

FORWARD

YEAR IN REVIEW 2024 | UPDATED





FORWARD

YEAR IN REVIEW 2024

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Connect to Purpose

A journey of almost 300 days: How a baby who fit in the palm of a hand leaves the NICU smiling and laughing

One thing they don't teach you as an expectant mother is how to deal with the pressure of being your unborn baby's caretaker – when you, yourself, have no experience being a mother.

The worrying for a mom starts when the pink line appears. For Alicia Zarate, playing the Creed song “Higher” would always get her baby moving in her belly, giving her a sense of relief that all was well. Whenever she felt like something was off, Creed coming through the speakers gave her some peace, but one day during her 25th week of pregnancy, her little trick for getting baby Nathan dancing didn't work.

An urgent trip to the hospital showed Alicia was experiencing preeclampsia and fetal growth restriction, putting baby Nathan's life on the line.

The following day, Nathan entered the world at 14.3 ounces – just about the size of a can of pop. His struggling body could fit into the palm of a hand, and so his 300-day journey to home began.

With his doctors declaring him the sickest baby in the NICU, support and numerous interventions would be required if Nathan was going to survive. From eye damage and pneumonia to heart surgery and a tracheostomy tube to help him breathe, this baby faced more hardship, adversity and struggle than most grown adults – yet,



through it all, this little warrior never lost his spirit, fighting each day to beat the odds.

With an A1 NICU team at Advocate Children's Hospital in Park Ridge, Illinois, by his side each step of the way, Nathan's journey took a triumphant turn. Nine months later, this past August, staff lined the halls in joyful anticipation as a smiling, active, 14-pound baby boy was

walked out the door by his parents and felt sun on his face for the first time – ready to go home and thrive in a beautiful new chapter filled with hope and possibility.

What lesson does a 9-month-old fighter like Nathan teach us?

Anything is possible in the hands of the right team – our team.





Message From Gene

Two years ago, we set out on an ambitious journey to transform how health care is delivered.

“Together, we will **do more, be better, and go faster**,” we said at the time, “and the measure of our success will be in answering this one question:

“Are our patients and communities better because of our combination?”

As you will see throughout these pages, the answer to that question is an unequivocal yes.

In 2024, our hospitals and teammates were **recognized for national excellence** by U.S. News & World Report, Newsweek’s World’s Best Hospitals, Becker’s Hospital Review, and more. We **decreased the mortality rate by 14%** across our system, and **elevated the standard of care for our nearly 6 million patients**. We **led the nation by providing \$6.05 billion in community benefit** through services like free care, financial assistance to over 250,000 patients, investments to help address the social drivers of health, and more. We **reduced health disparities by more than 10%** for critical conditions like high blood pressure and diabetes; **welcomed over 7,500 new teammates** to the Advocate Health family; and **saved hundreds of millions of dollars** through

integration savings and delivering on accountable care outcomes that demonstrably improved patient outcomes at lower costs...

...and we are just getting started.

As we move into this next chapter, we are excited to unveil our new Advocate Health purpose that represents our “why”:

From discovery to everyday moments, we’re redefining care – for you, for us, for all.

And we have aligned around a new set of commitments to one another and to the patients and communities we serve. As we live our purpose daily, we will **embrace the unknown** through fearless curiosity and unshakeable optimism, as we **think boldly together** and **lead the way** in charting new paths that **lift everyone up...** because we believe that everyone matters. Everyone.

Going forward, these words will help build a foundation and guide our actions, uniting every corner of our organization, from the most rural to the most urban communities we serve.

Fueled by this new **purpose, commitments, and our strategic vision – REWIRE 2030**, we will reimagine access to care, develop unprecedented innovations, and

propel entirely new models – for health equity, learning, research, care in the home, and more.

The bottom line is we all agree that how health care is delivered needs to change drastically. Our goal as Advocate Health is not just to adapt to changes in health care, but to **lead the change**, and to be a beacon that illuminates new paths to healing and well-being for every hand we hold and every life we touch.

As we embark on this ambitious vision, I am confident that we will continue to achieve the extraordinary through the talents and determination of our 162,000 remarkable teammates working as one, through our visionary governing boards, and through our dedicated community and business partners.

Above all, when we came together two years ago, we committed to creating a new future for health care together - and that future has now begun.

FORWARD.

EUGENE A. WOODS
Chief Executive Officer



Advocate Health Overview

FORWARD: A PROUD LEGACY, A PROMISING FUTURE

At Advocate Health, we are building on our shared legacy of excellence, knowing our growing impact will never stray from our core purpose as we move forward, together. Our footprint is expansive, and the numbers are impressive. As we link arms together, bringing the best of the best forward, the future contains limitless possibilities, yet through our innovation, learning and growth, the essence of our commitment remains true:
We care with our hands, our hearts and our minds.

From discovery to everyday moments, we're redefining care – for you, for us, for all.



**Figures do not include Harbin Clinic*

***APC refers to the Midwest Region's advanced practice clinicians, and APP refers to the Southeast Region's advanced practice providers*



The Difference a Year Makes



56K*

Babies Born



60M+***

Laboratory Tests



26K+**

Stroke Patients
Treated



32.6M

Patient
Encounters



Now serving nearly

6M*

on MyChart/Livewell



103K+*

Cardiology
Procedures



507K+

Continuing Health
Admissions



1.6M

Virtual/E-visits



12M+**

Outpatient Visits



685+***

Organ Transplants



40K

Highest number of
new cancer cases
treated per year
in the nation



1M+***

Patient Rooms
Cleaned



547K

Inpatient Discharges



\$662M

Total realized
annual synergies

JANUARY 2023 - SEPTEMBER 2024

37M+***

Patient Meals
Served

**Figures do not include Harbin Clinic*

*** Year-end estimate*

****Figures do not include Harbin Clinic and are year-end estimates*



Our Pledges

When our organization came together in 2022, we focused our work around six pledges as a road map for success as a combined organization. Now, two years later, we're proud of the progress we've made on these commitments as we watched 'better together' come to life.

As we move FORWARD, together, with a unified Purpose and Commitments and our REWIRE 2030 strategy, we remain committed to this work and are thrilled to share the movement we've made in our pledges this year. Here's a sneak peek at some highlights, but keep an eye out for the Pledges in Progress visual throughout for more achievements!

Elevate Clinical Preeminence & Safety

- Reduced patient mortality by 14% since our combination
- Experienced an 8% decrease in CLABSIs, a 16% reduction in MRSA and an overall 9% reduction in patient complications
- Nearly quadrupled the number of hospitals earning "A" Safety Grades from Leapfrog

Advance Learning & Discovery

- Announced a new record for research funding: \$436M, up 37% year over year
- Implemented DAX Copilot with 1.8K clinicians, with 40% of users saving at least 30 minutes per day (first health system in the country to deploy this tool!)
- Put virtual nursing in place in 22 hospitals, utilizing three virtual nursing models of care; projected to serve more than 55K patients this year

Build a Next-Generation Workforce

- Hired 7.5K net teammates across the enterprise through August 2024
- Filled 11,000 positions through internal movement, advancing our team's careers
- Invested \$29.5M in Workforce Development and Educational Assistance program, benefiting 15.5K+ teammates

Improve Affordability

- Took bold steps to address medical debt, with plans to cancel 11.5K+ liens
- Helped 46K+ patients apply for Medicaid and approved 250K patients for financial assistance with 89% qualifying automatically*
- Improved affordability and access to 200K+ new Managed Medicaid members

**Projected 2024 number based on Sept YTD*

Advance Health Equity

- Invested \$6.05B in community benefits, including affordable housing and food security
- Closed hypertension and diabetes disparity gaps between different racial groups by more than 10% - earning a health equity score of 104 on the report card, which exceeds our year-end target of 100
- Increased social drivers of health screenings of patients by more than 25%, screening nearly 1.6M patients as of the end of October

Lead Environmental Sustainability

- Initiated 53 energy reduction and renewables projects that will reduce emissions by 22.2K tons of MTCO₂e (equivalent to the electricity used by 4K+ homes in a year and resulting in \$4M+ in annual utility savings)
- Recycled over 12K tons of material (the weight of over 2.4K adult elephants), avoiding 3.5K+ MTCO₂e waste going to the landfill
- Reduced greenhouse gas emissions by 3.4K+ MTCO₂e since 2022 through large scale elimination of the anesthetic desflurane and lowering the use of nitrous oxide – equivalent to taking 823 gas-powered cars off the road

**metric tons of carbon dioxide equivalent*



Purpose and Commitments

At Advocate Health, our Purpose and Commitments create the framework for building our culture, and is the way we move FORWARD – for all teammates as one organization.

These guiding principles, which launched this year, establish the foundation for our teammates' behaviors, define the expectations for their work and contribute to the overarching culture across the enterprise.

Let's break it down

Our purpose statement:

1. Makes the future tangible
2. Is aspirational in how we will redefine care
3. Is distinctive and differentiates us
4. Evokes emotion. It illustrates how we work for our teammates, for each other and for our communities.

Purpose is our organizational “why” and grounds us in who we are and why we do what we do. The commitments are our “what,” action-oriented statements and our promise to fulfill our purpose.

Zooming out, they are also core elements of The Advocate Way, our distinct approach, philosophy and who we are that differentiates us and attracts others to us. Our Purpose and Commitments are also interconnected with other key elements for the organization, including REWIRE 2030, our operating model and brand.

Our Purpose

From discovery to everyday moments, we're redefining care – for you, for us, for all.

Our Commitments

WE...

LIFT EVERYONE UP

We believe everyone matters and create spaces where all can belong and thrive.

LEAD THE WAY

We chart new paths to achieve the extraordinary.

THINK BOLDLY TOGETHER

We collaborate with humility, turning the best ideas into new possibilities.

EMBRACE THE UNKNOWN

We drive change through fearless curiosity and unshakeable optimism.

Connect to Purpose

Want to check out examples of how we're bringing our Purpose and Commitments to life?
Keep an eye out for the "Connect to Purpose" title to read inspiring stories.





Connect to Purpose

The fight of his life, for his daughter: When stage 4 liver cancer threatens one of our own

When your life's work is saving people – literally organ donation by organ donation – you understand all too well how critical a role health care workers play. But it's so much more than words and actions, and for Travis Kerns, it became about his daughter.

Travis, an Atrium Health MedCenter Air teammate, has played a role in transporting 6K+ patients, providing live organs to recipients in the most need. On the worst day of someone's life, Travis gets to play a role in saving another. Little did he know, he'd soon be the one in need. At age 41, he learned he was suffering from stage 4 liver cancer and would need a liver transplant himself.

Travis immediately focused on what he had to live for – seeing his 11-year-old daughter Kennedy grow up, graduate from college and having the chance to walk her down the aisle. Heck, holding a grandbaby might be in his distant future too – if he could fight, and win, this battle.

He knew just the team to support him through the most trying time of his life – the experts at Atrium Health Levine Cancer and Atrium Health Transplant and Liver Center. Just like Travis was always there for his patients and teammates, they were there for Travis, his daughter and his ex-wife, who never left his side after his diagnosis.

You see, everyone who worked with Travis said the same thing. He was cheerful, spectacular and always smiling. Now, it was on them to return that energy and care back to him.

