our work on optimizing the use of antibiotics helps us improve the care for and steward the resources for the future.”



Mohamad Fakih, MD, MPH  
Chief Quality Officer, Ascension

### Nursing-led innovation: Driving change from the bedside and beyond

Our nurses across Ascension work to prevent harm and build an evidence-based practice (EBP) culture.

**Ascension has identified six National Nursing Quality Initiatives (NNQIs) that empower nurses to lead safety improvements and reduce harm for patients.**

- Falls
- Suicide prevention
- Clostridioides difficile (C. difficile)
- Hospital-acquired pressure injury (HAPI)
- Central line-associated bloodstream infection (CLABSI) and peripheral intravenous device (PIV)
- Catheter-associated urinary tract infection (CAUTI)

In six pilot sites, nurses tested evidence-based practices that now guide broader adoption. To build on this progress, Ascension partnered with Press Ganey to roll out the National Database of Nursing Quality Indicators (NDNQI) systemwide — offering real-time benchmarking with thousands of hospitals, including 99% of Magnet-recognized facilities.

### Reducing falls

Falls in acute care settings are a challenge for patients, caregivers and hospitals. Ascension nurses have taken a lead in spearheading a new strategic initiative that blends interdisciplinary collaboration and innovative solutions to change the culture of care around patient falls.

In reviewing fall prevention practices, the Fall TIPS (Tailoring Interventions for Patient Safety) program identified a critical gap in the engagement of patients and their families in fall prevention interventions. Used at the bedside to communicate fall risks with patients, the program saw a significant reduction in both overall falls and falls with injury. More than 48,000 Ascension nurses completed this rigorous, innovative training program.

# 8%

Reduction in reported falls with harm in FY25 equating to 110 fewer fall with harm events



# BUILDING A CULTURE OF SAFETY TO ADVANCE QUALITY CARE

## Addressing preventable harm

Preventing harm is a cornerstone of our promise to deliver high-quality care and walk alongside our patients in their most vulnerable moments. We are committed to healing without harm, relying on high-reliability practices and robust safety measures that permeate our entire organization. As a result, we've seen notable reductions in harm and improvement in key patient safety indicators.

**Ascension's Patient Safety Indicators (PSI) score is better than (below) the benchmark, meaning we have fewer safety complications compared to other hospitals.**

Ascension composite score  
**15.63% better (below)**  
 5% year-over-year improvement

Premier peer benchmark

### Across PSIs, Ascension has seen strong gains

Neonatal trauma during birth (PSI-17)  
**32.9% better**

Postoperative sepsis (PSI-13)  
**20.75% better, down 11.0% year-over-year**

Pressure ulcer (PSI-3)  
**46.34% better**

Postoperative hematomas (PSI-9)  
**49.37% better**

Falls with fractures (PSI-8)  
**17.36% better**



Additional safety metric achievements demonstrate the impact of implementing crucial safety measures, effective communication efforts and continuing education on reducing harm across Ascension. Approximately 80% of reports were near miss or no harm, reflecting proactive identification of risks before they ever reach a patient.

- **Procedural "never events:"** Per 10,000, or serious, preventable safety incidents that occur during or as a result of a medical procedure, have decreased 42.1% year-over-year.
- **Near miss/no-harm rate:** A measure of when an accident occurs but due to change, prevention or mitigation, no actual harm or damage results, is 16.5% better year-over-year.
- **Reporting rates:** How often safety incidents are reported is increasing, signaling a maturing culture where associates feel safe to speak up and risks are identified earlier:
  - Acute care: Open and closed reports are 15.8% year-over-year.
  - Ambulatory: 23% increase in overall reporting year-over-year.
  - Ascension Living: 6.4% increase in overall reporting year-over-year.



## BUILDING A CULTURE OF SAFETY TO ADVANCE QUALITY CARE

### Implementing a culture of safety

Safety thrives in a culture of trust and accountability. Our associates are increasingly empowered to speak up and take action, supported by programs like We've Got Your Back and the Everyday Hero of Safety Award, which foster psychological safety and peer support.

#### Ascension's Ministry-wide Culture of Safety Survey showed statistically significant improvements

# 61.75%

Average increase in patient safety rating across all domains in 2024



- 59% hospital, up from 2022
- 61% medical offices, stable from 2022
- 57% nursing homes, up from 2022
- 70% pharmacy, up from 2022



### Everyday Hero of Safety program

Now into its third year, Ascension's Everyday Hero of Safety program helps recognize voluntary reports that lead to marked safety improvements and prevent potential harm to patients. This program works to reinforce the message that "We've Got Your Back," empowering our associates to speak up for safety by reporting their concerns.

#### Seton Medical Center good catch

Shannon Skeens, RN student at Seton Medical Center, Austin, Texas advocated for a patient scheduled for coronary bypass surgery after the patient reported unresolved foot pain during a routine check-in — likely a gout flare-up. Aware that gout attacks increase surgical mortality risk by 75%, Shannon escalated the concern to the surgeon. Her actions led to postponing the procedure, preventing potential complications and allowing for a safer, successful discharge.

# 1,050+

Potential harm events to patients avoided as a result of good catches since starting Ascension's Everyday Hero of Safety program

➡ Read more about this campaign in our Workforce chapter on page 102.

### Associate Occupational Health

Ascension's Associate Occupational Health (AOH) efforts ensure every associate starts strong and stays safe, because a safer workforce means safer care. By strengthening safety efforts and processes, AOH improves recruitment, reduces injuries and supports uninterrupted care.

Nearly 200 team members lead this work, with a focus on onboarding, well-being, workforce safety and workplace violence prevention and event support. Services provided by AOH include onboarding, immunizations, fit testing, initial exposure treatment, work-related injury management, work injury prevention initiatives, medical surveillance and more.

#### Associate occupational health outcomes

##### Onboarding and clearance

Fast, safe onboarding gets newly hired clinicians to the bedside with minimal delay.

- Clearance time: <1.03 days (as of end FY25).
- Onboarding satisfaction: 98% of survey responses rated as positive experience (as of end FY25).

##### Well-being and prevention

Proactive disease prevention and documentation collection protects associates and keeps care uninterrupted.

- Immunity documentation: Evidence of immunity can potentially prevent work exclusions which could have an operational impact.
  - MMR: 91% overall associates who reflect immunity as of 9/24/25
  - Varicella: 92% overall associates who reflect immunity as of 9/24/25
  - Tdap: 89% overall associates who reflect immunity as of 9/24/25
- Influenza vaccination rate (FY25): 99.9%.

##### Associate safety

Each Ascension ministry market holds regular multidisciplinary safety meetings to review injury trends and create actional tactics to decrease associate injury. Subcommittees focus on three high-impact areas, with the following associate results from FY24 to FY25:

- Needlesticks: 4.14% reduction of events.
- Patient mobilization injuries: 4.83% reduction of events.
- Slips, trips and falls: 14.92% reduction of events.

## BUILDING A CULTURE OF SAFETY TO ADVANCE QUALITY CARE

### Workplace violence support

Associate Occupational Health supports outreach to associates after an event has occurred, which improves associate well-being and promotes ongoing Workplace Violence (WPV) Prevention efforts.

A real-time reporting tool to support “Associate as Affected Party” was launched within the Event Reporting System (ERS) in February 2024, integrating data from multiple sources to ensure that WPV events are consistently classified, accurately reported, and that staff receive timely support and follow-up resources.

- Event Reporting System events:
  - Associate Occupational Health reviews events entered into the ERS to ensure appropriate nature and subnature classification of WPV events. These efforts improve the accuracy and reliability of data entered into the National Database for Nursing Quality Indicators (NDNQI) for organizational benchmarking.
  - Individuals who experienced a WPV event are offered support resources, including the Employee Assistance Program (EAP), peer support through the Provider/Associate Care Team and virtual spiritual care.



## ADVANCING OUTCOMES AND EXPERIENCES THROUGH INNOVATION

Ascension’s commitment to innovation is powered by a cutting-edge data and analytics infrastructure, clinical research and data-driven insights working together to strengthen patient outcomes. Strategic investments in technology are shaping the future of healthcare delivery across our system. Additionally, as we leverage our robust data infrastructure and evidence-based practices, we’re translating research into impact — elevating the quality, safety and experience of care we deliver.

### *Technology that transforms the associate experience*

Associate retention and satisfaction are essential to care continuity and the patient experience. Streamlining daily tasks allows Ascension teams to focus more on patients and less on documentation. New tools like ambient documentation (Suki, DAX, Oracle Assistant, etc.) and GenAI-powered note drafting reduce time in electronic health records (EHRs) — improving productivity and satisfaction.

Ascension expanded remote patient monitoring (RPM) to track patients’ health from home and send real-time updates to care teams. These programs enable associates to intervene early, reducing routine check-ins and focusing attention on patients who need in-person care.

### RPM tools helps lighten workloads and improve care

- **MedTrack:** An automated daily patient messaging program that helps support patients in their medication journey and seamlessly integrates data into the EHR and practice management system to improve clinical workflows. Patients have access to remote nursing support that helps navigate care to clinical practices when needed.
- **Patient-reported outcomes (PROs):** Implemented in our orthopedics service line, this enables patients to share progress and recovery before and up to one year after hip or knee replacement. Data is implemented into EHRs and made available for improving quality efforts.

These tools help associates care for more patients safely and efficiently — while giving patients greater support, faster care and peace of mind at home.



## ADVANCING OUTCOMES AND EXPERIENCES THROUGH INNOVATION

### *Driving better patient experience through digital innovation*

Digital tools are making care more seamless, proactive and personalized — helping Ascension patients feel supported at every step. From reminders before checkups to check-ins after care delivery, these innovations meet people where they are and make it easier to stay on track with their health.

#### Encouraging timely, preventive care

Patients who opt in to receive digital reminders are getting helpful nudges to stay on top of their health.

- **130,000+** patients received pre-visit nudges aimed at closing care gaps
- **30,000+** annual wellness visits booked as a result of nudge outreaches
- Expanded outreach for breast and colorectal cancer screenings.

These reminders — timed and tailored to each patient’s needs — are part of a growing digital care system that makes it easier for patients to schedule overdue care and take the next step for their health.

#### Supporting new mothers through digital support

In FY25, Ascension introduced a postpartum digital support journey for mothers following discharge from maternity care in Pensacola, Florida. Participating patients who opt-in receive 12 text messages over 30 days, designed to support self-reflection, identify warning signs of complications and encourage timely follow-up.

Early results have been promising and this program is currently being expanded to all ministry markets.

- **2,000** patients have been enrolled and about 90% complete the 30-day program
- **80%+** felt the frequency of messages was “just right”
- **80%+** said they’d be extremely likely to recommend it to a friend or family member
- **17%** of participants reached out to their OB/midwife with concerns, showing strong engagement

### *Harnessing data to improve patient outcomes*

One of the most vital tools that we have at our fingertips is our patient data. This information serves as a cornerstone for improving quality, enhancing safety and driving better patient outcomes. By collecting and analyzing clinical and demographic information from the over 5 million patients we served this year, Ascension now holds insight into roughly 2% of all U.S. healthcare data, allowing Ascension to improve its clinical outcomes and its own healthcare operations.

As Ascension continues to collect accurate, timely and actionable data for its own treatment and healthcare operations, we remain focused on improving the health of our communities at the local level. Data analysis helps us pinpoint our most vulnerable patient populations, directing resources where they are needed most to provide equitable access to care and drive stronger health outcomes.

### *The Ascension Clinical Research Institute*

The Ascension Clinical Research Institute (ACRI) advances research that improves outcomes, supports clinicians and promotes care transformation. With a Single Institutional Review Board (IRB) and standardized infrastructure, ACRI provides streamlined oversight across all sites.

# 482+

ACRI active studies supported by Ascension’s extensive network in FY25

**6,690** patients involved in any ACRI trial activity

**3,599** adults and children newly enrolled in clinical studies across 12 states

**759** published findings contributing to evidence-based care in 2024



**ACRI studies by service line**

- 40% cardiology studies
- 39% oncology studies
- 9% neurology studies
- 12% other studies



Frederick Masoudi, MD, MSPH  
Vice President and Chief Academic Officer, Ascension

*Ascension’s size, scope and function as a network makes us a compelling and effective partner for clinical trials research. In the last year we’ve made substantial progress toward building a research community dedicated to serving the most vulnerable patient populations, delivering data-tested interventions and pursuing discoveries that truly change medicine and the care we deliver.*

## ADVANCING OUTCOMES AND EXPERIENCES THROUGH INNOVATION

### Opening the valve for cardiovascular clinical trials

Ascension's cardiovascular research pipeline includes innovative network trials, where multiple sites collaborate to bring advanced treatments to patients.

This work is especially vital, as heart disease remains the leading cause of death for both women and men in the U.S. Clinical trials expand knowledge and improve outcomes.

# 1,748

Patients in cardiovascular trials as of the end of FY25



**53** trials

- 25 trials in active enrollment
- 5 trials in a follow-up phase
- 12 potential trials under evaluation

### New hope for a life-threatening pregnancy condition

Dell Children's Medical Center, in partnership with UT Health Austin, is leading a clinical trial to improve care for a rare and serious pregnancy complication.

The study focuses on a condition where a pregnant person's immune system mistakenly attacks the baby's red blood cells. This can lead to life-threatening complications, including severe anemia or even fetal loss. The current standard treatment — blood transfusions while the baby is still in the womb — can be risky and highly invasive.

Now, researchers are testing Nipocalimab, a promising therapy that may prevent these immune attacks before they begin.

#### Early results are encouraging

- More than half of participants delivered without needing transfusions.
- None of the babies developed severe complications like fluid buildup.

The next phase of the trial, called AZALEA, is now underway. Led locally by Dr. Kenneth Moise Jr., the research aims to reduce risks and improve outcomes for families facing high-risk pregnancies.

### *Nursing research: Turning insight into impact*

Ascension nurses are leading research that drives safer care, stronger teams and smarter systems. The Ascension National Nurse Research Affinity Group unites nurses across the health system to turn practice-based questions into actionable evidence. The Affinity Group is supported by the National Nursing Research Team, a team of PhD-prepared nurse scientists, a medical librarian/clinical informationist and a program manager. Together, their work strengthens care delivery, supports learning and advances our vision of health and well-being for all.

# \$1.02 million

In grants implemented in FY25 for nursing research

**100** active studies with nurses as principal investigators or co-investigators

**21** peer-reviewed publications including one or more Ascension nurses

**26** regional, national and international professional presentations



## ADVANCING OUTCOMES AND EXPERIENCES THROUGH INNOVATION

### Closing gaps in virtual care for diverse skin tones

Most telehealth imaging guidelines don't account for differences in skin tone — putting patients at risk for missed or delayed diagnoses of conditions like bedsores or pressure injuries. Ascension's nursing research team is taking action to close this gap.

In partnership with Marquette University, Ascension nurses are studying how smartphone imaging can be optimized — adjusting for lighting, flash and hydration to improve diagnostic accuracy across all skin tones.



Cynthia LaFond, PhD, RN, FAAN  
Senior Director of Nursing Research

*It is critical that diagnostic tools reflect the full spectrum of the populations we serve — skin tones can vary dramatically, even within races, so we need to be intentional about how we approach care. This research is about more than improving images — it's about ensuring that care starts with seeing every patient and their unique needs clearly.*

Additionally, Ascension analyzed data from 55,658 patients in the International Pressure Injury/Ulcer Prevalence Survey™ to better understand how pressure injury severity may vary by skin tone. They identified that patients with medium-dark skin tones had a higher prevalence of pressure injuries and up to four times the risk of developing a more severe facility-acquired injury than patients with light skin tones.



## VALUE-BASED CARE

### Our patients and their outcomes will always be at the very heart of all the work we do.

Guided by our Mission, we are people focused first. Reflecting this, Ascension has embraced a model for value-based care (VBC) that marks an evolution in how we are providing health, healing and hope for all in a rapidly evolving healthcare landscape. VBC promotes a shift in focus from the quantity of services provided to the quality of care delivered and prevention to improve the overall health outcomes of patients.

**Today, our commitment to VBC has evolved into nearly 200 different programs centered around managing the health of entire populations, shaping our approach to impacting entire communities, rather than focusing solely on individual patient encounters.**

A VBC approach ultimately guides us in improving outcomes, equity and cost efficiency. We rely on collaboration and synergy within our national and local ministry market teams, aligning key processes, workflows and performance indicators across our entire system to impact patients.



## Chapter 2

# ENHANCING THE CONSUMER EXPERIENCE

### Health, healing and hope in every encounter

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Carol Campbell  
Senior Vice President and Chief Experience Officer, Ascension

Consumer experience is both an art and science. It's about marrying disciplined systems with inspired cultures so that every interaction is trusted, relevant and meaningful. At Ascension, we believe healthcare should rival the world's most respected brands. Because every touchpoint — digital, physical or human — plays a role in honoring patients' time, needs and communities.

### Our associates bring this vision to life every day, embracing a true fluency for consumer experience that permeates our entire organization.

By combining real-time listening, simplified processes and a culture of care, we are not only improving patient satisfaction — we are redefining what it means to deliver compassionate, personalized care to our consumers and to their family and friends. Every moment matters. When we listen and respond with intention, we create experiences that go beyond meeting expectations to truly delight the people and communities we serve, with exemplary experiences that leave a lasting impression and bring health, healing and hope to all.



## CONSUMER-CENTERED CARE

At Ascension, we are driving consumer-centered care models that put the needs, expectations and preferences of our patients and their families and friends at the center of everything we do. We are rethinking every touchpoint — human, physical and digital, to power personalized, seamless and guided experiences.

**Together, we are evolving alongside the very people we serve.**

### EXPERIENCE

Human | Physical | Digital



#### *Turning insights into action*

It is a privilege to serve our consumers with consistent and exceptional experiences, which is an essential part of our Mission to provide compassionate, personalized care. Accomplishing this relies heavily on an unwavering commitment from our associates and an innovative and strategic approach that utilizes a critical resource that we have at our fingertips: our consumer feedback.

By using consumer insights and analytics methods that are trusted by leading Fortune 100 companies across our care sites, we are uncovering not only what our patients think about their care experiences, but why. And more often than not, feedback isn't simply about the care itself. It is comprehensive of the entire time spent in our facilities — including wait time, the check-in process and the departure experience.

We work to turn these insights into meaningful action by moving beyond the numbers and trends to truly understand what our consumers want and need. Beyond that, we open ourselves to feedback from the entire care circle, assessing the experience for family, friends and caregivers. We've brought together some of the best talent to help ensure the voice of our consumers has a seat at the decision-making tables across Ascension. This means using innovative research techniques to deeply unpack the behaviors, attitudes and needs of those we serve — and then marshalling that insight for the organization to drive needed changes that continually enhance the experience.

This allows us to identify patterns and transform them into strategies that improve care delivery. When insights are applied thoughtfully, we can create consumer experiences that make our patients' journeys easier, more connected and ultimately, more impactful.

#### *Ascension's Net Promoter Scores reach new heights*

Ascension is committed to creating care experiences that reflect the same excellence found in the world's most trusted brands. Drawing inspiration from other industries, we focus on every detail — from the atmosphere consumers encounter upon arrival at our care sites to a discharge experience that addresses all their questions and equips them with clear guidance on how, when and where to follow-up. If a patient shares confusion or concern in a post-visit survey, a ticket is created immediately and their clinician is notified and required to follow up within 24 hours, ensuring care feels personal, responsive and comprehensive.

This process has helped us consistently raise our Net Promoter Score (NPS), an industry-agnostic consumer loyalty metric that measures how likely a customer is to recommend a company, product or service. We anchor to NPS because we know that to best serve our consumers, we need to look beyond the healthcare landscape and understand what other best-in-class consumer brands do to over-deliver on the experience. This comprehensive approach goes beyond prescribing medication or delivering procedures — it considers the patient, loved ones and community — demonstrating the power of putting people at the center of every interaction.

## 80+ score

Placing Ascension among world-class experience brands

**70%** of our NPS score is influenced by the people behind our care, demonstrating the incredible impact of our associates on every aspect of patient experience.



## CONSUMER-CENTERED CARE

### *National recognition across sites of care*

While local impact is our ultimate goal, we are honored to be recognized by national organizations for the consumer experience that we're delivering to our communities across our system. In FY25, Ascension was recognized for driving exceptional experiences.



#### Becker's Hospital Review 5-star Cleanliness

- Ascension Via Christi Hospital Manhattan
- Ascension River District Hospital
- Ascension St. John Jane Phillips

*Based on a national, standardized survey of hospital patients.*

#### Soliant

#### 2025 Most Beautiful Hospitals

- Ascension St. Vincent's Riverside

*This annual ranking highlights 20 hospitals across the country, recognized for their inner and outer beauty, including quality of care and infrastructure.*

#### Becker's Hospital Review 5-star Patient Recommendation

- Ascension St. Vincent Fishers
- Ascension St. Vincent's St. Johns County

*Based on the Hospital Consumer Assessment of Healthcare Providers and systems data from CMS.*



### *Every moment matters*

We foster a culture of service excellence that is guided by our Service Commitments, which shape both the associate and consumer experience at Ascension. Rooted in our Mission and Values, they call us to extend kindness, listen to understand and serve together. These commitments are upheld by everyone who interacts with our patients and their loved ones — not just clinical staff — giving us a shared standard for how we work and fostering a culture where the difference is palpable. In these interactions, we are reminded that every moment matters — for our associates, our consumers and the communities we serve.

Every day, consumers share how our associates live out our service commitments. They share their stories in person, in feedback surveys and via real-time listening tools. This year, we extended our Service Commitment standards to our external partners at R1, Labcorp and Touchpoint, sharpening focus on performance, action and accountability to ensure a seamless, exemplary experience. As a result, we've seen a marked improvement in service recovery and initiated proactive recovery.

# 40%

## Decrease in complaints over the last three years and the time to resolve issues is down 67%

A strong culture is essential to delivering great experiences because it ensures that every interaction, no matter the role, is rooted in our shared Values, creating a cohesive environment where consumers feel truly respected and cared for.



## PRE-CARE ADVANCEMENTS

Often, a consumer's experience at Ascension is shaped long before they even enter one of our facilities. We are enhancing the pre-care experience with new digital tools and services that make finding and scheduling care more convenient for patients and their families, and drive overall experiences that are less fragmented and more connected.

### *Finding care and centralized scheduling*

In FY25, starting with primary care, we advanced our digital touchpoints to make it easier for patients to find care, schedule visits and stay connected. Our ascension.org website provides convenient access to care site locations, service line information, providers and their specialties, clinician ratings and more.

# 1.5 million

Consumers served each month through ascension.org

# 300,000+

Digital appointments booked

**30,000+** annual wellness visits scheduled resulting from 130,000 pre-visit nudges via our implemented system-wide reminder campaigns



**Ascension has made improvements that do more than simplify processes — they connect patients with timely, coordinated care, close critical care gaps and extend meaningful support to families.**

- Unified our scheduling platform across primary care in all markets.
- Introduced Spanish-language support in our Texas children's ministry.
- Launched new provider and location pages to better reflect the exceptional care we offer.
- Implemented system-wide reminder campaigns, sending 130,000 pre-visit nudges, resulting in more than 30,000 scheduled annual wellness visits.
- Expanded curated email reminders, ensuring continuity of care for patients to specialists.

**By reducing barriers, Ascension continues to honor its Mission of delivering compassionate, personalized care.**



## PRE-CARE ADVANCEMENTS

### Ascension One

Our all-in-one customer portal, Ascension One, allows patients to easily manage their health. Patients can easily navigate the app or online experience to find doctors and locations that work best for them, message their care team, securely view test results, manage balances and access records of their loved ones. With a 4.8-star rating across app stores, Ascension One continues to set the standard for seamless, patient-centered digital care. In FY25, Ascension One expanded to five additional ministries in four different states.



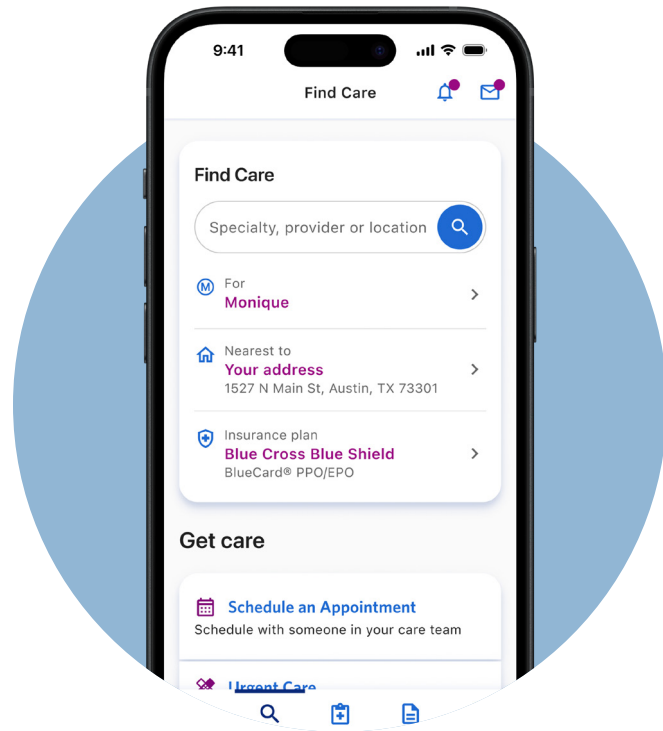
Raj Mohan

Senior Vice President and Chief Marketing and Digital Experience Officer, Ascension

*Ascension One is simplifying consumer experiences so our patients can focus on what matters most — their health. We are next focused on evolving digital experiences in favor of more connected care journeys.*

# 420,000+

Patients connected to care, exceeding adoption goals by 20%



**1.5+** million lab and imaging results to patients

**6,000+** appointments booked through digital tools

**\$19+** million facilitated in digital payments

### Improving wait time communications

To improve consumer satisfaction, Ascension has taken a proactive approach to keeping patients and their friends and families informed about wait times throughout their visit. Feedback from both patients and associates confirms that wait experience significantly impacts overall satisfaction. In fact, 80% of patients who had a poor wait experience were detractors across all care settings.

**In FY25, we launched Communicate the Wait, a verbal communication training that equips associates with strategies for setting clear expectations around wait times, easing tension and reducing anxiety among patients and their families and friends.**

Already, these efforts are paying off, with measurable improvements in net wait scores across our emergency departments, Ascension Employed Clinician Network (AECN) locations and our urgent cares. Looking ahead to FY26, we plan to introduce an Emergency Department (ED) digital wait time tool, elevating the consumer experience and providing transparency throughout their ED experience.



## ON-SITE TRANSFORMATION

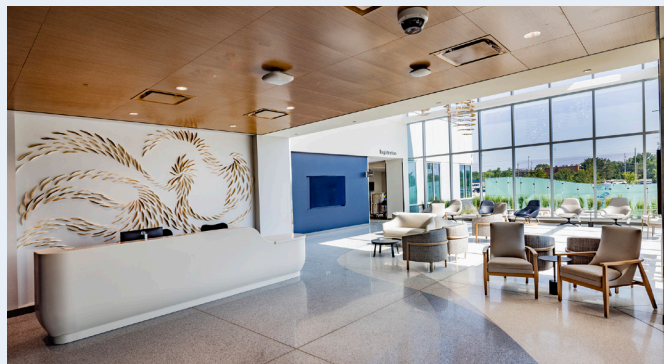
Once our patients arrive at an Ascension facility, we want to make sure their time here is marked by compassion, comfort and support. We are focused on creating calming spaces, implementing a seamless wayfinding experience and offering language services that allow every patient to successfully interact with their care providers. We are innovating so that every part of a consumer's visit can be easily accessible, guided and understandable.

### *Physical spaces*

Every detail of Ascension's facilities, from parking lots and waiting rooms to patient spaces, shapes the impression we leave on those we serve. These environments are more than physical spaces — they directly influence comfort, trust and healing. We are committed to creating intuitively designed, consistently clean and calming spaces that reflect our communities, support our associates and comfort our consumers and their loved ones.

With an emphasis on an elevated, residential feel that is authentically local and distinctly Ascension, we strive to ensure that everyone who walks through our doors feels cared for. Our physical spaces are anchored in authentic storytelling, creating an immediate and profound sense of our Mission through elevated and meaningful design.

**Each space is designed to capture the spirit of the local community while honoring the heritage and history of the ministry it serves.**



#### **Lucas Family Brain and Spine Hospital in Indianapolis**

The new Lucas Family Brain and Spine Hospital was created to emulate a timeless and calming environment that embodies the excellence of care delivered.

### *Wayfinding*

At Ascension, we recognize that wayfinding is more than navigation, it's a critical part of the care experience. Our foundational experience elements — human, physical and digital — work together to ensure that consumers feel supported even before they arrive. Through thoughtful wayfinding design and intuitive pathways, we empower both associates and consumers to navigate our spaces with stress-free guidance.

#### **Thoughtful physical signage**

Our goal is to make Ascension facilities easy to navigate through clear, intentional design. Using signage, maps, color coding, numbering and landmarks, we strive to simplify orientation for every visitor.

**In FY25, we established new standards for progressive signage to ensure:**

- Consistent navigation that guarantees simplified, cohesive signage across all facilities for effortless wayfinding.
- Progressive touchpoints that deliver essential information at strategic decision points for efficient navigation.
- Scalability and adaptability that implement modular flexible signage systems for both temporary and permanent needs.

These elements combine to give visitors a big-picture understanding of where they are, directions to their destination and confirmation at key points along their journey. Implementation of these established standards is coming soon. Complementing the physical experience, we've expanded digital tools that prepare and guide patients before and during their visit.

**At the end of FY25, we began the process of adding wayfinding details to all signature facility pages on [ascension.org](https://www.ascension.org), including:**

- Facility address, phone number and hours
- Alerts and construction notices
- Maps and facility details
- Parking and valet options
- Public transportation guidance

This work will be completed in FY26. Together, these enhancements reduce confusion, ease stress and create a sense of comfort and confidence — helping patients, families and associates focus on what matters most: their care.

## ON-SITE TRANSFORMATION

### *Language services*

Clear provider communication is critical to every consumer's healthcare experience. At Ascension, we recognize our responsibility to expand healthcare access by ensuring that patients with diverse linguistic needs receive the care they deserve. As a result, we are continuing to expand our language services to remove communication barriers. Our interpreters, translators and partners are vital to helping patients and their families clearly understand their diagnoses, interpret their treatment plans and build trust with our caregivers. Annually, we facilitate about one interpreter encounter every 20 seconds.

# 1.6 million

Encounters in FY25 by Ascension's interpreters and translators across 200+ languages

Ascension's language services also support communication for our deaf and hard-of-hearing communities, representing our seventh most requested language group. Additionally, Ascension offers guidance and tools for serving individuals who are blind or visually impaired, including information accessibility, staff training and adaptive equipment and technology.

**22,000+** American Sign Language (ASL) patient encounters in FY25



## POST-CARE IMPROVEMENTS

Our responsibility to our consumers doesn't end when they leave our facilities. We are committed to creating a post-care experience that is just as comprehensive as the care received on-site. By focusing on real-time listening and recovery, we promptly address concerns, improve processes and celebrate positive experiences. Seamless billing processes also allow our patients to focus more on their recovery, and less on the stress of financial burdens. Together, these efforts ensure our consumers continue to feel valued and supported after their visit.

### *Real-time listening*

Listening to our consumers goes beyond measuring satisfaction — it drives continuous improvement. Our teams resolve concerns and design intentional processes to enhance every step of the care journey. By capturing insights after care is completed, we gain a full picture of the consumer experience — giving leaders clear direction for recognition, coaching and performance improvement. From the moment consumers walk through our doors to the follow-up messages they receive at home, we are committed to going above and beyond, raising the standard of care across the industry.