Medical Oncology, Transplant Hepatology and Transplant Surgery banded together helping carry Travis through three years of treatment. When one of our own was in need, oncologists and surgeons from Atrium Health Levine Cancer and Atrium Health Transplant and Liver Center stepped up, along with liver transplant coordinators, social workers, financial coordinators, pharmacists and dietitians. Everyone rallied around Travis to give him the proper care he needed.

Then in March, the phone rang, and it was the call he was waiting for. A match was found, and it was time for his transplant.

This life-saving surgery used a new liver pump technology to facilitate the process, with Atrium Health as one of the initial 20 U.S. transplant centers to adopt this groundbreaking technology. It provides the explanted liver with oxygenated blood during the transportation and storage process, so the pumped organ actually produces bile, meaning it is “alive” outside the human body.

Today, now cancer-free, Travis rings the bell alongside his teammates on the hospital floor and celebrates the best gift of all:

The gift of life.






PLEDGES IN PROGRESS


DIRECTING OUR SAFETY INITIATIVES FORWARD


Because of our intentional work on improved sepsis screening, efficient documentation, quality case level reviews for clinicians, standardized reporting and more, we accomplished the following:


 **9%** reduction in patient complications

 **14%** reduction in patient mortality since combining in December 2022, attributed to:

- Causal analysis performed with process improvement implemented, with any gaps in care identified
- Mortality included in peer review and medical staff quality processes
- Standardized data and benchmark reporting

 **8%** reduction in Central Line-associated Bloodstream Infections (CLABSI)

 **16%** reduction in hospital-acquired methicillin-resistant *Staphylococcus aureus* (MRSA) infections

 **4X** Nearly quadrupled the number of hospitals earning “A” Safety Grades from Leapfrog

Clinical Preeminence and Safety

Our commitment to safety is the driving force in making us the most trusted choice for care.



To date, we have prevented



1.9K+ adverse clinical events

with an estimated cost savings of

\$22.5M*

**As of August 2024*

Through improved clinical documentation, we **avoided 489 patient complications**, leading to improved performance on public reporting and allowing clinical teams to drive improvements without the “noise” of documentation-related inconsistencies.

Making Advocate Health a safe place of care and work We're acting on our commitment to safety by:

- Creating an enterprise Surgical Quality Committee to align, standardize and improve perioperative care
- Organizing our first enterprise-wide Sharing Day to recognize 70 multidisciplinary projects for exceptional work to enhance clinical quality and patient safety
- Integrating our High Reliability Error Prevention Tool, aiding our critical thinking, verification of unclear information and support escalation to peers or leaders when teammates are faced with safety concerns
- Collaborating among Clinical Data Registries, IT and Orthopedics to automate arthroplasty data collection and implement electronic uniform reporting to the American Joint Replacement Registry (AJRR) and autoloading patient reporting into Epic, saving resources and eliminating costs from an outside vendor



Safety reporting and awareness saves lives

A culture that supports event reporting provides the opportunity to work toward eliminating patient harm.

Uniting our safety huddles

We extended weekly patient safety huddles across the enterprise, creating alignment and providing a pivotal structure for rapid resolution, loop closure for system issues, support integration and situational awareness.

Communication and awareness with our frontline teams

Weekly focus bundles for leaders were launched as a framework to align our organization's safety efforts across regional, site and department huddles, consistently promoting a culture of safety across all departments.

Integration in action

Emergency care video visits

THE GOAL: Scale across the Wake Forest Baptist and Charlotte markets.

THE HOW: This patient-facing offering connects patients to the Advocate Health brand, avoids unnecessary Emergency Department (ED) visits and helps navigate the optimal location for next steps in their care journey.

THE RESULT: Why don't you hear it from a clinician?



One of the most frustrating parts of a patient's ED visit is when they are evaluated and have the perception that their unplanned illness didn't need a long ED wait and hospital bill. When we review patients' charts, we see patients often start the visit by saying, 'I know I need to be seen, but don't know if I need to come to the ED tonight or not.' This is one of the key gaps we fill with our video visits for emergency care. More than 75% of the time we're able to reassure patients and prevent an unnecessary ED visit.

— **DR. ILTIFAT HUSAIN**
Atrium Health Carolinas Medical Center



A good catch from one of our own teammates

Melanie, a physical therapist, went to evaluate a patient who had been in a car accident and suffered fractures to their face.

The patient had a history of stroke, and Melanie noticed the patient was showing signs of weakness. The physician had recently seen the patient and thought the patient was drowsy from medication given the night before. However, Melanie was concerned and uncomfortable with this assessment.

She recognized this as a safety concern and called for a code stroke on the patient. It was discovered the patient had a large intraventricular hemorrhage and was transferred to the ICU for treatment.

Melanie did a great job speaking up for a patient who was unable to do so for themselves.



Community Impact

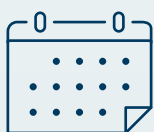
Contributed



\$6.05B

in measurable
community benefit

=



\$16.5M

a day

In 2023, our community benefit increased to \$6.05B, which represents a



increase from \$5.9B in 2022



\$135M

in community-building activities, cash and in-kind contributions to community groups, community health improvement and other services that meet a community need but do not pay for themselves

Community and Social Impact

Targeting the social and structural conditions that influence wellness.

We utilize our influence to improve social drivers of health affecting our communities, including food security, affordable housing and meaningful employment. Through the advancement of our community and social impact strategy, we're actively closing gaps in health outcomes for our most vulnerable patients and communities, aiming to provide an equitable health care experience for all. By maintaining our practices and being representative of our teammates, patients, learners and communities, we're driving meaningful, sustainable change across our organization and within the communities we serve, including environmental sustainability.

Personal health is intrinsically connected to environmental health – which is why we've committed to the ambitious goal of achieving carbon neutrality by 2030, net zero by 2050, to support a healthy environment for our patients, teammates and communities.





By the numbers



1.6M+
patients screened for
social drivers of health*



500+
teammates
assisted
through the
Teammate
Emergency
Care Fund



nearly
\$750K
funds distributed
to teammates
facing
emergency
situations



FOOD
SECURITY



INTERPERSONAL
VIOLENCE

At every patient
interaction,
we're screening
in five
categories



HOUSING



UTILITIES



TRANSPORTATION



\$15M

invested into affordable
housing through the
Housing Impact Fund

which has created 1,842
affordable housing units
in the community to
date



32

teammates housed
via H.O.P.E. (Housing
Opportunities Promoting
Equity) housing properties

(total of 110
teammates housed since
the launch of the program)

By doing so, we can actively pair them with resources
from community partners using our web-based tool,
the Community Resource Hub.

**As of October 2024*



895

teammates assisted through the Teammate
Help NOW Program, which connects
teammates to resources addressing food
insecurity, emergency housing, basic
financial needs and more



PUSHING OUR COMMUNITY EFFORTS FORWARD

Across each of our markets, our presence in our communities is thriving.

Aurora Health Care Pavilion grand opening – A health and wellness event for all

Aurora Health Care launched its first stage pavilion at the Henry Maier Festival Park, which included a strong presence at the Milwaukee World Festival and Summerfest. We linked arms with local partners to distribute hygiene kits and healthy food totes and to provide wellness tips, bringing health and wellness to the forefront of the Milwaukee community.

Atrium Health's Ed Brown Community Clinic

The West Boulevard corridor in Charlotte was historically a medical desert with lower life expectancies, until the 5K-square-foot Ed Brown Community Clinic came along, providing care to all ages, including elderly and maternal care.

Eat Well Rx

In partnership with 500+ grocery retailers, we've provided \$40 per month for fruits and vegetables to Medicaid or self-pay patients in North Carolina's Mecklenburg County who were pregnant or gave birth between 2019 and April 2023.

Mobile Primary Care

Through October, mobile primary care achieved

5K+ visits

- The Charlotte-based team expanded their reach across 14 community locations in nine counties.
- Wisconsin Mobile Health provided free health services in 10 Milwaukee County zip codes documented to have been experiencing the greatest gaps in access to care and services and a disproportionate burden of disease.
- The Illinois team conducted screenings and education on diabetes, hyperlipidemia and hypertension at 36 community events servicing 1.3K+ people in underserved communities.



Making a difference through board service

575+
teammates
engaged



on nearly
800
boards

FOR ALMOST



\$440K in-kind community
benefit

Meeting patients where they are

Street psychiatry

We're providing mental health treatment to our unsheltered community in a place where the patient feels most comfortable. The model overcomes barriers to accessing care through traditional outpatient behavioral health services that require the patient to travel to a brick-and-mortar building for treatment.



When our community needed us most, we were there

Hurricane Helene's devastating effects left thousands in the Carolinas helpless, including many of our own. Our team stepped into action, deploying our MED-1 advanced mobile hospital, MedCenter Air, and expanding our Hospital at Home program to provide immediate relief to those in need.

In just a few days, our teams delivered



13K+

lbs of food,
clothing,
generators and
more to counties,
schools and
hospitals



400+
hot meals to
relief workers

Families who normally would have braved miles of traffic just to find medical care now had access to digital X-rays, ultrasounds, labs, pharmacy services, 14 acute care beds and a two-bed operating room, among other essential medical capabilities.

In addition,
\$40K+
of hurricane relief was provided to
impacted teammates



Nurses at Atrium Health Cabarrus took their care beyond hospital walls, setting up a temporary home in a hospital room and fostering a patient's rescue dog, who saved his owner's life. Three years ago, Jamie and his sister pooled their allowance money to rescue Tucker, who was the very last pup in the animal shelter, waiting to be put down. After Jamie saved Tucker, it was Tucker's turn to save Jamie. When the effects of Hurricane Helen caused a mudslide that demolished Jamie's house, with him, his sister and grandparents still in it, it was his dog that led to his rescue. Tucker didn't give up until he figured out where Jamie was in 12 feet of rubble, marking exactly where firefighters could find him. Jamie and his family lost their home and everything they owned, but our nurses rose to the occasion, going beyond providing medical care and pooling their own money to provide all the necessities for Jamie's family – including outfitting a hospital room as their temporary home – and, of course, taking in Tucker as their own.



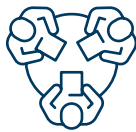
PLEDGES IN PROGRESS

Health equity for all

Our commitment extends beyond our hospitals to bettering care in our rural and urban communities to ensure all have access to equitable and inclusive care.

Atrium Health Pineville and Aurora Medical Center – Grafton are two of 26 hospitals nationwide identified by U.S. News & World Report for achieving excellent outcomes for cesarean section and unexpected newborn complications among Black patients.

Advocate Health Care reimagines care on Chicago's South Side



375+

teammates, Chicago residents, elected officials and community leaders engaged in

15 listening sessions

AND

3 focus groups

as we are actively addressing the 30-year life expectancy gap between the city's North and South sides

Initiatives resulting from these efforts include the creation of **myvoicemyhealth.com** where community members can navigate our health system, share concerns and receive monthly community updates.

Closing the gap in health disparities

Primary care health equity initiatives have reduced disparities in health outcomes, including reducing high blood pressure and managing diabetes. We're proud to have closed gaps between groups by more than 10% on multiple strategic measures, earning us a health equity score of 103 in our organization report card.