### *Improved service recovery*

Service recovery is the comprehensive process Ascension uses to resolve issues before they escalate. This includes ongoing training and real-time strategies to quickly address any problems that arise. Through these efforts, combined with Net Promoter Score (NPS) tracking, we can predict, identify and resolve challenges, fostering trust in our care. Our goal is to ensure patients can always depend on us to meet their needs quickly and effectively. From July 2024 to July 2025, we achieved a 17% faster response time with consumer complaints, reinforcing our commitment to timely and dependable service.

### *Timely patient follow-up for real-time recovery*

Traditional feedback systems often delay responses, but Ascension's real-time NPS platform allows us to monitor patient feedback as it happens, enabling immediate adjustments to the care experience and quick recovery when needed.

- After each visit, patients receive a survey to share feedback on everything about their experience, from scheduling to departure. This input is made available through an online dashboard, providing associates with immediate access to feedback.
- If a patient submits a survey with a score of 6 or below, the system automatically generates a service ticket and routes it to the appropriate leader. Equipped with all relevant information, leaders can follow up directly by phone or email — often within 24 hours.

**We aim to provide the best possible experience, and when we miss the mark, we want to be known for recovering quickly and effectively.**

This proactive model ensures that concerns are addressed promptly, accountability is clear across all levels of the organization, and patients feel heard and supported. By leveraging data-driven insights, we are moving from reactive fixes to proactive improvements, transforming high-impact moments in the patient journey and building loyalty that lasts well beyond the visit.

## POST-CARE IMPROVEMENTS

### *Simplified billing and payments*

Payment can be a stressor for patients; Ascension is committed to making the process as seamless and transparent as possible. Our goal is to ensure healthcare billing is predictable, easy to understand and convenient to manage. In FY25, we advanced this commitment by:

- Deploying a new billing experience within Ascension One featuring a unified location for ambulatory and acute bills, bill notifications, payment guidance and household management tools that allow families to pay collectively.
- Redesigning paper statements with patient-friendly language, clear instructions and improved visual hierarchy — helping patients navigate their options with confidence.

These improvements reduce confusion, ease stress and give patients greater control over their financial experience, ensuring their focus can remain on healing and care.

### *Streamlined financial assistance*

For patients seeking financial assistance, the administrative process can often feel like an added burden during an already stressful time. In FY25, Ascension simplified the experience by deploying a digital, web-based application option, accessible on both desktop and mobile, that allows applicants to easily upload supporting documents and track their progress. These enhancements remove delays tied to postage and mailing, provide real-time status updates via text messages and ultimately make it easier for patients to access the aid they need with less stress and uncertainty.



**50% reduction in processing time since more than half of the applications are now submitted digitally**



### *Departure experience*

We want our patients to leave their care experience with complete clarity about their care plan and next steps, clear guidance on how and when to contact us and above all, the reassurance that we continue to care for them even after they leave our facilities. In partnership with Ascension’s clinical and operations teams, our consumer experience associates implemented a people, process and technology solution to transform the departure experience into a consumer-centered approach that leaves a lasting impression of our care.

**To help consumers better understand their care plans, we began the process to launch consumer and care team libraries on the industry-leading platform WebMD Ignite at the end of FY25.**

The Patient Health Library on our healthcare website gives patients access to essential resources exploring condition and disease information, management tips, preventive measures to stay healthy, recovery methods, treatment options and more. On the associate side, our internal Clinical Health Library provides evidence-based videos, as well as digital and print patient education to support our care teams in ensuring patients understand their care plans and next steps. These resources offer additional information and support for patients and their families, complementing the medical guidance provided by their healthcare providers.

**11,000+**

Digital and print assets featured on WebMD Ignite

**1,700+** videos and digital education in up to 17 languages

Our real-time recovery process identifies patients who indicate that they do not understand their care plan, allowing our teams to close the loop quickly and effectively to ensure understanding. Clinical leaders are notified for follow-up, while root-cause analysis enables scalable, proactive improvements in how we communicate post-care instructions to our patients.

Launched in Q3 FY25, departure experience resources provide our care teams with behaviors and strategies to enhance interactions with patients, family and friends. They help ensure patients understand their care plan and next steps, feel supported and know how to contact us. Overall, in post-care surveys, the percentage of patients who answered “yes” to understanding their care plans has improved year-over-year.

## LOOKING AHEAD

Our dedication to enhancing consumer experiences doesn't end here. Quality care will always extend beyond clinical outcomes. We will continue to drive transformative change that places patients and their families at the center of every interaction. Our focus includes enhancing hospital-based experiences, identifying and meeting the needs of new patients and building communities of care for Medicaid and uninsured populations through next year and beyond.

### *Reimagining registration and arrival experiences in acute care settings*

We are working toward system-wide efforts to transform the arrival experience across all care settings. This includes streamlining registration, enhancing consumer navigation and improving first-touch interactions through greeters, security, valet and parking services and redesigned spaces — all aligned to Ascension's Service Commitments.

In FY25, we laid the foundation to launch these efforts in FY26 and beyond, including outlining specific expectations for these new roles and physical space considerations, identifying plans for a ministry-wide greeter role and engaging corporate security advisors to advise on safety technologies. For registration efforts, we are adding resources to support faster, in-person emergency department registration at scale, and are expanding a pilot for consumers to bypass registration when they are pre-registered.

### **Improving wait times**

Ascension is working toward emergency department digital wait time communication in FY26. This digital solution amplifies already existing wait time communications being conducted, with the consent of the patient via text message updates, triggered by electronic health records (EHR). We are initiating a pilot for this program starting in our Tennessee market in Q2 FY26.



### *Clarifying costs of care*

We are continuing to reduce consumer anxiety around financial confusion when it comes to costs of care by deploying easy-to-understand cost estimates prior to arrival for scheduled acute care services.

In early FY26 we will be initiating a more visual, paper-only pilot of estimates, with a digital version to come later in the year. This redesign includes supportive, easy-to-understand information that outlines appointment information, a prominent estimate, payment roadmap and information on payment methods, financial assistance and available support.

### *Expanding access*

A top priority at Ascension is making sure that every patient has access to the care they need, and our plans for the future include continued expansion of high-quality care in the communities we serve. We are working to simplify access so consumers can receive timely and appropriate care that accelerates their healing.

#### **Key focus areas include:**

- Expanding capacity and care options to reduce wait times.
- Growing virtual care choices in more communities.
- Simplifying scheduling across phone, chat and digital options to improve access and convenience.
- Increasing preventive screening access, for example, via colorectal and breast cancer campaigns.



# Chapter 3

# COMMUNITY IMPACT

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

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Stacy Garrett-Ray, MD, MPH, MBA  
Senior Vice President and Chief Community Impact Officer

Access to quality healthcare is deeply rooted in the dignity of every person. That’s why we believe everyone deserves a clear path to getting the care they need, whether it’s seeing a doctor, filling a prescription, or getting support for life’s basic needs. It’s about delivering medical care with respect and compassion.

True healthcare transformation extends far beyond the hospital. We’re dedicated to breaking down barriers, expanding access, building partnerships and investing in communities. We know this work isn’t easy — it’s often complicated by administrative hurdles, policy challenges and external pressures — but our commitment remains steadfast.

**At the heart of our work is a drive to bring health, healing and hope to all.**

By truly listening, we work hand-in-hand with communities to create trusted, lasting relationships that span generations. Our community impact efforts are focused on getting to the root causes of the barriers to quality care, improving well-being and helping individuals and families not just survive, but thrive.



## GIVING AT A GLANCE

### Our community impact

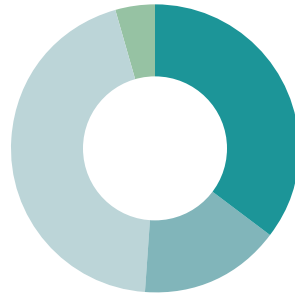
In FY25, we provided over \$1.7 billion in care of persons living in poverty and other community benefit programs — along with \$1.8 billion of unreimbursed care for Medicare patients.

# \$445 million

Generated in 340B savings

# \$215 million

Financial assistance secured for patients via medication affordability programs



#### Payor mix

- 35.4% Medicare — traditional and managed
- 15.9% Medicaid — traditional and managed
- 44.5% Other commercial and managed care
- 4.2% Self-pay and other



**5** Community health ministries

**24** Dispensary of Hope sites



**21** Ascension Foundation maternal health grants awarded to nonprofits

### Ascension's approach to community benefit

An integral part of Ascension's impact on patients is made through our investments benefiting our communities, which reflect our commitment to delivering high-quality healthcare and to improving overall community health and well-being, especially those most in need. Through these efforts, we are answering God's call to bring health, healing and hope to all.

**In FY25, we provided over \$1.7 billion in care of persons living in poverty and other community benefit programs along with \$1.8 billion of unreimbursed care for Medicare patients. These investments improve access to care, provide affordable medication and help our patients live healthier lives.**

We're committed to reinvesting back into care, programs and services that directly benefit the people we serve — fulfilling both our Mission and our responsibility to the community.



## GUIDED BY GOALS

Ascension is committed to providing high-quality, affordable and accessible care. To achieve this, we set clinical goals that reflect our Mission and prioritize the patients and communities we serve. These clinical goals focus on creating measurable impacts at the community level, lifting up those who need our care most. Our dedication to these priorities and compassion for our patients are central to who we are and what we do.

### *Improving primary care access*

#### **GOAL: PRIMARY CARE ACCESS FY23-25**

*Efforts to improve primary care access focus on connecting uninsured patients and those eligible for financial assistance with timely, high-quality primary care.*

Directed by our Mission, Ascension strives to provide care delivered at the right place and the right time. This includes redirecting patients away from unnecessary emergency department (ED) visits to primary care, ultimately reducing costs and barriers for both patients and providers.

When ED visits become a default for patients facing long wait times, provider shortages, lack of transportation or some other barrier to primary care, the entire system is impacted. Encouraging primary care services for non-emergent patients ensures they receive timely treatment in the right setting, while allowing emergency medicine staff to focus on critical emergencies.

In 2024, Ascension cared for about 1.2 million Medicaid and self-insured patients, with data showing approximately 60% of those patients entered the system through the emergency department. This year, care teams across Ascension worked to expand access to primary care services and strengthen connections to community-based resources that address social determinants of health (SDOH), ensuring patients receive comprehensive support to manage their ongoing health needs effectively.



Driving the Improving Access to Primary Care and Community-Based Resources initiative was a special attention to data-driven insights. We used data collected from Ascension's Data Science Institute (ADSI) to pinpoint specific social factors that were impacting patients' ability to seek appropriate primary care, and worked to guide targeted interventions in response.

Additionally, we launched a multidisciplinary plan to remove barriers and meet growing primary care needs, especially in underserved communities. This work included:

- Increasing staffing of advanced practice providers (APPs).
  - Extending hours to reduce the need for non-urgent ED visits.
  - Launching targeted nudge campaigns to increase immunization rates.
  - Deepening local community organization partnerships to meet medical and social needs.
  - Expanding patient navigation services to connect our patients to transportation and housing assistance.
- These critically valued associates play a vital role in building trust and improving outcomes.

## **\$246 million**

Estimated combined net savings over three years from the Improving Access to Primary Care and Community-Based Resources initiative — significantly surpassing its goals and demonstrating success



**14.3% improvement** in potential avoidable ED visit ratio of 0.461

*This improvement from FY22 in persons coming year after year for preventable ED visits is well ahead of the maximum target of 0.501 set for April 30, 2025.*



**35,000+ decrease** in avoidable ED visits

*This improvement from FY23-FY25 resulted by addressing the health needs of 125,000 patients in more convenient and appropriate care settings.*



## GUIDED BY GOALS

### *Increasing colorectal and breast cancer screenings*

#### **GOAL: CANCER SCREENING FY24-26**

*Improvement in overall cancer screening rates for colorectal cancer and breast cancer with specific attention to socially vulnerable populations.*

While overall cancer mortality has declined nationwide, significant disparities in both incidence and mortality persist across population groups. Recent reports also show rising incidence rates for several common cancers, including breast cancer, prostate cancer, oral cancers associated with HPV and colorectal cancer in adults younger than 65 years<sup>3</sup>. Because earlier screenings lead to earlier detection and improved outcomes, Ascension is prioritizing efforts to close screening gaps in vulnerable communities.

To achieve this, Ascension is combining digital innovation, population health strategies and community partnerships to reduce barriers and increase access to preventive care, with a specific aim to improve screening rates by 6% among patients living in high Social Vulnerability Index (SVI) communities.



Through these coordinated strategies, Ascension is advancing its mission to heal without harm by addressing disparities in cancer prevention and early detection. By striving to increase screening rates among SVI populations, Ascension demonstrates a clear, measurable commitment to equity, ensuring that more patients in vulnerable communities benefit from lifesaving preventive screenings.

#### **Digital nudges and personalized outreach**

Systemwide text and email reminders — designed collaboratively by behavioral scientists and clinical teams — prompt patients to complete overdue screenings, prepare for visits and engage in preventive care discussions. Recognizing that many patients are not enrolled in patient portals, Ascension intentionally delivers these reminders through text as well as email, ensuring broader reach across populations that are often digitally marginalized.

#### **Population health strategies: At-home colorectal cancer screening**

Although colonoscopy remains the gold standard for colorectal cancer screening, Ascension is expanding access to at-home stool-based colorectal cancer tests for clinically eligible patients. At-home screening options help eliminate logistical and financial challenges — such as transportation, time away from work and preparation requirements — that can be especially burdensome for socially vulnerable populations. By identifying options to make screening more convenient and accessible, Ascension is helping ensure that more patients complete recommended preventive care.

#### **Community engagement**

Local ministry market teams, in partnership with community organizations, bring screening opportunities directly into underserved neighborhoods. Mobile mammography units and other outreach efforts reduce geographic and transportation barriers, meeting patients where they are and fostering trust within communities.



## GUIDED BY GOALS

### Advancing maternal health

#### GOAL: MATERNAL HEALTH FY25-27

Persistent disparities in U.S. maternal health outcomes across race, income and geography demand action. Ascension is focused on reducing severe obstetric complications and improving care navigation for at-risk individuals, ensuring women in vulnerable communities receive the support and interventions needed for safer pregnancies and better health outcomes.

At Ascension, our promise to care for the most vulnerable is central to all of our patient care efforts, including newborns, the most vulnerable among us. In the United States, 1 in 60 babies are born at an Ascension care site, 42% of which come from families on Medicaid. That’s why we expanded our clinical priority goals this year to include a focus on maternal health concerns.

**Even amid a national maternal health crisis, Ascension’s maternal morbidity rates are over 20% lower for all patients, and 32% lower for Black/African American patients compared to the national average.**

Our aim is to lower the rate of severe obstetric complications (SOC), defined as “unexpected outcomes of labor and delivery that result in significant short- or long-term consequences to a woman’s health.” Ascension has set a goal to lower the rate of SOC by 4% in patients residing in the most vulnerable communities, which are Medium-High and High Social Vulnerability Index communities as defined by the CDC, by the end of FY27.



To achieve this goal, we have developed a comprehensive, standardized, whole person approach across the care continuum to support our obstetrics ambulatory clinics and delivering hospitals, by addressing the most pertinent issues that affect maternal health and drive disparities in outcomes.

#### Key elements include:

- Identifying gaps in access and addressing social barriers.
- Assisting vulnerable pregnant women with navigating the healthcare system and connecting them to resources.
- Standardizing identification and management of antenatal anemia.
- Promoting proper blood product transfusion use.
- Standardizing the care of high-risk conditions (sepsis, hypertension, obstetrical hemorrhage).
- Ensuring competencies through the HANDSTM (Handling All Neonatal Deliveries Safely) program modules and simulations.
- Training emergency department and other non-obstetrical providers who care for obstetrical patients and CORE (Communicate Openly Resolve Early) training.

To ensure systematic application and adoption throughout the health system, market-led maternal health multidisciplinary teams are engaged with Ascension System-level teams, as well as community-based organizations to support implementation across the care continuum.

This work is born out of an intentional, holistic approach to serve mothers and their babies. We know that connecting parents to essential resources can enhance their quality of life, leading to improved health outcomes and reduced disparities.

#### Maternal Health Social Systems Initiative

Through our Maternal Health Social Systems Initiative (MHSSI), Ascension pairs maternal health navigators with expecting mothers to overcome barriers like transportation, nutrition and childcare — all of which are key factors determining prenatal care access. These dedicated healthcare professionals help provide for the continuity of prenatal through postnatal/postpartum care, and offer prenatal-specific health education, breastfeeding guidance, new mother resources and other ongoing support.

This initiative has led to fewer missed appointments, more full-term pregnancies and healthier birth weights. In FY25, MHSSI expanded from four sites (excludes Michigan) to two additional care sites, including Baltimore, Maryland, and Jacksonville, Florida.



## IDENTIFYING COMMUNITY NEEDS

At Ascension, our Mission calls us to advocate for a compassionate and just society. That begins with listening, learning and then acting on what matters most to the communities we serve. Working alongside trusted partners, we use data and insights from the community to inform our actions, expand access and find solutions. Our decisions are guided by the voice of our communities, which generally identifies the areas where need is the greatest. Together, we are focusing on building a system of care that is better for everyone we serve.

### *Community Health Needs Assessments*

Ascension relies on internal data structures to drive targeted interventions aimed at addressing health disparities and improving health outcomes for entire communities.

One of the strongest tools at our disposal is our Community Health Needs Assessments (CHNAs), a systematic process to identify community needs and challenges that enable Ascension to develop strategies to improve health outcomes.

Conducted every three years, our CHNAs are administered in partnership with local organizations to understand each community's specific health concerns and result in the development of site-specific implementation strategies.

### **81** CHNAs completed by Ascension in 2025

**The insights garnered from these assessments will shape future implementation strategies currently in development.**



### *Screening for social determinants of health*

A number of factors outside of clinical care play an extremely impactful role in an individual's overall health and well-being. In fact, according to the Center for Disease Control and Prevention (CDC), 80% of a person's health is determined by factors typically outside of medical care<sup>1</sup>. Often referred to as social determinants of health (SDOH), these underlying socioeconomic factors, health behaviors and physical environments can lead to health disparities across the different populations we serve. Understanding these variations empowers our teams to best serve at-risk individuals with focused support and whole person care.

Since 2020, our providers have used a SDOH screening tool to get to the heart of the non-clinical factors impacting their patients' health. Using this standardized tool, our providers conducted SDOH optional screenings with questions covering topics such as loneliness, violence, food insecurity, housing, education and financial issues to help inform our targeted responses and solutions. We've incorporated these data points into electronic health records to support care teams in making the biggest impact on clinical and non-clinical needs.

Additionally, we've also been increasing follow-up screenings to reassess if a patient's situation or needs have changed. These check-ins help us deliver consistent care tailored to both previously identified and recently developed challenges.



## *4 million*

SDOH screenings to date

**849,000+** reassessments  
have taken place

**1.3 million** surveys  
conducted in FY25 alone



## IDENTIFYING COMMUNITY NEEDS

### *Ascension's Social Risk Index*

Because social determinants of health (SDOH) play a significant role in shaping individual outcomes, Ascension is leveraging data to identify patient needs and implement targeted interventions to address them. In addition to utilizing insights from the Social Vulnerability Index (SVI), a national database that utilizes U.S. Census data, Ascension introduced its own tool — the Social Risk Index — to help identify barriers to care, inform initiatives that improve patient outcomes and guide resource allocation for high-risk populations.

Ascension's Social Risk Index takes survey results collected from across our acute and ambulatory sites of care to generate an index associated with health outcomes to identify those patients who may be more likely to have a negative health outcome.

#### The social risk score enables our teams to:

- Identify patients with complex social needs.
- Assess overall social risk, simplifying comparisons across population segments and geographic areas.
- Monitor social risks over time (cross-sectionally).
- Measure the impact of initiatives to respond to the risks of patients (longitudinally).

These results are beginning to be made available to our care teams to help providers proactively identify and address potential barriers to care plans. SRI data is available across care settings, from ambulatory settings to the hospital bedside, making it accessible to caregivers, case managers and other associates who impact patient experiences.



Ashlin Jones, MA  
Ascension Associate Vice President, Clinical Analytics

*The Social Risk Index is an incredible tool in keeping a finger on the pulse of our patients' greatest needs — clinical, social and beyond. Not every social risk has the same impact on health outcomes. This tool helps us better understand, at a very granular level, what is most impacting our patients, and more importantly, gives insights into how we can begin to tangibly tackle those issues.*

## RESPONDING TO COMMUNITY NEEDS

Once we are equipped with an accurate understanding of the needs of the people who call our communities home, we move into action. By implementing targeted interventions aimed at removing barriers, expanding resources and ensuring care is delivered in the right setting, Ascension takes a holistic approach that considers the whole individual — spiritual, mental and physical. This is how we build trust, deliver meaningful care and ultimately change lives.

### *Neighborhood Resource*

Since its launch in 2021, more than 500,000 patients and community members have turned to Ascension's 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 in their area. Patients can access Neighborhood Resource at any point in their care, from any device.

#### In FY2025, Neighborhood Resource provided aid to 23,000 individuals, connecting them to a wide range of services, including:

- **Housing assistance:** Shelters, low-income housing options and rent assistance programs.
- **Legal aid:** Services for housing, immigration and family law needs.
- **Health services:** Free or low-cost medical clinics, mental health services and substance use disorder programs.
- **Employment assistance:** Job training programs, employment services and financial education resources.
- **Transportation:** Rideshare programs, bus passes and assistance with gas and auto expenses.
- **Financial assistance:** Education resources, government benefits, insurance programs, tax prep and loan options.



**Discover resources available in your community**

Scan the QR code or visit [neighborhoodresource.findhelp.com](https://neighborhoodresource.findhelp.com)

## RESPONDING TO COMMUNITY NEEDS

### Addressing food insecurity

Food insecurity is a growing issue in the United States with 13.5% of U.S. households reporting limited or uncertain access to adequate food in 2023<sup>2</sup>.

Ascension is proud to be a part of the National Strategy on Nutrition, Hunger and Health, a government effort aimed at ending hunger and improving nutrition in the United States by 2030. This initiative closely aligns with our Mission to serve all persons, with special attention to those who are poor and vulnerable. Our efforts focus on addressing social determinants of health (SDOH) that impact health equity, particularly in high-poverty and vulnerable communities.

#### SPOTLIGHT: DON'T LEAVE HUNGRY PROGRAM

At Ascension Seton Highland Lakes (ASHL), staff noticed many patients asking for snacks or extra portions of their meals before discharge. Clinical Manager Lorrie Kirby, MSN, RN, CMSRN, and Nursing Supervisor Paulette Leadbetter, BSN, RN, RN-BC, recognized this as a sign to look deeper. Screening during admissions revealed that about 6% of patients were food insecure, unsure about how or when they would get their next meal.

Determined to help, the team developed a program to support vulnerable populations and reduce food waste by freezing cafeteria leftovers, creating take-home meals for patients. The result was the Don't Leave Hungry program, a simple yet powerful initiative that ensures patients in need leave the hospital with prepared meals.

**In FY24 alone, the program provided 373 meals to patients in need. For many, this support helps ease the transition from hospital to home, reducing stress and supporting recovery.**

Today, the Don't Leave Hungry program is a part of ASHL's daily routine, and the team has developed a playbook to help other facilities replicate the program. By helping patients' meet their basic needs with dignity and care, ASHL demonstrates that the smallest gestures can have the greatest impact.



Lorrie Kirby, MSN, RN, CMSRN, and Paulette Leadbetter, BSN, RN, RN-BC  
Ascension Seton Highland Lakes

### Community Health Ministries: Reaching underserved populations

Inspired by the Daughters of Charity, Ascension's five Community Health Ministries (CHMs) were founded to bring compassionate healthcare and essential social services to underserved people across the country.

Each CHM is intimately involved in their communities, catering their services to the needs of the area and working tirelessly to address core issues that continue to impact the people who call that neighborhood home.

#### Our Community Health Ministries (CHMs) serve vulnerable populations

##### Kansas City, Missouri

- Seton Center, Kansas City

##### Gould and Dumas, Arkansas

- DePaul Community Health Center

##### New Orleans, Louisiana

- DePaul Community Health Center

##### San Antonio and El Paso, Texas

- Ascension DePaul Services
- Centro San Vicente



Ascension's five Community Health Ministries provide key resources and services to their clients, including:



#### 19 primary care clinics

- 8 dental clinics
- 2 optometry clinics
- 3 medical mobile units



#### 29 school-based services programs

- 1 Early Headstart Program
- 1 Headstart Program
- 1 Child Development Center



#### 5 food pantries

- 2 nutrition programs for Women, Infants and Children (WIC)



#### 15 social services programs

- 3 wellness centers
- 2 thrift stores

## RESPONDING TO COMMUNITY NEEDS

### Seton Center | Kansas City, Missouri

Located in the urban core of Kansas City, the Seton Center runs one of the largest safety net dental and oral health clinics in the region, a food pantry, emergency rent and utility assistance program, clothing closet, children’s mental health program, school-based programs, diaper distribution and additional supplemental support.

FY25 highlights include:

- **Truck donation:** Seton Center receives a donated truck that will be used to deliver items from the food pantry and clothing closet to community members in need.
- **Seton Center food pantry:** Students from Rockhurst High School helped provide over 4,000 pounds of canned goods and nonperishable items to the Seton Center food pantry.

#### New adolescent mental health program

In FY25, the Seton Center launched a new adolescent mental health program designed to support the most vulnerable children in the community. The program focuses on families facing complex challenges, including financial instability, housing insecurity, food insecurity, clothing insecurity and limited access to healthcare. Key offerings include social-emotional learning (SEL), conflict resolution, suicide prevention, mental health assessments and individual and family therapy.

#### Dental clinic

The Seton Center dental staff provides a broad range of dental services for children and adults including screenings, fillings, root canals, crowns, extractions and full and partial dentures. For FY25 July through April, the organization’s goal was to reach an 80% appointment rate among served patients. By April’s end, the clinic surpassed that goal, with an impressive average reappointment rate of 87%.

Thanks to the dental clinic at Seton Center, Jennie Longacre’s journey to a new smile culminated in a better life for herself and her family. Recovering from substance use disorder that caused significant dental issues, Jennie’s dentist at the clinic determined that she needed a complete set of upper and lower dentures. Over the course of the next five months, she went through the complex process of getting fitted for her dentures through several appointments.

When she saw her new smile for the first time, Jennie was overcome with joy. She described her experience as, “an incredibly long and difficult journey to a better life for herself and her daughter.”



### DePaul Community Health Center | Gould and Dumas, Arkansas

DePaul Community Health Center carries forward a mission of service across three locations, including the primary care, a wellness center, gynecology, and dental centers in Gould, and primary care, pediatrics, gynecology, social services, and a community health center in Dumas. These facilities provide quality, holistic care to residents in Lincoln County, Desha County and others in the Arkansas Delta, a region of critical need due to its rural location where readily available services are lacking.

FY25 highlights include:

- **Community health fair:** DCHC Arkansas participated in a community health fair at the University of Arkansas at Monticello.
- **Blessing Boxes for neighbors in need:** DCHC Arkansas received a \$2,000 grant from the Arkansas Community Foundation and the Delta Area Giving Tree to support the production of DCHC’s weekly Blessing Boxes. These boxes are filled with food and supplies for community members in Dumas and Gould.
- **My Sister’s Closet:** Jan Stephenson, DCHC Arkansas’ Director of Integrated Services, received a \$21,000 grant from the Charles A. Frueauff Foundation to be used to fund My Sister’s Closet, a clothing and food pantry for DCHC Arkansas patients in need.



## RESPONDING TO COMMUNITY NEEDS

### DePaul Community Health Center | New Orleans, Louisiana

DePaul Community Health Center (DCHC) is committed to delivering comprehensive and compassionate healthcare services to the Greater New Orleans community. This commitment includes improving access to essential health and human services, inspiring professionals to practice in underserved community settings and advocating for healthy communities. The multidisciplinary team of healthcare providers offers preventive screenings, primary care, pediatric care, maternal health, behavioral health, chronic disease management, infectious disease management, oral health, 340B pharmacies and specialized social services across their 12 locations.

FY25 highlights include:

- **Algiers facility opening:** In August 2024, DePaul Services opened a new health center in Algiers. The 20,000 square foot space, which includes the first urgent care attached to a DCHC location, also offers imaging services including mammograms and X-rays, eye care, primary care for adults and children, an on-site pharmacy and more.

### Women, Infants and Children program

The Special Supplemental Nutrition Program for Women, Infants and Children (WIC) provides free healthy foods, breastfeeding support, nutrition education and referrals to additional services. DePaul Community Health Centers (DCHC) offers WIC services at its Carrollton and St. Cecilia health centers. Since launching in 2011, DCHC's WIC program has become the largest in the New Orleans area.

Each month, more than 3,500 families receive WIC services at the two sites.

- Supplemental foods, including fruits, vegetables, milk, cheese, yogurt, eggs, cereal, juice, beans, peas, canned fish and whole-grain products such as bread and pasta.
- Breastfeeding support services, including education on the nutritional benefits of breast milk, free hospital-grade breast pumps and hands-on guidance with feeding techniques. Lactation rooms are also available for participants.

### 50th anniversary of WIC

In September 2024, DCHC helped commemorate the 50th anniversary of WIC with a community event at the Audubon Zoo. Hosted in partnership with Tulane University and the Louisiana Department of Health, the celebration welcomed more than 4,500 families.



### Mobile sexual health and wellness care

This year, DCHC partnered with Concerned Citizens for a Better Algiers (CCFBA) to provide mobile sexually transmissible disease and infection (STI) screenings and general wellness screenings. Provided services included STI and HIV testing and blood pressure and glucose screenings, all of which were made free to the public on a monthly basis.

### Outpatient medication-assisted treatment for opioid addiction

DePaul Community Health Center's (DCHC) Medication-Assisted Treatment (MAT) program helps provide personalized, responsive and supportive care throughout the patient recovery journey to help lower the rate of drug-related deaths. This team utilizes the latest medical and behavioral interventions to help patients reach their goals of long-lasting recovery and enduring health. Substance use disorders are treated through a holistic approach involving individual therapy and medication, if warranted.



## RESPONDING TO COMMUNITY NEEDS

### Ascension DePaul Services | San Antonio, Texas

Serving San Antonio for more than 67 years, Ascension DePaul Services (ADSSA) works to uplift the community through essential healthcare, early childhood development, family assistance and social services. Through educational initiatives, childcare programming, comprehensive healthcare and other impactful services, the organization works to break the cycle of poverty and strengthen the well-being of the families who call this area home.

FY25 highlights include:

- **Partners in care:** ADSSA team members accept generous donations of women’s sanitary products from partners at the Texas Diaper Bank.
- **Healthy smiles:** The Tooth Fairy paid a special visit to the DePaul Early Childhood Center, to teach students about the importance of brushing, flossing and cavity prevention. Through education and engaging community experiences, we are planting seeds for lifelong healthy habits.

#### R.A.Y.S. Parenting program

Started in 2018, the R.A.Y.S. (Realizing and Achieving Your Successes) program provides material assistance, counseling, classes and guidance for Medicaid-eligible families with children under 36 months of age, as well as support for mothers during their pregnancies, helping parents navigate barriers to prenatal and infant care.

This year, 7,300 packages of diapers were distributed to families in need. In addition to material resources, ADSSA recognized that some parents in the R.A.Y.S. program were demonstrating signs of spiritual distress. Aligning with our Mission to provide spiritually centered, holistic care, ADSSA partnered with the spiritual care team at the Ascension system office to develop a process to provide remote spiritual care to clients. Support from on-demand chaplains can continue for as long as the client needs.