Financial wellness

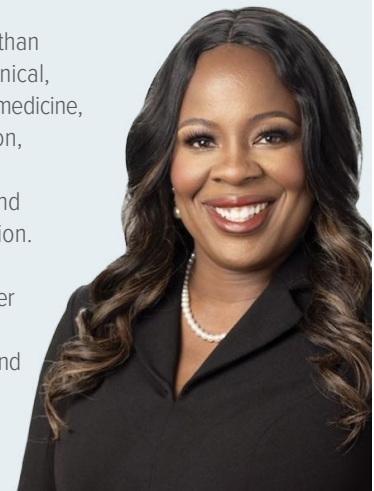
Our Center for Financial Wellness provides financial health and counseling services for Aurora patients and community members at risk for financial distress and toxicity.

1,040 customers served  **1,436** visits

196 financial health education participants

Dr. J. Nwando Olayiwola named President of the National Center for Clinical and Community Impact

Dr. Olayiwola brings more than 20 years of expertise in clinical, community and academic medicine, health technology innovation, health services research, public health leadership and health system transformation. As a board-certified family physician, she has spent her career caring for medically underserved populations, and she continues to practice medicine in this role.





Advocate Health amplifies the voices of our teammates to foster a truly inclusive culture and advancing cultural competence.



We launched the **Center for Business Diversity and Entrepreneurship** at the PORTAL at University of North Carolina Charlotte. The center completed three pilots and started three more, all in non-traditional spaces for new ventures in the life science and clinical verticals.

Advocate Health's **A² WeXcel** was named a **Top 25 Employee Resource Group** by Global ERG Network. A² WeXcel supports and advocates for women of color and their allies through access, education, networking and leadership development.

Starting within

We're proud to grow a workforce reflective of our communities, and we work diligently to build connection points for our teammates to learn from each other's experiences, from training to seminars and more.

Engaging our teammates



11

categories of self-paced courses and micro-learning added to the learnings resources catalog



3K+

FOR ALL Conference attendees



3K+

Who We Are Series attendees at 10+ sessions

Sustainability in motion

- Reduce food insecurity within our communities through food donation and “Food as Medicine” initiatives and reenvision our hospital menus with plant-forward meals to cut our food-based greenhouse gas emissions.
- Integrate environmental considerations into our procurement process, assessing our top suppliers on their sustainability and decarbonization commitments and driving innovation that will lower carbon emissions, reduce waste and improve efficiency.
- Develop novel ways of identifying which communities are (or will be) disproportionately burdened by the impacts of climate change and pollution. We'll use this data to design strategies to address these social and environmental drivers of health before climate risk becomes climate shock.
- Collaborate with service lines and clinical leaders to reduce the environmental impact of care.

Did you know?

Our food rescue program donates food to local food pantries from our cafeterias that would normally go to landfill.



13K+

meals have been distributed saving 18K lbs of food

Sustainability

WORKING FORWARD TO A SUSTAINABLE TOMORROW

Our robust sustainability governance structure enables us to integrate sustainability into the way we design strategy, operate our facilities and provide care. We're crafting a decarbonization plan that will move us to 100% renewable electricity and carbon neutrality by 2030 while laying the groundwork to achieve net zero greenhouse gas emissions.



12

task forces targeting areas such as sustainable fleet, green pharmacy and zero waste

Reduced greenhouse gas emissions by

3.4K+

MTCO₂e since 2022 through large scale elimination of the anesthetic desflurane and lowering the use of nitrous oxide – equivalent to taking 823 gas-powered cars off the road

40

 energy reduction projects

12

 renewable electricity projects

which will reduce emissions by 22.2K tons of MTCO₂e (equivalent to the electricity used by 4K+ homes in a year and resulting in \$4M+ in annual utility savings)

600

metric tons of CO₂e reduced from inhaled anesthetics (equal to 1.5M miles driven in a gas-powered vehicle)

Recycled

12K+

tons of material – the weight of more than 2.4K adult elephants – avoiding 3.5K+ MTCO₂e of waste going to the landfill

Connect to Purpose

Dr. Anne Getzin was one of five physicians nationwide selected for a Climate and Health Science Policy fellowship. While she'd already leveraged her expertise to help design and launch a Get Climate Smart Continuing Education series for our clinicians, her enhanced training in climate science is helping our sustainability team build out their strategy for clinician education and engagement. Dr. Getzin coleads a sustainability-focused medical education task force, which is designing climate and health education for the organization.



Connect to Purpose

A place where a kid can be a kid, if even for a weekend

At first, they were all linked together by loss. By the end, they were connected by friendship and healing.

At a sunshine-filled, lakeside campground in Wisconsin, 20 children joined together, along with volunteers and our teammates, for Camp Bear Hugs's third annual event. This wasn't your typical summer camp, though. These kids all had a tragic, common thread: They recently experienced the death of a loved one.

The two-day-long grief support camp offered kids, with a volunteer "buddy" to guide them, the opportunity to heal, grieve and feel their full spectrum of emotions, alongside others who were experiencing similar losses. Some were even returning for a second year. This much-needed outlet provided the safe space these children needed to express loneliness, anger and fear among company who was equipped to help them process and cope.

Grief is a complicated emotion with no timeline, and for these young campers – some who had lost siblings or grandparents – they were robbed of their innocence, of being a kid. Camp Bear Hugs gives them just a little of that back, surrounding them with support and still giving them the chance to just be kids, with simple pleasures like music, games, arts and crafts, and even ice cream, as part of the weekend.

The only way out is through, and activities geared toward healing brought up emotional memories of their loved ones for the kids. "Noah's blue" was a paint color created by 7-year-old camper Elliot, who was mourning the loss of his older brother Noah. He created the special color by mixing several shades of blue to show how he felt during his brother's dying journey, after losing him and how he wants to feel in the future.

Later, camper Brandon, who had lost both his brother and grandmother, was taking photos on a photo hunt. Although they seemed completely random to his volunteer buddy David, Brandon later explained that he took a photo of an old wagon on the campground because his little brother, who passed away accidentally at the age of 2 the year before, liked to be pulled



around in one. Another photo of a swing set brought up memories of happy family times together.

In its namesake event, the kids create bears made from the clothing of their loved one, decorate them and leave special messages inside. As a tribute to his grandmother who had passed, Brandon used costume jewelry to decorate his bear, items that she loved. There's something to be said for giving these kids a tangible remembrance to hold on to when down the line, when the weekend camp is behind them, and the inevitable waves of sadness roll in.

Through Camp Bear Hugs, our hospice teammates and volunteers give these children hope, tools for the future and the space to share, reflect and perhaps, most importantly, be surrounded by kids who understand the heaviness they carry. It's in these cabins and fields of Wisconsin that the children get to take off their masks, not be the only one affected by a horrible loss and come away with a sense of healing.



PLEDGES IN PROGRESS

Impact at a glance



2.4M
managed lives



18K+
participating
clinicians



117
value-based
contracts



13
networks

\$1.9B

total value
savings paid
out

\$1.6B

in capitated
risk managed

2 of 7

CMS ACO REACH health
system participants in
the nation

Population Health

Advocate Health remains a nationally recognized leader in population health and value-based care, made possible by our strong foundation of safety, quality and service.



Helping people live fully

Through the collaboration of our Enterprise Population Health and Ambulatory Quality teams, our clinicians and care teams closed nearly 273K care gaps.

- 84K additional cancer screening tests
- 69K additional Medicare wellness visits
- 10K diabetes patients with blood sugar now controlled
- 30K hypertension patients with blood pressure now controlled
- 14K diabetes patients completed kidney health evaluations
- 68K patients screened for depression

Equipping patients to manage their health

Medications are a key driver of health outcomes, and we're successfully helping patients manage chronic conditions.

- **Heart failure program:** Over 65% of patients optimized on medications within 60 days
- **Diabetes program:** Average reduction in A1C of over 2%
- **Hypertension program:** Average reduction in systolic blood pressure of 15-20 mmHg
- **Lipid program:** More than 75% of patients achieved optimal dose of statin
- Completed 90K+ medication adherence outreach calls
- Served 143K patients through the Care Transitions program, where primary care clinicians and the Care Transitions team manage continuity of care for eligible patients, reducing readmissions. More than 98% of eligible patients received the required transitional care management call.



Improving affordability

Advocate Health takes a bold step to address medical debt. We're committed to being part of the national solution to address the medical debt dilemma, including canceling all judgment liens previously placed on homes and real estate in attempt to collect unpaid medical bills. We've also begun forgiving the outstanding debts associated with those liens across the enterprise, beginning with the oldest cases. In total, we intend to cancel more than 11.5K liens, some dating back 20 years or more. (Note: None in Illinois.)

Together, we:

Helped
46K+

patients apply for Medicaid
Projected 2024 number based on Sept YTD

Improved affordability
and access for

200K+

new Managed Medicaid
members

Approved
250K

patients for financial
assistance

Integration in action Enterprise Clinical Value Analysis Committee

THE GOAL:

Develop an enterprise value analysis program that prioritizes patient-centered care, emphasizing safety, satisfaction and outcomes, while reducing costs and improving population health.

THE HOW:

- An enterprise-wide approach
- Emerging technology
- A culture of continuous improvement
- Clinical and non-clinical team collaboration
- Clinically data-driven decisions

THE RESULT:

- PaceMate® is selected as the standard platform for device clinic monitoring to support standard practice, as well as virtual monitoring, with work underway to expand across the enterprise
- Launched the EVOQUE Tricuspid Valve Replacement System the day after FDA approval
- Executed contracts and a rebate program for the TriClip TEER Transcatheter Edge-to-Edge Repair the week of FDA approval

Primary Care Quality and Population Health Index

THE GOAL:

Execute a collaboration between primary care, Enterprise Population Health, and Enterprise Quality to identify, define, validate and produce the 2024 Primary Care Population Health Index Report.

THE HOW:

This report enables precise and actionable reporting at the enterprise, region and market levels, ensuring all measures of quality care are accurately tracked and improved upon.

THE RESULT:

The harmonization of 11 ambulatory quality measures, particularly the board-reported indicators for controlling high blood pressure and diabetes, reflects a concerted effort to enhance patient care and safety outcomes in ambulatory care.

LEADING THE WAY FORWARD IN CMS PROGRAMS

As the national leader in
value-based care, we saved



\$898.1M

since 2012 through various
CMS programs

Medicare Shared Savings Program and ACO REACH:

Highlighting Advocate Health's unwavering commitment to equitable, affordable and high-quality care, the health system's affiliated accountable care organizations (ACOs) generated \$135.7M in savings through two of the top federal value-based care programs.

GUIDE: Four markets were accepted into CMS's new voluntary care model, Guiding an Improved Dementia Experience, which allows us to advance health equity, enhance clinical preeminence and support caregivers of patients with advanced dementia through comprehensive, person-centered care.

TEAM: Six hospitals were selected to participate in the new CMS Transforming Episode Accountability Model, which incentivizes high-quality, cost-effective care by linking financial rewards to performance. This also advances our commitment to health equity, as a key focus of the model is to improve surgical outcomes for vulnerable patient populations.



PLEDGES IN PROGRESS

MOVING OUR RESEARCH FORWARD AND TRAINING TOMORROW'S HEALTH CARE LEADERS

We're committed to expanding research studies across the entire footprint of our health system, creating more clinical trial opportunities and improving the health of the communities we serve and the entire nation.

Wake Forest University School of Medicine



trains
1.2K+
students across
multiple programs

Carolinas College of Health Sciences and Cabarrus College of Health Sciences



train nearly
950
students in various
health professions

Partnerships with universities and community colleges are increasing the pipeline of clinicians and technicians to meet the growing demand.