#### Supporting new moms with movement and nutrition

In May of 2025, ADSSA hosted its first Farmer’s Market for Mothers, made possible through a partnership with the San Antonio Food Bank and local farmers. The event brought fresh, colorful produce directly into the hands of mothers in need, complementing ADSSA’s parenting classes that empower families to lead healthier lifestyles. From learning how to stretch a dollar at the grocery store to planning and preparing balanced meals, our parents are gaining practical tools for lifelong well-being. This year ADSSA also introduced Mommy & Me Zumba, a class designed for moms and their children to move, laugh and sweat together, as they learn to build healthy habits and stronger bonds.



#### Childhood education initiatives

Studies indicate that participation in high-quality early learning programs are linked with a higher likelihood of high school graduation and college attendance. That’s why ADSSA’s DePaul Children’s Center and DePaul Wesley Children’s Center, which house our Early Head Start and Head Start programs, play a critical role in giving local children a jump start on being fully prepared for the step into elementary school.

These programs maintain both NAEYC and Texas Rising Star accreditations — held by only one other provider in this ZIP code — and prioritize low student-to-teacher ratios to ensure each child receives meaningful attention and opportunity. Currently, 268 children are enrolled across the two centers.

#### Celebrating 25 years of the La Misión Family Health Center

The La Misión Family Health Center was a legacy that began with the Daughters of Charity. Through their humble efforts as midwives at El Carmen, they provided compassionate care to the families on the South Side. This was born into a full-service health center that celebrated 25 years of service in FY25. Today, it stands as a beacon of hope for the community — rooted in faith and providing medical, dental and behavioral health services, demonstrating a true commitment to caring for all. “Our healing work is not just clinical — it’s spiritual. It’s about walking alongside our neighbors and restoring hope,” said Wayne Cadena, Clinical Director at La Misión Family Health Center.

#### Offering care to the senior community

Just as ADSSA is committed to caring for the youngest members of the community, the organization’s programming is also structured to meet the needs of the older generation in San Antonio. Thanks to generous donations, ADSSA was able to serve 459 seniors through the Senior Christmas Celebration. Seniors received heaters, blessing boxes filled with hygiene items, local grocery store gift cards, food and essentials, holiday meals and had an opportunity to enjoy fellowship and festivities in partnership with John Paul II High School.

#### ADSSA client’s family expresses gratitude

Just three days after attending the ADSSA Senior Christmas Party, ADSSA client Mr. Reynaldo Ibarra passed away. At the celebration, Mr. Ibarra enjoyed a delicious tamale dinner, shared laughter with friends, played bingo and even received a visit from Santa Claus. Before his passing, Mr. Ibarra shared a heartfelt handwritten note, transcribed by his granddaughter, reflecting on the deep gratitude he felt for the care and compassion provided to him, not only at the Christmas event, but throughout the years prior as well. Part of that note is shared in the testimonial below.



#### TESTIMONIAL: ADSSA family

*Just want to thank every single beautiful being that participates in the help that we receive every month. Also, thank you for the lovely luncheon we get for Christmas. For some of us, it’s the only celebrating we do. With all my heart, Mr. Reynaldo Abarra*

## RESPONDING TO COMMUNITY NEEDS

### Centro San Vicente | El Paso, Texas

Centro San Vicente (CSV) family health centers are federally funded, nonprofit community health clinics that provide a comprehensive range of high-quality, compassionate and accessible health services to El Paso and surrounding communities. In the years since its opening, CSV has grown alongside the community, providing primary care, dental, behavioral health, health education services, 340B pharmacies, utility and rent assistance and special events to support the health and well-being of their neighbors.

FY25 highlights include:

- **Fighting Hunger:** Centro San Vicente staff and volunteers attend the H.O.P.E. Health Fair at El Pasoans Fighting Hunger Food Bank.

#### Showcasing community services

Centro San Vicente held a Mobile Clinic and Health Fair, offering free health services to the community. These services included blood and urine analysis, flu, HPV and other vaccines, blood pressure screenings, hearing tests, hepatitis C screenings, dental services, cancer prevention services and nail/manicure and barber services. Events like this provide critically needed services to patients in need who may otherwise go without.

This year, Centro San Vicente also held a community baby shower providing much needed essentials including diapers, wipes, car seats and baby walkers to new moms in need.



### *Health without limits: Ascension's commitment to affordable, accessible prescription medications*

Access to affordable medication is a cornerstone of impactful healthcare, yet rising prescription drug costs create significant challenges for health systems and the patients they serve. There's no single solution, but Ascension is maximizing every available resource to improve affordability and access for patients and communities in need, including our most vulnerable populations.

Through our Ascension Rx Assistance Team — which connects providers with patients' prescription services — we strive to seamlessly improve access, coordination and safety for our patients with a multifaceted approach.



Mike Wascovich, PharmD, MBA  
Vice President and Chief Pharmacy Officer

*This year has brought meaningful growth and innovation in how we expand access to care. Our progress in 340B savings, affordability programs and charitable partnerships reflects our deep commitment to patient-centered care. Through these stewardship programs, and many others, we are living out our Mission to care for the underserved, ensuring cost is never a barrier to accessing the medications our patients need.*

#### Medication affordability

The Ascension Rx Assistance Team also finds and secures financial assistance for patients, typically coordinating through external applications and Drug Manufacturer Financial Assistance Programs, such as free drug, copay assistance, vouchers and coupons. This approach is personalized to the needs of our patients and optimizes the health of the communities we serve, achieving impactful health outcomes across our footprint in FY25.

## **\$215 million**

Financial assistance secured for patients through medication affordability programs

**25,000+** financial assistance applications submitted

**14,000+** patients served with financial assistance

**23,000+** prior authorizations submitted

## RESPONDING TO COMMUNITY NEEDS

### Dispensary of Hope

Dispensary of Hope, an Ascension subsidiary and nonprofit, acts as a charitable medication distributor providing medications for nonprofit clinics and pharmacies to dispense free of charge to low-income, uninsured patients across the United States. Today, Ascension partners closely with Dispensary of Hope to address the rise in demand among uninsured and underinsured patients who struggle with access to medication. Together, these programs reflect Ascension's commitment to removing barriers, ensuring patients can access the medications they need and building healthier communities where cost is never a barrier to care.



# 71,000+

Prescriptions dispensed through the Dispensary of Hope network; 24 active Ascension Rx sites in FY25

### Dispensary of Hope expands access to medication in Manhattan

A new partnership between Via Christi Hospital in Manhattan, the Manhattan Community Health Foundation and local healthcare providers has brought Dispensary of Hope to the community. Through this initiative, low-income, uninsured individuals can access free medications. By partnering with community organizations, Ascension is helping improve public health and reduce overall healthcare costs.

### 340B Drug Pricing Program

The 340B Drug Pricing Program aids Ascension in fostering healthier communities, allowing safety-net hospitals, including more than 41 Ascension facilities, to purchase certain outpatient drugs at discounted prices. The 340B program allows providers to stretch scarce resources to better meet patient and community needs — all at no expense to the taxpayers.

**\$445 million in 340B savings generated in FY25 supporting 41 eligible, covered entities**

*In turn, these savings by the Ascension Rx Assistance Team were reinvested to directly support community services such as charitable care prescriptions, transportation, primary care and behavioral health services.*

### “Meds to Beds” Breaks Barriers to Medication Access

The Ascension Illinois “Meds to Beds” program helps patients smoothly transition from hospital to home with appropriate, affordable medications. By working with pharmacy teams before discharge, the program utilizes 340B savings to provide free or low-cost medication options for vulnerable patients — often saving \$300-\$400 on prescriptions. Patients can also choose bedside delivery for added convenience. Each year, the program provides more than 80,000 prescriptions, offering vital support for patients, especially those with transportation challenges.

## CREATING HEALTHY ENVIRONMENTS

As one of the nation's leading healthcare systems, Ascension recognizes both the responsibility and opportunity to drive meaningful environmental change. Through our governance, resources and infrastructure, we are uniquely positioned to reduce our environmental impact while strengthening the health and resilience of the communities we serve.

**Ascension's commitment to reducing our environmental footprint and achieving sustainability is rooted in our Mission and inspired by Catholic social teaching.**

We recognize the human dignity of all people and the common good as we work toward equitable access to resources that improve community health and the lives of individuals we serve. Incorporating sustainability into our everyday work at Ascension is never simply an added activity — it's central to what we do.

### Future-focused environmental goal setting

In FY25, we took major steps forward by making intentional choices about how we steward our resources. These efforts reflect our belief that caring for the environment is an extension of caring for people today and for generations to come.

### OUR HEALTHY ENVIRONMENT GOALS

**2030:** Reduce carbon emissions by 50% from the 2020 baseline and divert 50% of non-hazardous waste from Ascension-owned facilities.

**2040:** Achieve net-zero carbon emissions and zero waste across all sites of care.

To reach these goals, we are developing science-aligned targets and strategies, shaped by real data, that prioritize clean energy, sustainable operations and waste reduction. Every step we take moves us toward our goal of creating healthier communities.

### Race to Zero

Race to Zero is a global coalition committed to achieving net-zero carbon emissions by 2050. As a signatory and member of the Health Care Climate Council, Ascension has aligned-carbon emissions goals accordingly, with a goal date of 2040.



**8.87% reduction in our carbon footprint since 2019**

*The significant strides toward our Race to Zero goal reflect over 78,659 MTCO<sub>2e</sub> — equivalent to removing more than 18,300 gasoline-powered cars from the roads for one year.*

## CREATING HEALTHY ENVIRONMENTS

### *Environmental Impact and Sustainability foundational pillars*

Ascension's Environmental Impact and Sustainability program is structured into three pillars of work.



#### NET-ZERO PLACES

Focuses on carbon sources associated with physical environments — energy management, water management and mobility, both moving within those environments and getting to and from them. Net-Zero Places considers the carbon footprint and operational efficiency of facilities.



#### RESPONSIBLE SUPPLY CHAIN

Focuses on the flow of goods from their procurement all the way through their disposition after use — encompassing sustainable sourcing, product use management, recycling and waste management. Responsible Supply Chain efforts address responsible purchasing — to ensure Ascension only buys what is needed — as well as waste management.



#### HEALTHY COMMUNITIES

Focuses on the relationship between sustainability and social determinants of health, linking this to Ascension's Mission to sustain and improve the health of individuals and communities the ministry is privileged to serve.



### *The Resource Group: Driving sustainable choices*

The Resource Group, a subsidiary of Ascension, was established to streamline supply contracts and deliver cost savings for healthcare organizations. Guided by Ascension's Mission, it has become one of the most powerful ways we advance our sustainability goals.

This year, The Resource Group integrated sustainability questions into its Request for Information (RFI) questions with suppliers, aligning procurement practices with the Climate Excellence Standard for healthcare organizations. This approach identifies and elevates suppliers meeting the highest environmental benchmarks, and ensures our purchasing decisions support sustainability goals. In FY25, we secured 480 RFI responses across 97 categories that included carbon footprint and packaging.

This initiative drives our sustainability objectives forward and positions The Resource Group as a leader in promoting environmental stewardship and climate action within the supply chain. Through these efforts, we are committed to creating a more sustainable, low-carbon future for our organization and our partners.

#### Eliminating cardboard waste

Last year, The Resource Group collaborated with two suppliers to reduce packaging waste and minimize the amount of cardboard needing to be recycled. One supplier consolidated shipments into fewer containers, and our medical-surgical distributor expanded to a national reusable tote program to replace traditional cardboard boxes.



**20.4 tons of cardboard waste avoided in FY25**

*Demonstrating the impact of thoughtful supply chain partnerships and our commitment to reducing environmental waste across the System.*



# CREATING HEALTHY ENVIRONMENTS

## Food waste digesters

Practice Greenhealth estimates that food waste makes up as much as 10-15% of hospital-generated municipal solid waste nationwide<sup>4</sup>. With new regulations in 11 states — including Maryland and Texas, home to Ascension facilities — reducing food waste is both an environmental and operational priority. To address this challenge, Ascension has implemented food waste digesters across all ministry markets, now operational at 43 hospitals. These on-site machines use oxygen and beneficial microorganisms to convert food scraps into kitchen wastewater, reducing municipal waste volumes, lowering disposal costs and preventing methane emissions from decomposing food in landfills. The initiative is a joint effort between Touchpoint, which manages daily feeding and care of the digesters, and Medxcel, which oversees preventive and operational maintenance.

**20.4+** tons of food waste diverted from landfills, preventing an estimated 36.5 tons of CO<sub>2</sub>e emissions

*Over the past 12 months, Ascension Sacred Heart Pensacola, food service and facilities teams have collaborated to consistently process large volumes of food waste with success for the environmental and operational impact of this program.*

## Engaged employees honor creation on Earth Day

Because our Mission is so central to all that we do, we consistently invite our associates to embrace, practice and further our guiding principles, including our ongoing commitment to support the planet and health communities.

On Earth Day 2025, Ascension held Earth Day Every Day — Incorporating Sustainable Practices into our Daily Lives, an employee engagement event designed to promote environmental reflection. Associates engaged in tree planting activities, tree blessing services, Earth Day festivals, fairs and neighborhood clean-up activities at 37 sites of care across the System.



The Green Team at Dell Children's Medical Center (Austin, Texas) sponsored an Earth Day rock painting activity.



Associates from Ascension and Medxcel participate in a campus clean-up event at Via Christi (Wichita, Kansas).

## Award-winning commitment to sustainability

Ascension was honored to be recognized as a leader in sustainability and environmental leadership, receiving nine certifications and 71 awards from the American Society for Healthcare Engineering (ASHE), ENERGY STAR® and Practice Greenhealth.

### System-level recognition

For the first time, Ascension received the System for Change Award. This distinction recognizes health systems that are working cohesively and across hospitals and facilities to set and meet goals related to sustainability, from reducing energy use and increasing recycling, to establishing green building practices.

Ascension care sites across our footprint were recognized with these facility-level achievements:

#### Practice Greenhealth's Partner for Change Award

*Superior performance in environmental sustainability, covering a range of different sustainability programs and activities*

Florida, Texas, Wisconsin

#### Practice Greenhealth's Partner Recognition Award

*Facilities committed to environmental improvements showing measurable progress across several areas*

Florida, Illinois, Indiana, Kansas, Maryland, Michigan, Oklahoma, Tennessee, Texas, Wisconsin

#### ENERGY STAR® Certifications

*Outstanding performance in facility operations with a focus on energy efficiency*

Florida, Indiana, Wisconsin

#### ASHE Energy to Care Award

*Accomplishments in sustainability that support healthy environments and communities over time*

Indiana, Texas

#### ASHE Sustainability Champions Award

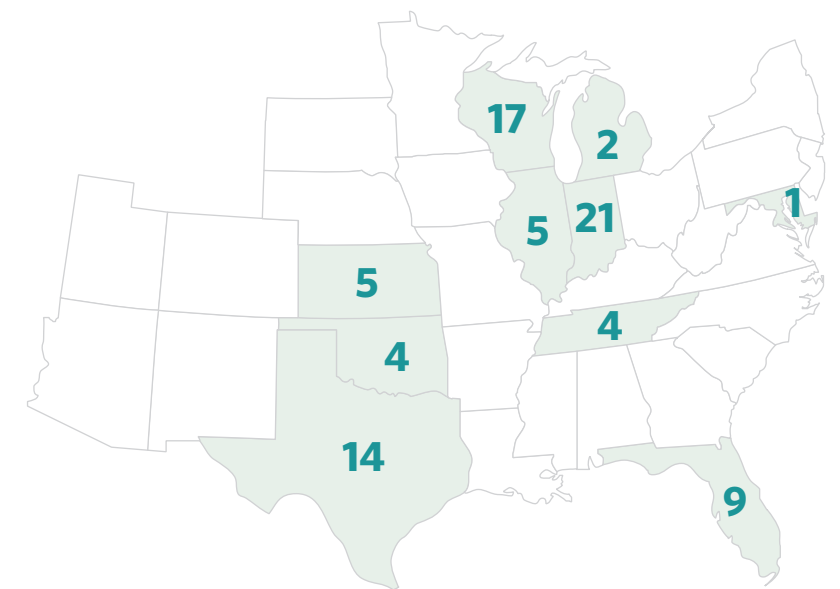
*Facilities that demonstrate leadership in healthcare sustainability on an annual basis*

Florida, Indiana, Oklahoma, Tennessee, Texas, Wisconsin

#### ASHE Sustained Performance Award

*Facilities consistently achieving sustainability goals that support healthy, equitable and resilient environments and communities*

Florida, Illinois, Indiana, Kansas, Oklahoma, Texas, Wisconsin



## THE ASCENSION FOUNDATION

Launched in 2021, the Ascension Foundation advances Ascension's Mission by focusing on the social determinants of health (SDOH) — the non-medical factors that have a significant impact on health outcomes. The Ascension Foundation is committed to two initiatives, each focused on a national need where Ascension is uniquely positioned to make a difference: addressing the maternal mortality crisis in the U.S. and building a robust future healthcare workforce that includes all voices and perspectives. Through grants and partnerships, we support local organizations that are addressing pressing needs with multigenerational impact.