Leaders' reach expands

Dr. Julie Freischlag, Chief Academic Officer of Advocate Health and Atrium Health Wake Forest Baptist, became chair of the Association of American Medical Colleges Board of Directors, beginning her one-year term in November.

Dr. L. Ebony Boulware, Dean of Wake Forest University School of Medicine and Chief Science Officer of Advocate Health, was elected to the National Academy of Medicine Council, beginning her three-year term as a member in July.

Academic Core

Reflecting our values in action

To underscore our strong commitment to equity, respect and connection, we developed the Office of Justice and Belonging. It operates across the entire academic enterprise of Advocate Health and focuses on building an inclusive culture for all. Three main pillars support the office's framework: engagement, partnership and scholarship.

Aiming to expand job opportunities

Wake Forest Institute for Regenerative Medicine received the inaugural U.S. National Science Foundation Engines Program award, worth up to \$160M over 10 years. This project will provide an innovative ecosystem to stimulate workforce development, job creation and economic growth through the development of technologies that benefit the regenerative medicine industry.

Advancing maternal health research

An OB-GYN at Aurora Sinai Medical Center leads a study into whether simple antacids like TUMS can hasten labor and delivery in hopes of reducing the need for cesarean sections.

Joining the Moonshot

Researchers at Aurora St. Luke's Medical Center are collecting blood and tissue samples at different stages of cancer treatment for a new pilot called the Cancer MoonshotSM Biobank study, part of the National Cancer Institute's Cancer MoonshotSM initiative.

Care that never quits

Our community cancer clinics across Illinois and Wisconsin are enrolling participants in a National Cancer Institute-funded clinical trial to determine why young cancer survivors are at high risk for other health problems even well after their cancer treatment.

Ten years of research excellence

Advocate Health's own quarterly, peer-reviewed academic journal celebrates 10 years of publication. The Journal of Patient-Centered Research and Reviews has more than 400K article downloads.



Connecting with our community

- Wake Forest University School of Medicine created a pathway program with Winston-Salem State University to encourage more students to pursue careers as physician assistants.
- The Department of Biomedical Engineering within Wake Forest University School of Medicine joined with our sports medicine, orthopedic surgery and implementation science faculty to offer a football safety event with local youth and high school coaches.

Highlights of a successful year

Research studies led by Wake Forest University School of Medicine grew across the Advocate Health footprint, including a heart failure study that expanded to Advocate Christ Medical Center and another that involved Georgia, North Carolina, Illinois and Wisconsin. Additionally, we:

- Received a \$27M National Institutes of Health grant to study vascular health and impact on cognition
- Received a \$28.2M Clinical and Translational Science Award from the NIH to accelerate translation of scientific discoveries
- Announced a new record for research funding: \$436M, up 37% year over year



Wake Forest University School of Medicine fast facts

1,264
students in
our MD, PA,
Academic Nursing
and Biomedical
Graduate programs

Nursing Anesthesia
program ranked
#7
in the nation
by U.S. News &
World Report

Faculty
grew to
3.2K

193
students in our
MD Class of 2029

Connect to Purpose

A lupus diagnosis when she was 15 led to an eight-week hospital stay for Sydney Karre. She and her family made use of the offerings at Ronald McDonald House Charities when traveling to and from their home hours away became untenable.

Fast-forward almost 10 years. Karre is a third-year medical student at Wake Forest University School of Medicine and a Ronald McDonald House volunteer. She's tapping into grants, including one from Atrium Health Wake Forest Baptist, to expand her impact. "Even before I was diagnosed with lupus, I thought about a future in medicine, but after being diagnosed and all of the health struggles that ensued, I think it's given me a unique perspective as to what patients are going through," she says. "It's also given me perspective on what the families endure – whether it's siblings, parents, grandparents – an illness doesn't just impact the patient but also their support system."



Excellence
in nursing



28

honored in The
Great 100 Nurses of
North Carolina*

9

named in Illinois 40
Under 40 Emerging
Nurse Leaders*

14

facilities
with Magnet
Recognition, 4
of which were
redesignations,
including 40
national best
practice exemplars

5

sites received
Pathway to
Excellence
Program
designation

7

sites received
IHI Age-Friendly
Health System
level 1; 21 received
level 2

**More than any health system
in the state*

Nursing

Healers. Innovators. Mentors. National leaders.
Our nurses are this and so much more.

Advocate Health nurses inspire hope and demonstrate their compassion daily in their words and actions. Their spirit drives innovation and their unwavering commitment to our essential mission of providing patients with the very best health care raises the bar for caregivers everywhere. By embracing and valuing different backgrounds, opinions and experiences, they support patients, their loved ones and each other.



American Nurses Credentialing Center (ANCC) Magnet and Pathway to Excellence Recognition Programs

National Magnet status is the highest national honor for professional nursing practice and distinguishes health care organizations that meet rigorous standards for nursing excellence. Also designated by ANCC, Pathway to Excellence is the premier designation for healthy work environments and recognizes a commitment to establishing a healthy workplace for nurses.



Excellence that changes the industry

- 19 abstracts presented at ANCC National Magnet and Pathway to Excellence Conference
- 55 podium and 92 poster presentations at 25 conferences
- 17 published manuscripts
- 40 nurses served as co-investigators supporting Magnet research designation requirements
- Presentation at the Epic User Group Meeting highlighted the success of our electronic nursing dashboard to 40K+ health care professionals from 16 countries

Driving patient outcomes

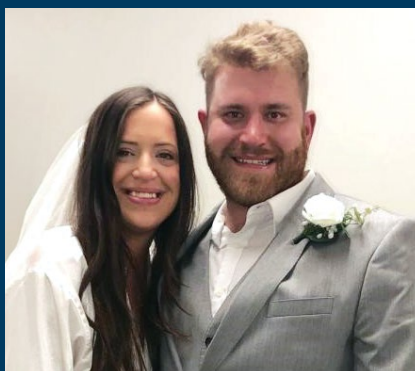
We're committed to improving patient care across our hospitals and health care continuum through innovative programs and initiatives.

- 95%+ compliance in rechecking blood pressure
- New protocols that reduce patient care delays
- 35% reduction in readmissions for cardiac surgery patients
- Integrated Service Center has saved \$1M by streamlining medication ordering processes

Connect to *Purpose*

Malissa Reel, RN, had just arrived for her night shift in the emergency department at Atrium Health Wake Forest Baptist Wilkes Medical Center when she learned a patient awaiting surgery had a special request – a wedding ceremony, stat. The patient, Megan Abernathy Nault, had a wedding scheduled the next day, but sharp abdominal pains forced her to skip the rehearsal dinner and seek care.

After tests confirmed she had ruptured ovarian cysts and needed surgery urgently, she knew she wouldn't be making it to



her wedding the next morning. However, instead of postponing the big day, she told her nurses, "I want to wake up from my surgery married." With the wedding party, flowers and food already at the

wedding venue nearby, the sudden change of plans seemed possible.

The nursing team arranged to use the executive boardroom for the ceremony and worked with the security team to provide directions for the family and guests. The rehearsal party packed up and moved everything to the hospital, and the wedding service began around 10:30 p.m. The nurses even found the couple a larger room as a "honeymoon suite." "They transformed something that was horrible into something special," Megan says.



PUSHING CARE DELIVERY FORWARD:

22 ADVOCATE HEALTH
HOSPITALS USING
VIRTUAL NURSING

Virtual nursing improves efficiency and patient safety, reduces length of stay and enhances nurse well-being.



Saved our nurses
42K+
hours

As of August 2024

3 unique models used to
suit the needs and
preferences of each unit



55K
patients impacted
through virtual
nursing

Learn more in the Integration section.

Did you know?

Only
65
registered nurses in the
country currently carry the new
Certified Acute-Care Virtual
Registered Nurse certification



10
of those nurses
are from Advocate
Health

Many on our team even helped create this first-ever virtual nursing advanced certification and associated testing to validate a nurse's competency in a virtual setting.

PLEDGES IN PROGRESS

Changing the quality game at hospital sites

- Aurora West Allis Medical Center launched auditory brainstem response testing.
- Advocate Sherman Hospital's Cardiometabolic Clinic was the first to launch in Illinois, serving 55 patients.
- Atrium Health's behavioral health's Zero Suicide program decreased emergency department visits by 67% and reduced 30-day readmissions by 31%.
- Advocate Condell Medical Center decreased its "left without being seen" triage numbers to under 1.5%, beating the national benchmark, due to a new, tiered approach.
- Atrium Health Levine Children's Hospital launched and trained 900 teammates on the infant feeding skill assessment tool.
- The home health team introduced bone density testing and enhanced early readmission detection through Circadia remote monitoring devices.

Enhancements in workforce stability

Our commitment to strengthening our nursing workforce is yielding impressive results, reflected in reduced agency reliance and improved RN vacancy and turnover rates.

↓ 66%

YOY reduction
in agency use

↓ 9%

reduction in
Midwest Region
turnover

↓ 15%+

reduction in
Southeast Region
turnover

- **Nurse candidate-centric hiring.** 2.3K new graduate nurses, 800 nurse externs and 350+ summer nurse externs were hired across the enterprise through September.
- **Nursing Manager Relief Staffing Program** addresses turnover and burnout by temporarily filling vacant registered nurse manager positions. Teammate surveys indicate increased access to leadership and staffing support, while quality and safety measures also have strengthened.
- **Refreshed and united Professional Governance structure.** Now being led by two regional presidents, we've evolved from Nursing Shared Governance to a Professional Governance model, empowering nurses to lead autonomously and make impactful decisions in their practice.
- **Our continued focus on well-being** includes reduction in workplace violence and support for affected teammates, application of trauma informed care principles, peer to peer support, efforts to ensure equitable access to resources and reduce the stigma of seeking help.



Jill Hancock, Chief Nursing Officer, Atrium Health Navicent Peach, received a prestigious award from the American Nurses Credentialing Center Pathways to Excellence Program – the 2024 Pathway to Excellence Nurse Leader Award. This is a national recognition awarded at the Magnet/Pathways to Excellence Conference to an audience of 13K+ nurses.

Empowering our nurses toward professional commitment

Advocate Health is dedicated to empowering nurses through a robust framework of educational and professional development opportunities.

- 3K+ nurses attended 4 internal conferences
- 4 new enterprise courses on mentoring and evidenced-based practice
- 7K+ completed competencies (Donna Wright model)
- 794 participants in enterprise-wide Nursing Grand Rounds
- Presentations and publications created by our nurses downloaded 10K+ times and streamed 266 times by 855 institutions across 108 countries.

Connect to Purpose

At Advocate Trinity Hospital, Dinene Jenkins is more than a nurse; she is a beacon of hope for her patients and community. Specializing in congestive heart failure, she educates and supports those at risk of rehospitalization, while organizing blood drives and health screenings to foster vital connections. Inspired by her mother, also a nurse, Dinene is dedicated to ensuring every individual knows their worth, stating, “We all have something to do in life, and you can’t do it if you’re sick.” Her commitment to health equity took her to remote areas of Africa, where she supported pop-up clinics, making health care accessible to underserved populations. Back home, she develops educational events that empower others to take charge of their heart health. Through her compassionate efforts, Dinene has truly touched lives both locally and globally.





Best Place To Care

Committed to being the best place to receive and provide care.



VOICES HEARD: Culture of Safety & Work Environment Survey



6.5K+
clinicians
engaged in our
annual survey

8 out of 10

clinicians feel a sense of
accomplishment practicing here

80% feel physically safe at
work (above benchmark)

Nearly
87%

believe we offer fair treatment and
value diversity for patient care

We shifted to an aligned enterprise strategy that prioritizes the clinician experience and well-being. From unifying communications and presenting our strategies on a global scale, to exploring the most cutting-edge tools, we're advancing our commitment to make Advocate Health a Best Place to Care and growing our efforts to recruit and retain the best clinicians.

Recognizing our clinicians

As an enterprise, we united to celebrate National Doctors' Day and APC/APP Week, and hosted a mental health campaign to support the well-being of our clinicians.

5 of the many ways we're supporting our clinicians

1. Aligning recruitment, onboarding and retention practices, including "Best Place to Care from Day 1" at orientation
2. Launching support services for clinicians who face litigation
3. Offering professional development opportunities, including sessions such as "Leading during uncertain times" and a new diversity certificate series
4. Continuing to explore new technology in virtual care, chart summarization, decision support and more
5. Organizing community building get togethers to build fellowship and culture, including family friendly events such as the Charlotte FC Family Night match



FORGING FORWARD WITH THE LATEST TECH: AI TAKES A FRONT-ROW SEAT

To decrease documentation fatigue and increase face-to-face interaction with patients, 1.8K+ clinicians are now using DAX Copilot. This AI-driven tool auto-transcribes notes from patient visits and organizes them for clinicians, minimizing documentation work significantly. Hear the benefits straight from our clinicians:

Of the participants in our initial plot

40%
saved 30+
minutes per day

+

18%
saved an hour or
more a day

Patient interactions are enhanced by using DAX because clinicians no longer need to type or take notes during an encounter. As a result, face-to-face time with patients has increased.

84%
of users reported a
better documentation
experience

+

92%
called the platform
easy to use



Hear it from them:

DAX allows me to be the type of physician that I like to be, which is just all there, senses open in every way possible to not miss anything and improve my diagnostic accuracy.

Thanks so much for working on the DAX Copilot. It is a game changer. I saw 12 patients today, finished and signed my notes at 4:30 p.m. I've never done that. Usually, I finish three notes and then work at home at night or weekends finishing them. **This is the single most important initiative to improve clinical care, patient experience and physician wellness.**



Connect to Purpose

Finding herself in her patients' shoes, oncology teammate sees her colleagues in a whole new light

Miriam Little always thought she knew what a cancer diagnosis meant. As a social worker in medical oncology at Harbin Clinic, she had spent years helping patients and their families navigate the difficult journey of cancer treatment. But everything changed the moment she heard those heart-stopping words herself: “You have cancer.”

Miriam had been struggling with prolonged gastrointestinal symptoms that she couldn't shake. Not one to “ignore it and it might go away,” she talked with her primary care physician, OB-GYN and a medical oncologist, who worked together to schedule the tests Miriam needed, discovering the heartbreaking diagnosis of ovarian cancer. The road ahead was a long one: surgery and then after, chemotherapy.

The first day she arrived at the cancer center for chemo, she didn't park in her usual spot in the staff lot. She parked in front, where all patients park, because she was a patient now, and she was going to fight this. She didn't go to her office and sit at her desk like she'd done every day for the last 10 years; she went to her chemo chair. She watched the educational movie and went through every step of the introductory process.

Miriam always knew how closely the clinic's teammates worked together



to identify the right, comprehensive care plan for each patient. Now, seeing her colleagues as her own care team and experiencing their care from the patient side, she was even more confident and calm. She never felt lost or didn't know what to expect next. She knew in her heart she was on the right path with the right team.

In February, Miriam rang the cancer-free bell at the cancer center, surrounded by all her friends, family and work family to celebrate.

The entire experience gives Miriam an even deeper empathy and understanding for her patients, and now when she says, “I know what you mean,” she really does.



Culture and Teammate Recognition

Recognizing and celebrating our vibrant workforce.



Our comprehensive and aligned people strategy and operations – inclusive of core people functions and support, culture, leadership and developing the workforce of the future – work to drive business outcomes and are adapting as our enterprise evolves to best serve our communities, including our teammates.

From traditional HR to People & Culture

- Strategic, unified operations with enterprise mindset and local appreciation
- Automated processes rooted in intelligence for the future
- Proactive design and execution of innovative strategies and solutions to enable business outcomes

LOOKING FORWARD

We continue to focus on career development, living wages, diverse leadership and workforce flexibility. We plan to create 20K new jobs over the next decade, while advancing our team's careers.



7.5K+
net teammates
hired across the
enterprise through
August 2024,
compared to 6.7K+
during the same
time last year



33.6K+
positions filled,
with ~67% external
hires and 33%
internal movement*

**Figures reflect through mid-September*



Teammate recognition

Recognition is vital to building a culture where teammates feel valued and appreciated – from kudos and e-cards, peer-to-peer honors and service awards, these are our signature programs:

Advocate Health Has Talent

Teammates poured their hearts and souls into live performances, including singing, dancing and comedy. Jonathan Howard, a perfusionist in our Wisconsin market, moved the crowd to tears with his inspirational story and original song “73 days” – a tribute to an ICU patient he cared for. Jonathan would sing songs to this patient leading up to the days of her passing, making sure she was never alone during that difficult time.



12
finalists

12
local
auditions

220+
teammates
registered to
audition

2K teammates attended
local auditions

Teammate Appreciation Week

We expressed our gratitude to our 155K teammates with a theme of “Simply the Best.” For eight days, we showered them with opportunities to win prizes, appreciate others, focus on their well-being and simply, have fun.



291K+
engagements

38K+
e-cards and
kudos sent

6K+
Simply the Best
playlist views

30K
engagements on
social media

Listening to teammates

Our listening strategy demonstrates respect for both time and feedback by not only listening, but ensuring input leads to meaningful improvements.

Culture of Safety & Work Environment Survey

- 84K+ teammates shared their voices
- Five legacy surveys combined into one
- Questions reduced from 250 to 49





Anniversary Survey

We moved to the same six questions and an integrated survey platform, which are tied to key indicators measured to improve teammate experience.

- All six questions exceeded the health care benchmark.
- Half of the questions were at or above the 75th percentile.

Investing in our teammates

- 67%+ of eligible teammates made an active election during last year's annual enrollment
- 76% of eligible teammates were enrolled in a medical plan
- 63% of members completed the LiveWell health questionnaire*
- \$36M in total incentives were earned through the Healthy Living Program*
- 15K+ teammates benefited from our minimum wage increases
- 139K+ teammates received \$253M+ in annual merit increases

**Figures reflect through mid-September*

Onboarding



24K+

teammates completed New Teammate Orientation e-learning*

Workforce development

We're addressing critical roles and working with partners to cultivate skilled talent and closing the opportunity divide through upskilling, reskilling and early exposure to health care careers.

4K+

teammates benefitted through Workforce Development programs*

3.5K+

teammates engaged in student loan support programs*

8K+

teammates taking advantage of Educational Assistance programs*

\$29.5M+

Workforce Development and Educational Assistance program investment*

**Figures reflect through mid-September*

Connect to Purpose

Before joining Advocate Health, Sharetta "Shay" Smith, an Environmental Services tech at Advocate Christ Medical Center, faced significant emotional and financial challenges, balancing a demanding job with the responsibilities of being her mother's caretaker. "I was so depressed; I felt like nothing. I was selling plasma to buy food, transportation and household needs," she says.

On her first day, Shay attended the Teammate Success Coaching orientation and was referred to the Employee Assistance Program, where she was given tools to manage stress, learned about wraparound support, individualized coaching and assistance with essential needs. To Shay, it felt like a lifeline. "It was an answer to my prayers," she says. "...Advocate Health makes you feel cared for."

Fulfilling her dream of going back to school, Shay is now excelling in her Healthcare Administration studies.





Total funds raised



\$126M+

for research

Through September 2024



\$95M

for biomedical
research

The ENVISION campaign benefiting Wake Forest University School of Medicine's Research Plan for Excellence, the Office of Philanthropy and Alumni Relations secured \$95M to aid in biomedical research efforts in key areas, including health equity, Alzheimer's disease, diabetes, obesity and neurosciences.



\$250K

in grants

Cabarrus Healthcare Foundation awarded grant funding to 17 departments to purchase new equipment and enhance patient care.



\$26M+

to workforce
development

The Atrium Health Giving Hope Campaign secured \$310M+ to support community health, research, state-of-the-art facilities and education. This includes a \$26M grant from Bloomberg Philanthropies creating a Healthcare Early College, in partnership between Charlotte Mecklenburg Schools, Carolinas College of Health Sciences and Atrium Health, that will graduate 100 CNAs per year, which we'll hire.

PLEDGES IN PROGRESS

Giving

Opening our hearts to extend our reach.

As a nonprofit organization, we receive philanthropic support from our community partners, grateful patients and their families, enabling us to provide compassionate and high-quality care, reduce health disparities, advance groundbreaking research and educate the next generation of medical professionals.

Advocate Health Gives raises \$6.4M+

Our annual giving program supports advancing health equity, including:

- Financial assistance for teammates facing hardship caused by catastrophic events
- Community initiatives focused on affordable housing, food security and employment
- Expanding access to expert care through our mobile community health program
- Research innovations to improve health outcomes
- Education and professional development

Atrium Health Levine Children's Gala raises record amount

500+
guests attended

\$5.5M
raised

The highlight of the evening was an unprecedented paddle raise securing \$3M to help address the shortage of child and adolescent psychiatrists.



GATHER elevates health equity work

Advocate Charitable Foundation and Aurora Health Care Foundation hosted GATHER, a night to amplify our commitment to disrupt the root causes of health inequities. A conversation between CEO Gene Woods and Chef José Andrés highlighted the humanitarian's dedication to

addressing food and hunger issues and our shared commitment to enhancing the overall well-being of underserved communities. The event raised \$525K+.



PLEDGES IN PROGRESS

Mental health curriculum

Atrium Health Floyd's teammate giving club, SPIRIT, helped fund a comprehensive Pre-K-12 curriculum focused on helping students improve their mental health, emotional well-being and ability to learn.



Culinary program teaches healthy cooking

Live Well Eat Well, hosted by Advocate South Suburban Hospital, combats obesity and associated chronic health conditions through culinary education. Led by a chef and the hospital's community health team, the program empowers kids to control their health and share their newly acquired cooking skills with their families.

Leslie Wininger leads Midwest Foundations

After serving as Interim President of the Midwest Region's foundation, Leslie Wininger was named President of Advocate Charitable Foundation and Aurora Health Care Foundation. Since joining Aurora Health Care in 2006, Leslie has led fundraising efforts for regional programs in Wisconsin and Illinois, including behavioral health, community health, home health and hospice and senior health. She also led the corporate philanthropy program.



DRIVING FORWARD STATE-OF-THE-ART CARE

Philanthropic support is key to modernizing sites and expanding access to care.