### *Helping mothers*

One out of every 60 babies in the United States is born at an Ascension hospital each year, many to mothers who are on Medicaid or uninsured. The Ascension Foundation studies the drivers of maternal vulnerability that are unique to each ministry market to develop a deep understanding of local needs and identify nonprofit partners serving our patients and their communities.

In an effort to support impact-driven organizations that effectively serve mothers in need, the Ascension Foundation awards grants to nonprofits that provide vital support for mothers and infants. Grantees are selected through a rigorous process that identifies organizations whose programs have a two-generation impact. By supporting and connecting locally based organizations working on different aspects of the same issue, the Ascension Foundation is creating a nationwide network of changemakers.



## 21 nonprofits in 12 states awarded grants by the Ascension Foundation to support mothers and infants

### Ascension Foundation grantees include:

- **Kid One Transport, Alabama:** The only non-profit organization in Alabama dedicated to transporting children and expectant mothers to medical appointments, making a life-changing difference for clients who have little or no access to reliable transportation.
- **Arkansas Birthing Project, Arkansas:** A community-based mentoring and empowerment program serving pregnant women and their families to improve birth and postpartum outcomes.
- **The Little Timmy Project, Indiana:** Supports vulnerable families through its free “Birthing Essentials Pantry,” which provides necessary items (such as diapers and maternity clothes) to help a family prepare for their new child’s birth, and its Doula Fund, which provides scholarships and mentorship for birth workers and community-accessible doulas for clients of its Birthing Pantry.
- **Wichita Children’s Home, Kansas:** Helps pregnant and parenting girls learn to care for themselves and their babies, prepare for stable and independent living, heal from trauma, and prevent their children from experiencing homelessness, poverty and intergenerational trauma.
- **Hotel Hope, Louisiana:** Provides housing to homeless women and their children in a safe and loving atmosphere while guiding them to self-sufficiency and self-empowerment through intensive case management.
- **SisterFriends Detroit, Michigan:** A volunteer effort in Detroit, offers a circle of care to support healthier women, mothers and babies. It is a partner organization of the Arkansas Birthing Project.
- **J.A.M.E.S. Inc., Oklahoma:** Leads expecting and parenting adolescents to self-sufficiency, changing the social and economic future of generations of vulnerable families.
- **Renewal House, Tennessee:** The only organization in Middle Tennessee that provides addiction treatment to women and their children, keeping a mother and her children together throughout the recovery process.
- **La Posada Home, Texas:** Provides life-changing support — including shelter, basic necessities, crisis intervention and more — to women and their children fleeing domestic violence.
- **Milwaukee Diaper Mission, Wisconsin:** Provides a reliable source of free diapers and period supplies to community organizations across Milwaukee. The four-year-old organization has distributed more than 3 million diapers and expanded distribution to meet the growing need in the city.

# THE ASCENSION FOUNDATION

## #GOALS

#GOALS (Go Out and Love Science), the Foundation’s signature program, encourages middle school students to consider a future in healthcare. Through hands-on activities — like science experiments, CPR demonstrations and tying sutures — and personal interaction with medical, dental and other health sciences students and professionals, participants gain visibility into STEM careers and the pathways towards pursuing them.

In FY25, events in Nashville and Detroit reached more than 400 students and engaged hundreds of volunteers who dedicated their time to inspiring the next generation to pursue careers in medical, dental and other healthcare-related professions.

In addition to career exploration for their futures, #GOALS events also help meet students’ current needs and pair them with local resources. Through partnership with the Ascension community impact and workforce development teams, #GOALS students take home information about Neighborhood Resource, an Ascension initiative that connects individuals and families in need with a range of housing services, including housing, legal aid, health services, employment assistance, transportation and more.



# 400+

Students reached through #GOALS events in FY25, resulting in an increased interest in science and more confidence in their ability to get a job in healthcare

*Hundreds of volunteers engaged in the Nashville and Detroit events, dedicating their time to inspiring the next generation to pursue careers in medical, dental and other healthcare-related professions.*



## #GOALS FY25

- At the #GOALS event in Detroit at Wayne State University, volunteers from the Detroit Fire Department taught CPR; volunteers and participating students completed more than 60,000 chest compressions.
- Participants at the same event who said they “like science ‘a lot’” increased by 74% over the course of the day.
- Post-event surveys from a #GOALS event in Nashville at Meharry Medical College showed more students believed they could get a job in healthcare and less selected “healthcare jobs are not for me,” following their participation in the event.



### TESTIMONIAL: Meharry student and #GOALS program volunteer

*#GOALS provides an opportunity that can make a difference in the lives of these kids and impact their future. I’m here now [studying at Meharry], but I wish I’d had something like this when I was in middle school. I think if I had, I would have been more equipped.*



Dr. Douglas Apple teaches a student how to tie a suture.



Volunteers from Ascension’s Community Impact team pack bags of healthy food to go home with students after #GOALS.



CPR is one of the most popular activities at #GOALS.

## Chapter 4

# SUPPORTING OUR WORKFORCE

### Embracing a spiritually centered, holistic approach to helping our associates flourish

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Michelle Kohler, PhD  
Executive Vice President and Chief Human Resources Officer

Our people are the heart of what we do at Ascension. Being a part of this ministry is more than holding a title or fulfilling responsibilities — it's answering a purpose-driven calling to serve our communities. Each associate contributes to our shared Mission and is invited into a deeper sense of purpose that cares for the whole individual — mind, body and spirit.

**As we continue shaping a Mission-rooted work environment for our associates, we remain committed to investing in our people, just as we invest in the patients we serve.**

Every step of the associate journey matters — from attracting and welcoming new talent, to nurturing and developing those already on our team. Together, we are cultivating a culture that uplifts, equips and celebrates. Every day, I am inspired by the depth of talent, expertise and above all, passion of our dedicated associates. For me, serving at Ascension is more than just meaningful work, it's a true calling.



## AT A GLANCE

### *Employer awards, recognitions and partnerships*

#### **Celebrating Ascension associate service milestones**

# 11,000+

Associates celebrated service anniversaries in FY25, honoring their commitment to Ascension and living out our Mission, Vision and Values

**1,619** associates celebrated 25+ years with Ascension

- **25 years:** 767 associates
- **30 years:** 339 associates
- **35 years:** 285 associates
- **40 years:** 108 associates
- **45 years:** 95 associates
- **50 years:** 19 associates
- **55 years:** 6 associates



Becker's Healthcare 2025 List  
**150 Top Places to Work in Healthcare**

**2025 Military Friendly Employer Designation — Gold Level**



### *Workforce at a glance*

# 99,000 associates

**5,100** employed clinicians

**22,300** independent clinicians

**1,103** resident physicians

# 33,000 nurses

**10,017** nursing support staff members



## SHAPING ASSOCIATE EXPERIENCES

Our associates deliver Mission-centered care every day. Whether at the bedside, in the operating room, or across our support services, none of this work would be possible without the people and systems that support them on a personal level. At Ascension, we recognize that for our people to provide impactful care, we need to invest in their well-being, listen to their voices and foster a culture of belonging.

### *Physician experiences*

Ascension is committed to promoting a healthcare environment that supports clinicians in their inherent calling to provide compassionate, personalized care to patients and families. We also strive to enrich our clinician community with a sense of balance, meaning and both personal and shared purpose.

Today, physicians face ongoing system challenges in the healthcare industry and increasingly complex patient needs. The impact of those challenges is measurable: physicians are 82% more likely to experience burnout than those in other fields<sup>1</sup>. Our efforts in our clinical environments revolve around relieving administrative burden, enhancing workflows and improving technology that is essential to addressing the root causes of physician burnout. Additionally, we remain focused on providing supportive resources, well-being initiatives and strategies designed to offer outstanding physician experiences, because we believe that the best place to give care is the best place to receive care.



### Physician recruitment: Orchestrating excellent candidate experiences

Our physician experience work begins before a clinician is even employed with Ascension. Our associate experience and physician recruitment teams partner to design tailored, “white glove” personalized recruitment experiences for the physician candidates interviewing with Ascension each year.

The experience is built around the questions: ‘How do candidates perceive and interact with us throughout their journey?’ and, ‘What actions does this experience inspire?’ It also incorporates messaging around refueling and recharging that reflects our commitment to physician engagement, well-being and comprehensive care, ensuring candidates feel valued and prioritized, while also reinforcing Ascension’s dedication to the Associate Experience.

# 1,115

Physicians and advanced practice providers hired in FY25 through strategic engagement strategies

Looking forward, we are increasing our investment in retention efforts, specifically focused on physician residents. We have hired a dedicated team of three recruiters who, along with a strategic leadership team, will work together to develop and implement targeted strategies based on a combination of business insights and market intelligence.

### Clinical orientation

Once hired, our goal is to onboard new clinicians with ease, connection and clarity. Offered quarterly, our new clinician orientation supports newly hired physicians and advanced practice providers in successfully transitioning into Ascension. This training is a key opportunity to align our caregivers with our Mission, an understanding of our Culture of Safety, their expectations as an Ascension team member and organizational resources for personal and professional support.

### Physician resident retention: Making Ascension an outstanding place to practice medicine

Ascension maintains a focus on retaining top physicians, ensuring our facilities are a preferred place to practice medicine and make an impact. We work to build relationships with our physicians in training through meaningful connection, growth opportunities and lasting career support.

#### Efforts to increase retention are underway to:

- Deploy business-focused education and resources for residents, enhancing engagement opportunities and implementing a resident/fellow graduate recruitment reporting dashboard.
- Initiate new resident-focused orientation events across our ministry markets.
- Partner with program leaders to identify resident retention touchpoints and develop communication cadences.
- Work cross-functionally with wellness, education and clinical leadership to support shared resident experience goals.

## SHAPING ASSOCIATE EXPERIENCES

### Domains of clinician well-being

As our physicians dedicate themselves to taking care of our patients, we are focused on caring for every aspect of their well-being. There are many driving factors that impact engagement and burnout, as outlined in the Stanford's Three Domains of Wellness Model. Understanding these different factors helps us drive professional fulfillment and mitigate job fatigue.

We are committed to creating a culture of wellness and better practice efficiency that helps address all of these impactful forces by providing leaders and clinicians with the tools, interventions and practical solutions they need to reduce burnout and increase their overall well-being.

- **Culture of Wellness:** Work environment, values, and behaviors that promote self-care, personal and professional growth, and compassion.
- **Efficiency of Practice:** Workplace systems, processes, and practices that promote quality, effectiveness, positive interactions, and work-life integration.
- **Personal Resilience:** Individual skills, behaviors, and attitudes that contribute to physical, emotional and professional well-being.



### Ascension recognized as a Joy in Medicine® organization

As the Ascension Employed Clinician Network (AECN) continues its journey to become the preferred place for clinicians to practice, we recognize that clinician satisfaction is critical to attracting and retaining top talent. In 2025, Ascension was recognized by the American Medical Association (AMA) as a Joy in Medicine® organization in the Silver category. Organizations who receive this honor are recognized for prioritizing proven methods to reduce burnout and enhance the professional fulfillment of their doctors.

### Well-Being Index

Ascension provides access to the Physician Well-Being Index, a clinically validated tool used by physicians to assess their current level of well-being, and track it over time and compared to their peers. Based on their results, physicians can access resources addressing their specific needs. Assessments are 100% anonymous, and provide immediate feedback and tools for improvement. Ascension provides access to monthly assessments so physicians can view their changing mental and emotional state over time and help them understand how and when to access the support resources available to them.

### Clinician Formation

Our physicians are an integral part of living out our Mission every day. Ascension's Clinician Formation offerings invite these providers to explore their deeper calling, recognize their unique gifts and reflect on their personal, professional, ministerial and organizational identities. These initiatives incorporate reflective practices focused on our Mission, Vision and Values drawn from the depth and Principles of Catholic Social Teaching, nurturing a sense of vocation, community and continued service.

### 103 attendees at bi-annual physician development series launched in March

- 94% of survey respondents felt the session was a worthwhile investment of their time
- 91% of survey respondents would recommend the learning experience to others

Additionally, new orientation experiences have been developed for employed and independent physicians and advanced practice providers to help with their transition by amplifying the orientation's focus specific to clinicians and fortifying their connections between their sense of purpose and Ascension's Mission.

➡ [Read more about Ascension's other Formation programs on page 122.](#)



## SHAPING ASSOCIATE EXPERIENCES

### Physician Experience Survey

We believe that every physician’s voice matters deeply. Our Physician Experience Survey is a key tool in identifying areas of success and opportunities for growth in further improving their experience at Ascension. This survey represents how Ascension is leaning in, listening and taking steps to make meaningful changes that impact our physicians.

**74%**

Job satisfaction reported in the 2025 Physician Experience Survey, a 13% increase from the previous year

**5%** decrease in job stress

**7%** decrease in burnout

*Data in the survey suggests top priorities for physician well-being moving forward include reducing electronic health record (EHR) burden, cutting down on after-hours administrative tasks and implementing Ambient Listening technology.*

### Supporting our colleagues

At Ascension, caring for our associates goes hand in hand with caring for our community and patients. By fostering a culture of safety, well-being and belonging, we strive to support every associate so they can bring their best self to work. From wellness resources, onboarding tools, holistic well-being resources, recognition programs and more, we want to build a workplace where our people feel valued and equipped to thrive.

### We’ve Got Your Back

“We’ve Got Your Back” is more than a phrase, it’s a statement of commitment to our associates and to workplace safety. Living our Value of Reverence, the “We’ve Got Your Back” program encourages associates to foster a culture of psychological safety, reduce patient harm and create an environment where every associate feels empowered to speak up. Associates are encouraged to ask questions and raise concerns, knowing they have multiple channels of support. Accomplished through conversations with direct supervisors, associate relations or anonymous event reporting — all channels of communication are designed to ensure associates can raise concerns without fear and with full protection from negative repercussions.

As a result of this shared commitment to safety and a workplace culture that promotes speaking up in good faith, Ascension is fostering care sites where patient and associate well-being are a top priority.

➡ [Read more about our approach to our culture of safety on page 32.](#)

### Associate well-being

Our associates serve with extraordinary dedication and Ascension is committed to supporting their well-being with the same level of care. myCare, Ascension’s employee wellness portal, provides resources across multiple dimensions of health.

These sessions not only offered practical tools, but also created meaningful spaces for connection and care among colleagues. With the expansion and migration of the myCare video library to a new channel, associates now benefit from enhanced features like keyword search and engagement tracking — helping us better understand and meet their evolving needs.



**86,000+**

Visits to the myCare site in FY25 and nearly 600 associates joined live virtual well-being sessions

*Ascension’s employee wellness portal, provides resources across multiple dimensions of health: relational, occupational, financial, mental, spiritual and physical.*



### Ascension 5K

The fifth annual Ascension 5K, hosted by our associate experience team, brought together more than 3,000 associates and 242 teams across the Ministry under the theme “Serving Together.” For the first time, event T-shirts were designed and voted on by associates themselves, adding a personal touch to one of our most beloved traditions.

## SHAPING ASSOCIATE EXPERIENCES

### Caring for emotional and mental well-being through significant work events

We know that mental, social, spiritual and emotional health is critical to overall associate well-being, especially in healthcare settings, where care team members may face higher levels of stress, trauma and loss than other professions. That's why Ascension developed the Provider/Associate Care Team (PACT), an essential program providing emotional support to Ascension's workforce immediately following a significant work-related event.

Originated in our Texas Ministry, PACT has been launched as a virtual System-wide initiative, grounded in the principles of a culture of safety and high reliability. Through peer-to-peer support, this program partners alongside Ascension's spiritual care services, Employee Assistance Program (EAP) and other wellness programs to provide consistent and targeted emotional support to the workforce.

PACT peer supporters are workforce members who volunteer to support other workforce members who have been involved in a significant work-related event, including an unexpected death or outcome, workplace violence and other traumatic experiences. Trained in psychological first aid, these volunteers are committed to privacy and confidentiality, and provide a listening presence and emotional support where it's most needed.

#### How PACT works



1

Significant work-related event occurs



2

Need for PACT peer support is identified



3

Request for PACT peer support is made



4

PACT peer supporter is deployed



5

PACT peer supporter connects with the support recipient



### Associate Experience Survey

In April 2025, Ascension launched a refreshed Associate Experience Survey, providing continued opportunities for us to listen and understand the unique perspectives of our associates across the organization.

**68,000+**

Associates participated in the survey — 72% of our Ascension workforce

Results indicate that our leaders play an essential role in building a stronger, more connected, and highly engaged workforce by improving the day-to-day work environment, fostering individual and collective growth, and ensuring all associates feel valued and well-informed.

- 8 in 10 associates feel their manager role models collaboration with other teams, which is above the U.S. healthcare benchmark (64%).
- The highest scoring item in the survey, nearly 9 in 10 (87%) associates feel that there is effective cooperation with the people they work alongside. This puts it 2% above the U.S. healthcare benchmark (85%).
- Effective decision making allows for teams to work together efficiently and effectively. 8 in 10 associates (82%) feel their teams are effective at making decisions — 6% higher than the U.S. healthcare benchmark (76%).

The feedback we collected from our associates will help us better support our teams, informing how we continue to bring our Mission to life for those we serve and those we serve beside.

### Onboarding experience

From their first interactions with Ascension, we want associates to feel connected to our Mission and welcomed into our culture. Within the first 90 days, each new associate is invited into our redesigned leader and associate onboarding experience, that welcomes new leaders and associates into our Mission, culture and community, equipping them to lead and serve with purpose from day one.

This year, two new hubs were created: Hiring Leader Central on Good Day Ascension, which provides leaders with onboarding resources, and New Associate Central, a one-stop shop highlighting our Mission, culture and key information. Together, these resources ensure every associate feels supported and equipped to thrive.

## SHAPING ASSOCIATE EXPERIENCES

### Recognizing our associates

Our associates are a part of a larger community committed to a collective purpose and Mission, a key differentiator in our organizational culture. As we continue to innovate and provide compassionate care, we recognize that when our associates feel supported — both personally and professionally — they are engaged. To support the people who deliver exceptional care, we're proud to recognize our associates through a variety of initiatives.

#### Service Commitments Champions Program

At Ascension, our associates embrace our three Service Commitments: shared behavioral standards that guide our interactions with each other and those we serve.

- **Extend Kindness**
- **Listen To Understand**
- **Serve Together**

Launched in 2024, the Service Commitments Champions program celebrates associates who go above and beyond to live out our Service Commitments in extraordinary ways. Winners are selected quarterly and recognized both locally and nationally for the extraordinary impact they make on their colleagues, patients and our organization.



### Sharing messages of encouragement with eCards and Kudoboard

Our eCard platform is a simple yet powerful way for leaders and associates to celebrate one another. Whether it's expressing gratitude, recognizing outstanding work or sharing a note of encouragement, eCards help foster a culture of appreciation. By taking the time to honor the dedication of our associates, we strive to strengthen the spirit of community. Kudoboard is another digital platform that our associates use to engage in supportive messaging, highlight achievements and share gratitude.

**124,558** eCards were sent by associates across the organization in FY25

**6,189** individual messages of appreciation shared across various boards in January 2025 resulting in Kudoboard's highest engagement to date



#### Nurses Week — Appreciation notes

In celebration of Nurses Week, Maggie Hammack, Ascension St. Vincent's Chief Nursing Officer, sent 2,371 eCards to nurses, creating a meaningful recognition experience that highlighted their extraordinary contributions.

### SPOTLIGHT: SERVICE COMMITMENTS CHAMPION

Holly Wall, a living donor transplant coordinator with Ascension St. John, supported patient Ashley Conklin through the process of donating her left kidney. During recovery, Holly often walked the halls of the hospital with Ashley, helping her regain strength. Their connection continued beyond the hospital as they began training together for the 24-mile rim-to-rim hike at Grand Canyon National Park.

On Sept. 26, 2024, they completed the journey side by side. From hospital corridors to canyon trails, Holly's commitment to Ashley's recovery as a patient and person reflects an extraordinary example of Ascension's service commitments in action.



Holly Wall, BSN, RN  
RN Clinical Operations Supervisor,  
Ascension St. John Transplant Center

### DAISY Awards

The DAISY Award is an international recognition program that honors extraordinary nurses for their compassionate and skillful care. In response to patient feedback asking for easier ways to acknowledge exceptional care, Ascension partnered with The DAISY Foundation and Qualtrics to pilot a new nomination process through real-time listening surveys.

As a result, we received over 1,000 nominations from patients, creating hundreds of meaningful opportunities for us to recognize, encourage and celebrate our dedicated nursing staff.

**291** Ascension nurses won DAISY Awards in 2024, including 2 lifetime achievement awards

## SHAPING ASSOCIATE EXPERIENCES

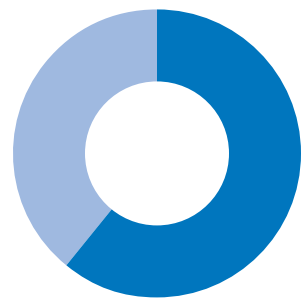
### *Always-On Listening strategy*

At Ascension, we know that every associate brings invaluable experience and a unique perspective to our workplace. Creating an environment where our associates feel empowered to share their experiences across our hospitals, emergency departments, clinics and care facilities is central to our culture and key to driving positive change. Our Always-On Listening strategy is a key tool in our efforts to respect our associates, utilizing their candid feedback to enhance operational and clinical performance and drive improvements.

Launched in February 2025, Always-On Listening is a concise survey tool that captures associate feedback in real time, identifying both barriers and moments of recognition, allowing our leaders and operational partners to understand and address day-to-day challenges experienced by our nursing teams. Data and insights captured in these surveys are available to nurse managers and directors, chief nursing officers, hospital presidents, ministry market executives and system leaders. As of mid-July 2025, the survey was made available to nursing units in all Ascension acute inpatient facilities, with plans to expand to all acute departments in FY26.

### Initial Always-On Listening results

**1020** feedback submissions received



Data as of September 2025

- 621 barriers
- 399 recognitions

*On average, associate feedback is acknowledged within less than 3 days*

**355** barriers resolved



**TESTIMONIAL:** Kyrsten Vunkannon, Pediatric ED Nurse, FLPEN, Ascension

*Always-On Listening allows us to easily submit a recognition or barrier, in the moment, without delaying patient care. It feels like a weight is lifted off knowing that we can submit a barrier and it will go to the right people without having to check in multiple times to follow up. This is a great way to recognize other associates so that our leaders can see who is continuously going above and beyond. Always-On has already made things a lot easier in our department and helped us escalate a barrier that led to discovering the root cause of an ongoing issue with our tube station. Now that we know the cause, our lab has been able to partner with us on a process that will help us save time until the long-term fix is in place.*

## EQUIPPING AN ENDURING NURSING WORKFORCE

Our Mission compels us to nurture and sustain those who care for others. By investing in nurses at every stage — from student learners to seasoned preceptors — we are committed to providing the tools, mentorship and support that fosters growth and belonging. Through educational partnerships, hiring initiatives and retention efforts, we are creating a resilient nursing community with whom we stand shoulder to shoulder.

### *Nurse preceptor programs create a solid foundation*

Nurse preceptors are experienced, skilled clinical nurses who act as role models, coaches and guides for new nurses. They play a critical role in building confidence, fostering integration into care teams, nurturing culture and ensuring the safe, effective delivery of patient care.

In 2024, Ascension reinvigorated its nurse preceptor program to create a seamless and supportive onboarding experience for incoming nurses. This initiative was driven by feedback from nurses new to precepting, who expressed a desire for more emphasis on mentorship and relationship-building — not just clinical transition.

The impact has been profound. By January 2025, more than 3,200 nurses have completed the training program to become certified preceptors — a 300% increase. These investments in education, meaningful engagement and development have eased anxieties for first-time preceptors and strengthened peer support across the organization.

**300%**

Increase in trained nurse preceptors



## EQUIPPING AN ENDURING NURSING WORKFORCE

### *Education partnerships respond to national nursing shortages*

As the national nursing shortage deepens across the healthcare industry, investing in future nurses has never been more critical. By 2034, the U.S. is expected to need 3.5 million registered nurses to meet community needs<sup>2</sup> — a demand that requires both innovation and a dedication to nurture new talent. Across our ministry markets, we are building partnerships and connections with student nurses, inspiring and supporting them as they pursue this sacred calling.

#### **Ascension Saint Thomas West opens school for nurses**

In partnership with Marian University and Trevecca Nazarene University, Ascension Saint Thomas West has opened the Advanced Clinical Learning Center — a multimillion-dollar training facility for future nurses. With state-of-the-art mannequins, surgery simulation labs and viewing windows, this facility reflects Ascension's desire to support and equip the next generation of nurses with the skills and confidence they need to thrive.

#### **Ascension St. Vincent's and Jacksonville University partnership**

Ascension St. Vincent's is partnering with Jacksonville University (JU) to expand the local nurse pipeline through a \$250,000 investment in scholarships and a major expansion of JU's simulation center. The project will more than double training space, adding immersive environments that replicate emergency, pediatric and maternal care.

#### **Ascension Texas sets national example in nurse apprenticeship**

At Ascension Texas hospitals, nursing students in their final semester have the unique opportunity to earn academic credit and financial compensation while completing required clinical hours. Through the Student Nurse Intern (SNI) Program, each student is paired with an experienced RN for extended one-on-one clinical time, creating invaluable mentorship and real-world learning experiences.

This innovative approach has not only drawn national attention — with Ascension leaders presenting its success at major conferences — but has also delivered measurable results. Of the more than 200 associates who have participated in the SNI program, 16% remain active in the program, while 75% have transitioned into an RN resident position. Of those, 86% moved directly into the RN resident role without leaving Ascension. For associates transitioning directly from SNI to RN resident, retention within Ascension is 100% at 90 days and 93.3% at one year — exceeding the system's overall new grad retention rates of 92% and 74%, respectively.

**These results highlight the program's effectiveness in building a confident, practice-ready nursing workforce committed to long-term success at Ascension.**

### *Hiring sprint efforts boost the nursing workforce*

In FY25, Ascension launched a nurse hiring sprint to accelerate recruitment and onboarding, bringing together the interdisciplinary expertise of nursing, human resources, mission integration and clinical professional teams. With the goal of addressing critical staffing needs, this onboarding initiative for direct care registered nurses allowed Ascension to reduce reliance on contract labor and continue to build a sustainable nursing workforce of high-quality talent, equipped to provide exceptional care for our patients, aligned with our Values and ready to serve our communities.

# 18.5%

Increase in total offers accepted during a three-month sprint between October 2024 and December 2024

## 34% increase in internal offers

These gains were driven by streamlined hiring processes and expanded preceptor training, which increased capacity to onboard and mentor new nurses. Through this collaborative initiative, we established a model for more efficient hiring, leading to better candidate experiences and an increase in accepted offers — strengthening Ascension's ability to grow and retain top nursing talent.



## EQUIPPING AN ENDURING NURSING WORKFORCE

### *Developing Mission-focused nursing leaders*

Knowing the impact of our nursing workforce on our overall System, Ascension extends leadership development and Formation opportunities to our nurses to encourage growth and a service-oriented mind-set.

Our Nurse Leader Development Series (NLDS) is a quarterly offering specifically designed for our nursing leader community with deep dives into the specific leadership topics that impact the nursing community. Each quarter, training includes themes that more closely knit nurses' calling to the profession with Ascension's Mission and Values. This drives flourishing, engagement and retention. Over the course of the year, the program reaches more than 6,970 nurses.

# 2,360

People received NLDS training in Q1 of FY25 that highlighted Ascension's Service Commitment of Extending Kindness

**70%** of our nurse leaders attended and the sessions were co-facilitated by a senior nurse leader and Formation director

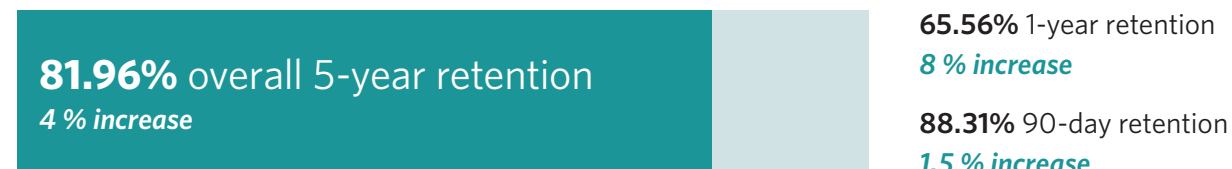
### *Elevated retention rates*

Our nursing community is influential in how our Mission comes to life in the experiences of patients and families — directly shaping safety, outcomes and end-to-end care experience. Because of this, nursing retention is a crucial priority for our ministry. Turnover in our staff threatens not only the continuity of care, but also impacts operational costs associated with recruiting, onboarding and training new staff. Retaining our highly skilled nurses helps create a sense of stability amongst our clinical teams and foster a culture of belonging.

In FY25, we drove retention efforts that reflected our Values of Dedication and Reverence, guided by our commitment to support nurses' well-being and professional growth. This focus enhances both operational excellence and the strong sense of community that defines our care.

**Ascension has implemented strategic efforts that have led to impressive nurse retention results**

*Nursing retention rates and improvements April 2024–March 2025*



## GROWING HEALTHCARE LEADERS OF TOMORROW

The healthcare industry is expanding rapidly, with national projections estimating 1.8 million job openings each year between 2022-2032<sup>2</sup>. To meet this rising demand, Ascension is committed to cultivating and retaining top talent by investing in talent development and fostering a culture of continuous learning. Through internal mobility counseling, career path mapping and educational programs that equip the next generation of caregivers with advanced skills and a missional mindset, we are creating a workforce prepared to deliver exceptional care in an evolving healthcare landscape.

A career at Ascension is more than just a job — it's an opportunity to respond to a shared internal calling. Our professional development efforts and career growth strategies are aligned to support both current and prospective associates as they navigate career journeys with clarity, passion and success.

### *Associate leadership development*

We provide strategic, structured opportunities for associates at all levels to grow on a personal and professional level. Through a blend of self-paced, live training, immersive experiences and coaching, Ascension supports onboarding efforts, develops team members within their current roles and prepares associates and leaders to take their next career steps with confidence.

#### **FY25 achievements**

- Initiated three new programs this year, including Crucial Accountability, Executive Presence: How Behaviors Impact Relationships and Leader of Leaders high potential development program.
- Launched a redesign of the Leadership Academy curriculum.

# 170%

Increase in Learning and Leader Institute website page views since FY24 as a result of further development



## GROWING HEALTHCARE LEADERS OF TOMORROW

### Developing Ascension's top leaders

Ascension Learning and Leader Institute programs saw measurable outcomes throughout FY25, successfully reaching leaders across the System with development grounded in Ascension's Mission and aimed at expanding leadership capability.