- Atrium Health Wake Forest Baptist celebrated 100 years of caring for patients and families through the Centennial Campaign with a goal of raising \$1M supporting nursing education and children's health through Brenner Children's Hospital. Nearly \$900K has been raised so far.
- \$5.6M+ was raised by Advocate Illinois Masonic Medical Center's Dental Center to support its newly enlarged, state-of-the-art space that expands access to care for special needs and medically complex pediatric and adult patients.
- Atrium Health Wake Forest Baptist High Point Medical Center's Family First Campaign raised \$8.7M+ to renovate and modernize the Esther R. Culp Women's Center, allowing the medical center to increase the number of babies delivered from 1.4K to 2K each year.
- Advocate Children's Hospital – Oak Lawn will expand its fetal heart clinic in 2025 thanks to a \$1M pledge providing earlier interventions that ultimately will save more lives.
- Atrium Health Wake Forest Baptist – Lexington Medical Center will relocate and expand the HemOnc facility creating larger exam rooms and doubling the number of infusion chairs, enabling patients to start treatment sooner, thanks to a \$1M investment.
- Atrium Health Sanger Heart & Vascular Institute received a boost thanks to \$2.5M to support innovations in cardiovascular medicine, including analytics and monitoring.
- Atrium Health Foundation secured ~\$3M supporting community health needs assessments, community health workers dedicated to behavioral health outpatient clinics and Latino households, counselors in rural pediatric primary care practices and hypertension care pathways for pregnant and postpartum patients.

Connect to *Purpose*

Clarence was living in a homeless shelter when he met with Aurora Health Care's mobile health team. He'd stop in once a week for blood sugar and blood pressure checks and shared concerns over his foot. Mobile Health sent him to a specialist, secured rides to appointments and confirmed insurance coverage. Fast-forward four months, and he moved into his own place and was empowered to manage his own health.





MOVING
FORWARD
TOGETHER:
SYNERGIES ACHIEVED



383
new
initiatives

263
completed
initiatives



\$662M
total realized
annual synergies

JANUARY 2023 - SEPTEMBER 2024

\$329.6M
total realized
annual synergies

JANUARY 2024 - AUGUST 2024



New, integrated
approaches not only
help us with our
stress load, but they
also help us improve
our patient care.

– STEPHANIE DAMIAN
Charge Nurse, Advocate
Good Samaritan Hospital

Integration in Action

With strong collaboration and innovative partnership, our teams are moving successfully through the three major phases of integration work: discovery, planning and execution.



Strength in scale: Uniting to manage a national crisis

When our largest IV fluid provider was impacted by Hurricane Helene, a serious reality settled in: Our IV fluid supply would run out in less than one week. That's where our team's resilience and commitment rose to the occasion. We received an overwhelming 125 submission ideas from teammates on how to conserve our supply, and we successfully hit utilization targets. One of these suggestions led to our team procuring 20K+ packets of oral hydration products from a big box retailer. Leveraging our extensive network and integrated systems, we immediately mobilized the sharing of our IV fluid stock to support sites who had a smaller supply, including a truckload of fluid sent from the Southeast Region to support Midwest hospitals. Our united efforts ensured safe, high-quality care, and demonstrated our impressive scale and the triumph of our integration, enabling our support to patients and clinicians across the country.



Our new partners: Harbin Clinic

Atrium Health Floyd and Harbin Clinic, the region's two longest-serving health care providers, finalized a long-anticipated strategic combination. With Harbin Clinic's 150-year legacy and Atrium Health Floyd's 80-year history, together, we have likely touched every family in Rome and Floyd County and many more in the surrounding communities where we serve.



kicked off integration efforts and have hit the ground running



The virtual nurse program gives me more time with the patient when I'm going through an admission or discharge. It allows us to review those things without any interruptions, like phones or ancillary people coming into the room. I also think it allows me to help my co-workers in a different capacity than being on the floor.

— **BRIANNA FRIES, NURSE**
Advocate Lutheran General Hospital

Specialty pharmacy

A specialty pharmacy focuses on the delivery and clinical management of highly complex, expensive and often life-sustaining medications for patients with serious health conditions. We expanded access to specialty medications through Advocate Health pharmacies, reduced patient financial barriers and improved revenue and operating margin.

RESULTS:

- Filled 30+ patients' medications internally in the first three weeks
- Helped 10 patients enroll in non-profit patient assistance and commercial co-pay cards to save patients \$190K in co-pays in the first month

Enterprise integration

Virtual nursing services

Implementing a virtual nurse care delivery model provides relief to a bedside nurse with a goal of improving quality and efficiency of patient care and increasing teammate satisfaction. Learn more about our virtual nursing program.

RESULTS:

- Expansion of virtual nursing by 12 sites across the enterprise
- Expansion of virtual patient observation, increasing by 61%





PLEDGES IN PROGRESS

Becoming one: Scaling best-in-class processes across the enterprise to create efficiencies and consistent experiences

- An integrated pharmacy and therapeutics committee is providing a unified approach that leverages scale and expertise to reduce care variation and ensure equitable, effective treatment
- Epic is now the single electronic health record vendor for the enterprise
- The Premier Service Line Analytics Tool is a strategic solution that helps identify cost variations and generate savings while maintaining or improving quality
- The time and attendance platform expanded across the enterprise, creating one timekeeping system
- The RQI Archive program, which offers comprehensive and up-to-date training materials, is expanded enterprise-wide to enhance and maintain clinician competencies and skills

Clinical integration

Through September,
clinical integration teams
executed nearly



Teams worked together
toward best practices,
learning, community outreach,
culture and more.



Physician-led teams identified and worked toward opportunities to improve patient outcomes, utilize best practices and support our communities.

In **emergency medicine**, operational, clinical and academic leaders refined emergency care across the enterprise by:

- Creating a common analytics framework to measure clinical operations, quality and safety consistently across the enterprise
- Redesigning patient flow across three academic emergency departments
- Initiating social drivers of health screenings in the emergency department setting
- Designing and initiating a plan to measure and improve pediatric readiness across the enterprise

The **DAX Copilot scribe solution** ensures accuracy and efficiency, while significantly enhancing the overall clinical experience by seamlessly documenting

patient encounters at the point of care, freeing clinicians from the burdensome task of manual documentation.

Employed emergency
medicine teams now provide
coverage to



13
sites

in the Greater Charlotte
market

OR

60% of all market
facilities

Emergency department platform conversion: Continued work to reduce variation in our care platform by converting seven emergency departments in the Greater Charlotte market to our employed model with exceptional results. Key drivers included enhancing and standardizing quality and performance, culture and teammate engagement.



Connect to Purpose

From playing with friends to ICU: A young boy's brave battle with a snake bite

Brittain's day started like many peaceful Sundays in Georgia: at church, then lunch and hanging out with friends. But by the afternoon, the 8-year-old was in a hospital bed fighting for his life. The culprit? A snake bite.

It was a mom's worst nightmare, seeing her energetic boy who had just been playing like the child he was, lying there struggling to breathe with his blood pressure dangerously low. His care team at Atrium Health Levine Children's Beverly Knight Olson Children's Hospital, led by Dr. Jacob Kirkpatrick and Dr. Joshua Glenn, quickly worked to reduce the swelling in his upper airway, bring his blood pressure up and start the antivenom.

For three days, Brittain was unresponsive and on a ventilator to help him breathe, but our team was there – every step of the way – to ensure he was responding to the treatment.

Finally, those excruciating days passed, and he started to wake up. "He looked at me, and he was still on the ventilator, but he mouthed around the tube, 'I... love... you.' He used his little hands and pulled us in for a hug," Brittain's mom Katie said. "In that moment, I just felt like he's going to be OK."

But the nightmare wasn't over yet. As the swelling and redness worsened, the urgency became palpable – another round of



antivenom was needed. Despite the pain and uncertainty, Brittain's resilient spirit shone through. He responded to the treatment quickly, waking up with fierce determination that rose above his circumstances. He didn't want to wear the hospital gown any longer; like any kid, he craved something that reflected his vibrant personality. That's when one of our child life specialists stepped in, offering Brittain some shorts and

a Braves shirt, giving the baseball fan a real boost to get well and back on the field with his friends.

Even better – Brittain was able to go back home to celebrate his ninth birthday. It was a celebration of love and gratitude that brought smiles to all, from family and friends to the entire care team. That's what our team does for our communities.





Market Highlights

REINFORCING OUR COMMITMENT TO HEALTH
AND WELLNESS ONE PATIENT AT A TIME





ILLINOIS

Advocate Health Care

Advocate Health Care serves patients across 11 hospitals
and over 250 care locations.



Did you know?

ADVOCATE CHILDREN'S HOSPITAL...

- Administers ELEVIDYS, the first and only gene therapy for pediatric patients with Duchenne muscular dystrophy. It's given via an infusion and helps the body produce a condensed form of the dystrophin protein, which helps maintain muscle strength and function.
- Uses virtual reality headsets to help pediatric patients by reducing stress, distracting them from pain, preparing them for procedures and more. It might look like a game, but it's a game changer.
- Reduced NICU infections, having achieved a 50% drop in their central line-associated bloodstream infection (CLABSI) rate over nine months.
- Experienced a record-breaking year with 7.5K transfer requests.

PLEDGES IN PROGRESS

Expanding clinical excellence

Advocate Christ Medical Center hits milestone with 300th heart transplant

In June, the hospital celebrated the patient with the landmark surgery. This was the patient's second heart transplant surgery, with the first one taking place at Advocate Christ 13 years ago.

Advocate Sherman Hospital opens our first Cardiometabolic Clinic

To improve health equity for all, the clinic combines the prevention and treatment of cardiometabolic illnesses for patients with type 2 diabetes, pre-diabetes, obesity and cardiovascular disease risks through a team-based, customized care approach. A second Illinois clinic followed at Advocate Good Samaritan Hospital.

Care beyond our hospital walls



I Am Abel partnership

Several of our sites partnered with the I Am Abel Foundation to bridge the socioeconomic gaps and promote achievement among Black and Hispanic students who are typically underrepresented in medicine. On Juneteenth and Indigenous Peoples Day, students partnered with clinicians to practice IV placement, intubation and more in the simulation lab.



PLEDGES IN PROGRESS

Human milk depot

In partnership with Mothers' Milk Bank of the Western Great Lakes, Advocate Condell Medical Center now offers families a place to donate their excess breast milk to help babies in need.



Donated breast milk has improved the lives of countless babies at Advocate Condell. Now, generous families in the community will be able to come directly to our hospital to give this precious resource and support other parents and their newborns.

– COURTNEY SENSENIG
Lactation Consultant

Advancements in breast cancer treatment at Advocate Christ Medical Center

Dr. Ameer Gomberawalla is using a new technique for women with early stage (0) breast cancer that helps them avoid additional procedures to check their lymph nodes, which can lead to discomfort and complications. Instead of another surgery, he uses a “mapping agent” to assess the lymph nodes.

Expanding our footprint

South Elgin Outpatient Center

The 36.8K-square-foot facility opened in January and includes immediate care, primary care, endocrinology, surgery, obstetrics and gynecology, urogynecology, gynecologic oncology, orthopedics, laboratory, X-ray, mammography, ultrasound, physical therapy and occupational therapy.

Lakemoor Outpatient Center

The nearly 19.2K-square-foot facility opened at the end of July and offers primary care, immediate care, ACL Laboratory, behavioral health, imaging, integrative medicine and more. This fills a critical need in a growing community and expands access to care near the Illinois-Wisconsin border.

Achieving recognition

Advocate Health Care and Aurora Health Care were recognized by **Newsweek's America's Greatest Workplaces for Women** for compensation, work-life balance and diverse workforce.

Advocate Good Shepherd Hospital was ranked on **Premiere PINC's (formerly IBM Watson) Top 50 Cardiovascular list.**

Connect to Purpose

Two months after suffering a stroke on his 70th birthday, patient Ken Krull reunited with Dr. Marion Oliver at Advocate Lutheran General Hospital to celebrate his recovery in a unique and meaningful way: by playing the guitar together. On the night of Ken's stroke, Dr. Oliver, a neurointerventionalist, removed an inch-long brain blockage. Immediately after the procedure, Ken's speech returned to normal, and he regained strength and mobility, but a big question remained: Could he still play the guitar? Indeed, he could, as demonstrated at the jam session Ken shared with Dr. Oliver upon returning to the hospital.





WISCONSIN

Aurora Health Care

Aurora Health Care serves patients across 18 hospitals and over 200 care locations, including 70 pharmacies. It is also the state's largest private employer.

Did you know?

AURORA ST. LUKE'S MEDICAL CENTER...

- Performed its 500th implantation of the CardioMEMS Heart Failure System.
- Commemorated its 20th anniversary of the 24/7 In-Hospital Interventional Cardiology Program, the only program of its kind in Wisconsin.
- Introduced the ADAS 3D cardiac MRI software, providing a detailed road map of the heart's fibrotic or scarred tissue, making it the first in Wisconsin and 15th in the nation to install this software.



A pillar in the community

- **Aurora Medical Center – Fond du Lac** opened, expanding Aurora's Wisconsin hospitals to 18 and filling a vital need for quality health care in this growing community.
- **Aurora Medical Center – Burlington** celebrated its 100th anniversary; **Aurora Medical Center – Kenosha** celebrated its 25th anniversary. **Aurora Psychiatric Hospital** commemorated 140 years of serving the community.

Connect to Purpose

Three Aurora pediatric patients were surprised with a trip for their families to attend Milwaukee Brewers spring training in Arizona. The patients, each with their own health challenges, had a blast, attended practice, met players and threw out the first pitch for the team's first game of the preseason.





Aurora Sinai Medical Center celebrates the grand opening of its waterbirth suite. A two-year study at Aurora Sinai showed waterbirths offer a safe option and lead to improved outcomes for babies and moms. Aurora Sinai is the only hospital in southeast Wisconsin to offer waterbirth.

- **Aurora advances labor and delivery access in rural and underserved areas.** When competitors stopped delivering babies in rural areas, we doubled down on our commitment in northern Wisconsin. Eight Aurora hospitals were named 2024 U.S. News & World Report Best Maternity Hospitals. Aurora Medical Center – Grafton was one of 26 hospitals nationally to be named high performing in Black maternal health. Aurora Medical Center – Bay Area was awarded special recognition as a Maternity Care Access Hospital, the only one in Wisconsin, and one of 73 hospitals.

PLEDGES IN PROGRESS

The best care in Wisconsin

- **Aurora Medical Center – Grafton** became the first hospital in the Midwest to use the new Allia IGS Pulse technology for the diagnosis and treatment of cardiovascular diseases.
- **Aurora BayCare Medical Center** performed its first Transcatheter Aortic Valve Replacement (TAVR) heart procedure.
- **Aurora St. Luke's Medical Center is recognized as a top heart hospital in North America.** The hospital received five 3-star ratings for cardiovascular surgery from the Society of Thoracic Surgeons. Earning 3-star ratings in all five categories puts Aurora St. Luke's in exclusive company as an elite heart hospital and a destination for patients who need the highest standard of cardiac care.
- Aurora hired its first **Gender Affirming Surgical & Care Patient Navigator** to support patients across our Wisconsin footprint.

Connect to Purpose

A spinal cord injury left Oliver Nepper paralyzed at 18 months. But now, the 33-year-old Milwaukee man is reaching goals he never thought possible thanks to the team at Aurora West Allis Neuro Rehab Clinic and an exoskeleton, a wearable robotic device that helps with physical stability. Wearing the exoskeleton and steadying himself with a walker, Oliver takes 50 to 200 steps during his twice weekly physical therapy sessions.





NORTH CAROLINA

Atrium Health Greater Charlotte

Atrium Health Greater Charlotte serves patients across
20 hospitals and over 300 care locations.

The honors keep coming

Atrium Health received the Environmental Protection Agency's Energy Star Partner of the Year – Sustained Excellence Award.

Atrium Health was included on Newsweek's Best Workplaces for Diversity list.

Atrium Health Pineville and Atrium Health Carolinas Medical Center were named to Money's Best Hospitals for Cancer Care list.

Atrium Health Pineville was awarded The Joint Commission's Gold Seal of Approval for Advanced Certification in Spine Surgery. Only 23 hospitals in the U.S. hold this prestigious designation.

Leading the way in clinical care

- Atrium Health Sanger Heart & Vascular Institute became the first to successfully use the newly FDA-approved Duo Venous Stent System. This innovative, implantable medical device helps patients with blocked veins by improving blood flow and reducing symptoms.
- Atrium Health Levine Children's Hospital partnered with UPMC Children's Hospital of Pittsburgh to expand its pediatric liver transplant program, allowing us to increase our abilities to transplant livers in infants and toddlers.
- Stryker joins Atrium Health as the first research building in The Pearl. Stryker's innovative products, platforms and robotic technologies allow us to create a cutting-edge education experience for future visitors of The Pearl. Our robotic bronchoscopy volumes are currently one of the highest in the nation.



Did you know?

Atrium Health Levine Cancer received a special visit from First Lady Jill Biden, who spoke to the critical role of patient navigators in their recovery journey. After that visit, Kris Blackley, a nurse navigator at Atrium Health Levine Cancer, received a special invite to be the First Lady's guest at the State of the Union address.



PLEDGES IN PROGRESS

- Atrium Health Pineville became the first non-trauma center in the country to receive EGS verification, a quality verification program focused on the treatment of patients undergoing emergency general surgical care.
- Atrium Health Levine Cancer is the first in the Carolinas to offer proton beam therapy, a highly precise treatment that targets tumors with fewer side effects than other forms of radiation therapy.

Investing in the next generation

- Created by Dr. Nikita Lindsay of Atrium Health Levine Children's Rock Hill Pediatrics, Kid Doc Camp – a four-day experience – introduced 50 kids from minority groups who are underrepresented in medicine to the achievable goal of becoming doctors.
- Atrium Health partnered with Charlotte-Mecklenburg Schools to launch an early college program to prepare students for well-paying careers in health care.
- 2K+ student athletes attended our annual Heart of a Champion Day event and received free, multidisciplinary health screenings.
- Sports cardiologists from Sanger Heart & Vascular Institute screened 200+ elite athletes for cardiac conditions at Major League Baseball's Draft Combine in Phoenix.



Former Atrium Health patient turned paralympic triathlete

Carson Clough won a silver medal at the Paris 2024 Paralympic Games. Five years ago, a boating accident on Lake Norman led to an amputation and limb reconstruction performed by Dr. Joseph Hsu, orthopedic trauma surgeon at Atrium Health Musculoskeletal Institute. Today, Carson is not only running, biking and swimming – he's doing it on the world stage.

Atrium Health Children's Services unify under Levine Children's brand

All pediatric care services in Charlotte at Atrium Health Wake Forest Baptist Brenner Children's Hospital and Atrium Health Navicent Beverly Knight Olson Children's Hospital unified under one nationally recognized name, building upon the strengths and talents of each location, to provide seamless continuation of care close to home.

Connect to *Purpose*

When Dr. Andrew Nance saw a troubling pattern of generational cycles of poor health destroying families, he vowed to do something about it. His solution: Lifestyle Medicine at Home, which empowered nearly 140 patients and their families to proactively manage their health through personalized treatment plans. Making healthy food choices, staying active and involving family members are all components. "It's real and it's powerful, but the real challenge is how do you help patients make that change. The way you do that is you build trust, and the best way to do that is to meet people where they are," says Dr. Nance of Atrium Health Primary Care Cabarrus Family Medicine.





NORTH CAROLINA

Atrium Health Wake Forest Baptist

Atrium Health Wake Forest Baptist is an integrated clinical system that includes Wake Forest University School of Medicine and serves patients across 6 hospitals and over 350 care locations.

Achieving recognition

Named to Premiere PINC's
(formerly IBM Watson) Top 100
Hospitals list

Brenner Children's Hospital's
Level I trauma center was
reverified, as it continues to
be the only Level I pediatric
trauma center in northwest
North Carolina.

The Comprehensive Cancer
Center celebrated 50 years
of National Cancer Institute
designation and 25 years of
Gamma Knife radiosurgery,
the first in North Carolina.



Spreading our wings

Atrium Health Wake Forest Baptist continues investing in the communities we serve through new and expanded facilities and services. We:

- Opened four new locations in Greensboro, including a medical office building, an urgent care and family medicine and pediatrics clinics
- Expanded services in East Winston-Salem in a historically underserved area and renamed the building the Kennedy-Hopkins Medical Building in memory of two Black medical pioneers
- Broke ground on an outpatient surgery center in Winston-Salem and a multispecialty medical office building and outpatient surgery center in Greensboro, totaling more than 164K square feet of space

Bringing firsts to the Carolinas

- We became the first in Advocate Health to give lecanemab – the first FDA-approved drug for Alzheimer’s disease in more than 20 years – to a patient. This milestone positions us as a leader in innovative care and builds on our reputation for bridging academic research with care.
- We became the first in the Carolinas to perform a robotic-assisted cochlear implant procedure in which a thumb-size robot allowed a surgeon to guide an implant more slowly and precisely than a human is capable of, significantly reducing the chance of unintentional damage.



Building connections internally and externally

Teammate centennial fair

To close out our centennial celebrations marking 100 years of Atrium Health Wake Forest Baptist Medical Center, we held a teammate centennial fair. Hundreds of teammates and leaders visited exhibits, learned more about our past and our future and even made valentines for our patients.

Mayberry Truck Show

We raised \$200K+ for Brenner Children’s Patient Assistance Fund through an event featuring hundreds of custom semi-trucks and trailers, along with live music and fireworks. Over the past four years, the event has raised \$1M+ for the fund that helps families in need cover the cost of daily expenses including travel, food, bereavement care and other living expenses while their child is in the hospital.

Connect to Purpose

Andrea Glaspie listened to her gut, and it may have saved Benilde Proscia’s life. Benilde was suffering from chest congestion and shortness of breath when she saw Andrea, a physician assistant at Atrium Health Wake Forest Baptist Internal Medicine – Jamestown. Andrea correctly diagnosed pneumonia, but she didn’t stop there. Her instinct pushed her to order additional testing that ultimately revealed something far more serious: kidney cancer.

Each step of the way, Benilde received the care she needed, but it all started with Andrea, who took the time to take a deeper look. Her diligence underscores the important role primary care providers play in the health and healing process. “Every single step contributed to my well-being,” Benilde says.





GEORGIA

Atrium Health Floyd and Harbin Clinic

Atrium Health Floyd and Harbin Clinic serve patients across 3 hospitals and over 65 care locations.

A combination years in the making

Atrium Health Floyd and Harbin Clinic completed their strategic combination, building on decades of a shared legacy.