#### Leader of Leaders

We launched a new cohort program for high-potential mid-level leaders, which included 38 participants in the inaugural group. This six-month program featured three in-person sessions hosted in three different ministry markets. Curriculum included ministry market executives facilitating experiential case study learning sessions, a CEO Q&A session, individual assessments, Formation on Ascension's ministry identity, coaching and development planning.

**95%** rated the experience favorably

**98%** rated the opportunity as a worthwhile investment

#### Ascension Leadership Academy

This one-year program brings together 20 top Ascension leaders to complete four in-person residential trainings, two unique immersive experiences, experiential learning and a team-based project. Targeted at high-potential senior leaders, the Ascension Leadership Academy is designed to cultivate strategic capabilities and empowers participants to lead transformational change. Participants rated the program 99% favorable, with 100% calling it a worthwhile investment of their time.



#### Community 6 cohort

In FY25, 20 of Ascension's top leaders participated in the Community 6 cohort of the Leadership Academy, bringing them together at Cornell Tech in New York for an immersion experience into digital, AI and outside-in perspective taking. Community 6 will conclude their program in October 2025.

### Leadership development demonstrates top-down impact

Leadership development at Ascension is not just extracurricular — it's an integral part of every leader's ongoing work responsibilities. New leaders at Ascension are required to participate in two development courses as part of their onboarding, both of which have significant impact not only on participating leaders, but also on the associates they manage.

#### Leader Orientation

Leader Orientation prepares new leaders with the skills, knowledge and mindset required to thrive in their new position as a leader of ministry at Ascension. Whether stepping into leadership for the first time, or advancing to a higher level, this orientation serves as a comprehensive guide to navigating the challenges, expectations and opportunities in leadership.



**19.6%** lower turnover rate in associates whose direct leader completed Leader Orientation

#### Management Development Series

Ascension's Management Development Series builds foundational leadership skills for frontline managers, focusing on engaging and retaining talent, leading change and delivering results. By strengthening managers at the point of care, this program creates ripple effects across teams and enhances associate retention.



**12%** lower turnover rate in associates whose direct leader completed the Management Development Series

## GROWING HEALTHCARE LEADERS OF TOMORROW

### *The Center for Career Advancement*

Ascension's Center for Career Advancement is committed to providing every associate the opportunity to thrive in their career journey. With programs designed to support professional growth, associates can enhance their skills and advance their careers, ensuring a steady pipeline of skilled candidates for various roles in the healthcare field.

#### Vocare Tuition Program

The Vocare Tuition Program prepares associates for career growth and development at Ascension. Ascension launched a strategic redesign of this debt-free workforce education program in March 2025, which expanded the selection of eligible degrees and certifications and widened the amount of payment offerings for employees through the We Pay and Get Reimbursed options.

# 3,600+

Registrations through We Pay as of Q4 FY25

**650** enrollments in short courses, certifications and degrees

**86%** of participants affirming that Ascension is committed to their growth

**77%** of participants agree that they have an improved view of Ascension through this program

In FY25 alone, 30 associates have successfully transitioned into Surgical Technologist roles across six participating ministry markets — a powerful example of how Vocare is shaping future healthcare talent.

Starting this year, regular check-ins are implemented for all participants. These meetings are intended to increase connection with career advisors, encourage discussion around progress and support participants' educational journeys.

#### Internal mobility

We are committed to helping associates envision and build their future within Ascension. The myCareer team partners with associates to provide personalized guidance and clear, accessible pathways for growth and advancement.

**2,500+** associates engaged in conversations

16% year-over-year increase

**1,236+** associate transfers to new positions following an engagement with the internal mobility team

5% year-over-year increase

**95%** retention rate after a myCareer conversation

1.75% year-over-year increase

To further support career development, Ascension has mapped 92 common career progression paths, visually outlining advancement opportunities and helping associates identify transferable skills and areas where additional development, certifications or experience may be required to pursue a desired career opportunity.



# GROWING HEALTHCARE LEADERS OF TOMORROW

## *Growing the workforce pipeline through school partnerships*

### Workforce development

The healthcare landscape is constantly evolving, shaped by technology, shifting demographics and new care models. Ascension takes a proactive approach to anticipating workforce needs, addressing potential gaps and preparing for the future of care. Our workforce development managers, embedded across our ministry markets, play a critical role in hosting career events and programs and building intentional partnerships with schools, universities and community organizations to prepare the next generation of healthcare professionals. This year, Ascension expanded partnerships and launched new initiatives to train high-quality caregivers and clinical providers — equipping them to deliver compassionate care.

**113,500+**

Students and adults reached across all Ascension ministry markets in FY25

**43** career exploration and learning events

**97%** satisfaction rate among event participants



### Youth Associate Program, Tennessee

Now in its fourth year, the Youth Associate Program, also known as Work-Based Learning, offers high school seniors the opportunity to explore healthcare careers through experiential learning at three Ascension Saint Thomas hospitals and 12 clinic locations. In collaboration with Metro Nashville Public Schools and an additional 11 schools from 13 surrounding counties, the program welcomed the largest cohort yet. In summer 2025, 44 students from across Tennessee joined the program and were assigned to roles including modified medical assistant/patient service representative, patient care technician, transporter and more.



### Genesys Works High School Internship, Oklahoma

In partnership with the Genesys Works program, Ascension St. John launched its inaugural high school internship program, the only of its kind among Oklahoma health systems. High school students from five local high schools completed healthcare internships at the hospital, each achieving 800 hours of hands-on clinical work. At the same time, they continued their educational studies and participated in College and Career Connections meetings to support their educational and professional development — preparing them to enter the workforce.



### Sterile Processing Modern Youth Apprenticeship, Indiana

This year, Ascension St. Vincent Evansville introduced a Sterile Processing Modern Youth Apprenticeship program in collaboration with the Evansville Vanderburgh School Corporation, Ivy Tech and the Evansville Regional Economic Partnership. Participants are employed at Ascension St. Vincent Evansville in a clinical trainee capacity, gaining compensated, practical experience in sterile processing while simultaneously completing Ivy Tech coursework necessary for a Central Service Technician certificate. Graduates continue accruing 400 on-the-job training hours, at which point they become eligible for national certification, creating a debt-free career pathway and talent pipeline for Ascension's high-demand surgical services roles. Christian Greenwood (pictured right) is the program's first apprentice.

## GROWING HEALTHCARE LEADERS OF TOMORROW

### Graduate Medical Education

Ascension's Graduate Medical Education (GME) programs are integral to preparing the next generation of physicians who are compassionate, competent and committed to service and providing holistic care. These programs span a wide range of specialties and are run out of hospitals and clinical sites across our footprint, exposing participants to diverse urban and rural communities in nine different states, through both Ascension sponsorships and academic affiliate partnerships.

**100+**

Ascension residency and fellowship programs

**1,400+** residents and fellows trained annually

**43%** of resident participants are focused on Internal Medicine of Family Medicine training program

In FY25, our GME programs advanced in accreditation readiness, curriculum innovation and trainee wellness, ensuring we remain responsive to the evolving demands of a transforming healthcare industry.

#### FY25 accomplishments

- Ascension residents and fellows achieved strong outcomes, with several programs achieving 100% first-attempt board pass rates and others exceeding 95%, reflecting the effectiveness of our curriculum and teaching faculty.
- Five new residency training programs received initial accreditation in the specialties of Neurological Surgery, Anesthesia, Emergency Medicine and Internal Medicine.
- A GME-wide initiative was launched to enhance career planning and job sourcing for residents and fellows who wish to remain with Ascension after training.
- 346 residents graduated from Ascension programs.

### Recruiting and promoting top talent

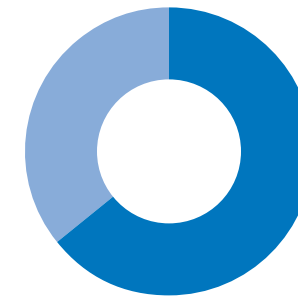
We are true partners in career advancement, passionate about filling our open roles with internal and external talent who are searching for a workplace where innovation, collaboration and continuing education are a part of the daily experience. Promotions provide opportunities to retain top performers, cultivate a culture of recognition and ensure continued alignment to our Mission, Vision and Values.

- **7,226** promotions with a 7.85% promotion event rate
- **14,852** internal placements, including lateral and promotional career moves among our associates

**41,409**

Job positions filled

A 71.4% fill rate, up nearly 3% from FY24



**FY25 vacancies filled by:**

- 64.4% external candidates
- 35.6% internal candidates



## ENCOURAGING A MISSION-GUIDED WORKPLACE

From the artifacts on facility walls to the prayers in the hallways, to the presence of spiritual well-being resources in digital and physical spaces, Ascension fosters a workplace where every associate — regardless of background or belief — can connect their own sense of meaning and purpose to our identity as a Ministry of the Catholic Church.

### *Aligning all associates to one shared Mission*

At Ascension, we are all united by a shared Mission, so a clear understanding of how we embody that guiding framework is crucial for our associates to develop when they first join our organization. Ascension requires all new hires, as well as rehires who have been away from the organization for more than six months, to complete One Community for One Mission within their first 30 days of hire.

This dynamic experience invites participants to pause and reflect on their new role, grow in a sense of purpose and deepen their awareness of the shared Mission and Values which unite us across Ascension. The program curriculum explores the distinctive “why” that inspires our approach to care, the role that each associate plays, and Ascension’s commitment to those we serve and serve alongside.

### *Ministry Formation*

As a Mission-driven organization, it’s critical that our associates fully understand and embrace the ministry that we’re entrusted to carry forward. To equip our leaders, and as part of our identity as a ministry of the Church, Ascension takes a special approach to whole-person development of our team members, ensuring they are grounded in the Mission that guides every decision and interaction. Ministry Formation builds communities of associates, clinicians and leaders who are inspired by their own values and guided by Ascension’s identity as a Catholic ministry.

Through a dynamic portfolio of programs, resources and services, Ministry Formation fosters environments where participants can fully realize their potential and understand how their unique contributions make a meaningful impact. Using proven models and practices, Ministry Formation engages associates, develops leaders and nurtures a vibrant culture of ministry across Ascension.



Sarah Reddin, D.HCML  
Vice President, Ministry Formation, Ascension

*What we believe guides how we lead. I’m grateful to serve alongside a team that ensures our leaders are equipped with the skills to lead well, but also with a spiritual grounding to lead with purpose. Our Formation experiences connect us to one another, to our purpose and to our faith. It’s inspiring to see how these programs strengthen our sense of community across Ascension and renew our collective commitment to our Mission.*

### Foundations of Ministry Leadership Program

Celebrating its 15th anniversary this year, Foundations of Ministry Leadership Program links together ministry identity, Mission and the core competencies expected of mid-level leaders. This one-year program brings together 190 leaders from across Ascension each year for four retreats, split between virtual and in-person experiences. Between retreats, participants engage in ongoing practices of leadership skills enhancement, guided by trained facilitators. The organizational impact on participants and their teams is impressive: participants and associates on their teams have on average 50% lower turnover than their control counterparts.



#### TESTIMONIAL: FY25 Program Graduate

*This year has given me a deeper understanding of my true calling within Ascension’s healing ministry. I’ve come to recognize that I am exactly where I’m meant to be — doing work that not only aligns with my skills and passion, but also with my faith and spiritual values. Being able to hear from and connect with so many other leaders has not only expanded my perspective but also helped me build a meaningful support network. It’s been powerful to realize how deeply we are all connected through our shared commitment to Ascension’s Mission. This journey has strengthened my sense of belonging and renewed my passion for the work we do together in service of others.*

### Roots of Ministry Leadership

This six-month, cohort-based leadership series educates leaders on the Core Commitments of Ministry Identity and how to integrate them successfully in leadership with. Through applied learning, participants build community and explore how the work they lead is about the outcomes we seek and the dignity of each person we serve. Skilled facilitators cultivate a space where participants can authentically express the fullness of who they are in their leadership roles through shared curriculum, experiences and practices.



#### TESTIMONIAL: Ascension Texas program participant

*These retreats have allowed me to reflect on why I do this work and reconnect me to those reasons. It’s restored hope and has given me renewed strength to see beyond the day to day challenges and reconnect to the bigger picture.*

### Ministry Leadership Immersions

Ministry Leadership Immersion enhances our executive leaders’ understanding of Ascension’s history and tradition as a Catholic healthcare ministry, strengthening their calling and understanding of their vocation as a leader. With coursework on ethics, discernment and Catholic Social Teaching, participants are equipped to lead with competency and confidence.

# 100%

FY25 participants indicated Ministry Leadership Immersions was a worthwhile investment of their time

*Among the 12 sessions — up 42% since FY24 — participants included 3 senior vice presidents, and 223 associate vice presidents and vice presidents with evaluation results demonstrating 99% favorable ratings.*

## ENCOURAGING A MISSION-GUIDED WORKPLACE

### Ministry Leaders' Retreat

These annual retreats create opportunities for leaders at the supervisor level and above to build community, strengthen culture, develop leadership skill and remain connected to our Mission as we navigate the changing healthcare landscape together. Covered content is intended to inform, equip and inspire servant leadership through conversation, personal and spiritual renewal and formative development experiences that ensure the future success of our people and our ministry.

# 14,000

Leaders reached in FY25

**8+** point average Net Promoter Score increase in most ministry markets between Q3 FY24 and Q1 FY25

*92% of participants rate this experience favorably and 90% rate the experience as a worthwhile investment.*

### Cultivating Reverence for Living (CRL)

For more than 20 years, CRL has offered hundreds of associates a structured, experiential, evidence-based program designed to reduce stress and strengthen the mind-body-spirit connection. Offered virtually and in-person, the program equips associates with practices to navigate illness, daily demands and personal challenges with great success.

# 34%

Reduction in perceived stress on average for participants in the live-facilitated virtual program



#### TESTIMONIAL: CRL participant

*This program has given me tools to reduce my stress and helped me handle difficulties better. It has helped with the burnout I have been experiencing. It has actually even resulted in a lower resting heart rate.*

### Organizational spirituality

Our approach to organizational spirituality grows from practices that nurture individual growth and communal connection. Through intentional practices, celebrations and gatherings, we remain “rooted in the loving ministry of Jesus as healer” and invite associates to engage with the deeper dimensions of their work and calling.

### Values in Action Collective

Across Ascension, our Values in Action Councils are being stood up as new, united structures to serve our associates. Advancing our associate experience as an expression of our Mission, we are connecting cultural artifacts as our dynamic culture grows. Connected by Committees and Champions, these Councils inspire a culture rooted in our Mission, Values and the flourishing of all associates.

### Mission teams in action

Indiana's St. Vincent associates volunteered weekly in March to assemble 400+ sack lunches for the Wheeler Mission Center for Women and Children, supporting both emergency shelter and residential programs.

Wisconsin associates collected 700 school supplies for backpacks distributed to 1,500 children. Alongside supplies, the team offered health education, fruit and activities themed “a very hungry to LEARN caterpillar.”

### AscensionMission.org

This website extends Mission Integration resources beyond associates, providing vendors, partners, independent physicians and residents with access to stories, prayers, reflections and growth opportunities. In Q3 FY25 alone, AscensionMission.org reached 8,400 active users, broadening the circle of those connected to our Mission.

Together, these efforts keep our identity as a Catholic ministry alive in both visible and subtle ways for those who serve beside us — strengthening the culture, values and spiritual foundation that guide Ascension's work every day.

### Spiritual care

Spiritual care is fundamental to our identity and a tangible expression of Ascension's Mission & Values. It is an essential part of holistic healing, honoring the whole person — body, mind and spirit. We deliver spiritual services to our patients, their families and our associates in a variety of ways:

- Chaplains are specially trained members of our healthcare teams who provide comfort and counsel to our associates and patients. Anyone can connect with a chaplain virtually or in-person within our ministry markets.
- Spiritual Care Departments across our ministry markets offer the support and guidance that our associates need to deliver spiritual care to those they interact with.
- Prayer and encouragement is offered to associates through private and public channels by Spiritual Care staff and colleagues.

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**Ascension's Ministry in Action Report for Fiscal Year 2025 demonstrates our commitment to community health and lasting social impact.**

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://www.ascension.org)