The combination added



123
clinicians

increased the Atrium Health Floyd teammate base by almost

37%

totaling



5.3K+
teammates



Our community impact

- Announced strategic partnership with Georgia Northwestern Technical College to create a career pipeline for adults pursuing careers in health care
- Donated more than \$3.5M to area organizations
- Secured \$1M in federal grants for second mobile mammography unit based in Chattooga County
- Chattooga County Stand Alone Emergency Department cared for over 14K patients within the 25K county population.



Bringing virtual care to 24K+ students in Georgia

Atrium Health Floyd is proud to be the official health care provider in Floyd County Schools, the Polk School District, Rome City Schools and Darlington School. We equipped school nurses in each of these districts with virtual health care equipment, creating virtual care clinics in more than 40 locations. Virtual primary care is now available to more than 24K students, resulting in more than half of the students attending a virtual sick appointment and returning to the classroom, eliminating lost classroom time and work disruption for their parents or guardians.

Inspiring health care career pursuit

Brayundra Mosley, a member of Atrium Health Floyd's Rise to Success program, had her eyes set on law school until she stepped foot in her first health occupations lab. Within a month of graduating high school, she began work as a certified nurse assistant. Now, she works part time at the Chattooga facility registering patients while pursuing her nursing degree.



There are so many different jobs you can do, and they are flexible. On top of that, they have different locations you can go to that may be close to home. That is what I really love about it.

— **BRAYUNDRA MOSLEY**
Atrium Health Floyd's
Rise to Success program

Connect to Purpose

When Chelsea Johnson's amniotic sac ruptured during her 27th week of pregnancy, she was admitted to our mother-baby unit for the remainder of her term. Our team made sure she didn't miss milestones for her other child, planning a birthday party and visit from Santa for her 1-year-old daughter.

Sadly, nine days after birth, Chelsea's newborn passed away, leaving Chelsea heartbroken. Again, the team stepped up, caring for her physically and emotionally. "They came in and picked up the pieces. They made my stay livable. They were my second family and home," she says. Inspired by their care, Chelsea now works as a certified nursing assistant on the mother-baby unit to "provide the love and care this sweet unit had given to me."







GEORGIA

Atrium Health Navicent

Atrium Health Navicent serves patients across 7 hospitals.



PLEDGES IN PROGRESS

We're the first in Central Georgia to...

- Offer Sonata Treatment for uterine fibroids: This minimally invasive procedure leads to less pain, less bleeding and faster recovery
- Offer the Ion robotic bronchoscopy procedure: Clinicians can now examine lung airways to diagnose lung cancer and other lung diseases at the earliest stages
- Perform a Barostim implant in a heart failure patient: Natural sensors in the body can now tell the nervous system how to regulate heart function and relieve symptoms of heart failure by improving the heart's pumping efficiency
- Offer FARAPULSE Pulsed Field Ablation for the treatment of atrial fibrillation: The treatment minimizes risk and targets areas of the heart associated with abnormal heart rhythms

Expanding our impact

- Atrium Health Amphitheater opened, continuing our investment in revitalizing West Macon and offering the region a new venue to support health and wellness.
- Atrium Health Navicent Primary Care Warner Robins expanded access to care for individuals living south of Macon with a new clinic.
- Our new clinic at Clayton State University began offering care to students at no out-of-pocket cost, expanding access to care, reducing barriers and providing additional opportunities for students in health care-related fields.
- Atrium Health Navicent Peach achieved the Pathways to Excellence designation – the first in Advocate Health to do so.
- Atrium Health Navicent Primary Care Fort Valley moved to a new location, where there's a larger space dedicated solely to primary care with an additional exam room, and improved parking and accessibility for people with disabilities. There also is a covered, drive-up entrance for patient convenience.



Call centers
by the numbers



Managed

250K

calls a week as a front
door to the practice



1.5M

patients cared for
by nurse triage*

Reduced messages to be
managed at clinics by

50K*



Managed

70K+

medication refill requests
in the Midwest Region*

On track to improve our
cost to deliver services by

\$14M

Exceeding patient
experience with an

85%

“Ease of Use” score

**As of August 2024*

Medical Groups

Our Medical Group in Illinois and Wisconsin is composed of **6.8K** clinicians, and our Medical Groups in the Southeast Region are composed of more than **7.2K** clinicians caring for patients.

Connecting with our patients

Across the enterprise, our call centers serve as an extension of the care and service we provide in our Medical Group clinics. We aim to provide an easy, seamless and connected experience no matter how patients choose to access us.

Leveraging AI

Our clinical nurse triage team uses technology to elevate the service we provide.

- AI is used to help craft initial responses to MyChart patient messages with smart tools to automate greeting, help suggest next steps or provide language to support physicians and nurses as they manage thousands of messages each day.
- We've launched a new nurse chat tool built upon AI for patients who need support with weight loss medications and side effects.

Advancing virtual health

Our enterprise virtual health program offers convenient access points for patients (and teammates in our health plan) to receive care – whenever and wherever they need us, a key example of our REWIRE 2030 strategy in motion. Virtual primary care and virtual on-demand

What does
this look like?



145K+

virtual urgent
care visits

28K+

patients observed virtually



5K+

patients cared
for through
virtual nursing

15

clinicians
recruited to
offer virtual
primary care
across the
enterprise

31

new e-visit
conditions
added in the
Midwest for
full enterprise
alignment

1.63M

virtual encounters*

**2024 projection*

expansion work continues toward creating an enterprise program offering a unified virtual workforce and programming to serve our patients with 24/7 coverage.



Advocacy in action

We continue to advocate on behalf of our patients and clinicians to ensure coverage and ability to deliver care virtually – including time on Capitol Hill and calls with legislators and Centers for Medicare and Medicaid (CMS) to discuss the importance of extending and making permanent telehealth and hospital at home waivers. We've also successfully lobbied CMS to extend waivers that avoid clinicians being required to report their home address.

Local highlights from our Medical Groups

Our presence across our six care delivery brands plays a critical role in forwarding many organizational initiatives related to population health, health equity, clinical excellence and more. Check out the incredible work happening in our communities.

Midwest Region Medical Group

- On track to complete 11.1M visits, a 4.9% YOY increase
- Hired 450+ physicians and 350+ APCs, maintaining a physician retention rate of 96.8% and an APC retention rate of 95.9%
- Expanded enhanced scheduling to OB-GYN and orthopedics and streamlined urgent care scheduling experience
- Utilization of Centralized Pharmacy procurement across the Medical Group resulted in a \$1M cost savings

Southeast Region Medical Group

- 26% reduction in Black patient emergency department visits and 31% reduction in Hispanic patient emergency department visits
- 92.6% of patients are likely to recommend our Medical Group in the Greater Charlotte market.
- Hired 580+ clinicians
- On track to complete 11.8M visits, a 7% YOY increase

Our service lines are reimagining care

- Aurora St. Luke's Medical Center and Advocate Lutheran General Hospital completed their first tricuspid valve replacement procedures using a TriClip. This minimally invasive technique lowers risk and shortens recovery time compared to traditional open-heart surgery, previously the only treatment option for this condition.
- Integrated stroke program successfully completed DNV stroke surveys for all Midwest Region hospitals, showing the efficiency of our integrated network and allowing us to standardize reviews with decreased variability by reviewers.
- Aurora West Allis Medical Center recognized as a Urologic Prosthesis Center of Excellence – the only one in Wisconsin, Illinois and Minnesota.
- New Southeast Region emergency department to acute patient transportation program reduced costs by 55% and improved response time by 48%.
- 1.7K+ students participated in Southeast Region behavioral health school-based therapy program, supporting 1.6K visits.
- Center for Digestive Health & Surgery launched essential elements for Centers of Excellence in the Southeast Region, including endoscopy expansion, provider recruitment and space planning.

Coming alongside our community



- As partners in the Supportive Housing Communities Grant, we've helped house 18 patients with chronic health needs who are experiencing homelessness in the Southeast Region. We also supplied 150+ blood pressure cuffs to patients across multiple counties for monitoring at home.



- A partnership was created with Heroes for Healthcare, an organization that aids veterans transitioning from active duty to pursue health care careers. Currently, three veterans have been hired within the Medical Group in Wisconsin, enhancing the care team and supporting patient care.



ADVOCATE HEALTH

Accolades

Distinguished for innovation, excellence in care and inclusivity
for our teammates, patients and communities.

CLINICAL CARE DISTINCTION

U.S. NEWS & WORLD REPORT



25

hospitals recognized by U.S. News & World Report Best Hospitals for excellence in patient safety, outcomes and experience



Atrium Health Pineville and Aurora Medical Center – Grafton recognized as High-Performing Maternity Care Hospitals for their success in supporting Black maternal health

3

#1 ranked hospitals in their metroplex: Atrium Health Carolinas Medical Center, Atrium Health Wake Forest Baptist and Aurora St. Luke's Medical Center

8

Top 50 national rankings

34

High Performing designations, signifying top decile performance

NEWSWEEK

Newsweek's World's Best Hospitals

10

hospitals recognized on Newsweek's World's Best Hospitals list based on quality of care, patient safety measures and patient satisfaction surveys

Newsweek's America's Best Hospitals

46

specialty rankings, including maternity care, cancer care and pediatrics

EXCELLENCE IN SUSTAINABILITY

AMERICAN SOCIETY FOR HEALTH CARE ENGINEERING

13

Advocate Health hospitals received Energy to Care Sustainability Champion awards for strong leadership in sustainability and use of saved resources to support patient care

PRACTICE GREENHEALTH ENVIRONMENTAL EXCELLENCE



Advocate Health honored with System for Change award for the 16th year in a row, the longest in the country, recognizing our commitment to environmental stewardship and sustainability achievements

26

Advocate Health hospitals recognized for implementing programs to reduce environmental impact



TOP EMPLOYER

Advocate Health named by **Forbes as Best Employer by State** in five states recognizing advancement opportunities and working conditions

Advocate Health is named to **Newsweek's America's Greatest Workplaces for Job Starters**

EXCELLENCE IN LEADERSHIP

Modern Healthcare

CEO Gene Woods was recognized in Modern Healthcare's **100 Most Influential People in Healthcare**

Modern Healthcare listed Executive Vice President and Chief Nursing Officer Mary Beth Kingston to their **Top 50 Most Influential Clinical Executives**

CEO Gene Woods was given the **Vision Award** by the **Charlotte Center City Partners**



The **Global Citizen Award** was presented to CEO Gene Woods by the **World Affairs Council of Charlotte**



CEO Gene Woods was named one of the **Most Admired CEOs** by **Charlotte Business Journal**

BECKER'S **HOSPITAL REVIEW**

CEO GENE WOODS WAS INCLUDED IN BECKER'S GREAT LEADERS IN HEALTHCARE

Becker's Hospital Review featured CEO Gene Woods in its **Great Leaders in Healthcare** and **Black Healthcare Leaders to Know** lists.





Connect to *Purpose*

His world crashed. Then this surgeon received a lifeline.



After dedicating over a decade of his life to mastering the intricate skills of surgery, Dr. William Dugal faced a nightmarish reality at just 32 years old: he was unable to lift even a pinky finger.

This shocking turn of events unfolded just as he and his family were settling into their new life in North Carolina, filled with hopes and dreams for the future. However, everything came crashing down after Dr.

Dugal contracted COVID-19 and began experiencing debilitating numbness and pain in his feet and legs. In no time at all, he couldn't walk or move his hands – the very lifeline to his life's work.

Faced with the terrifying prospect of losing his purpose, Dr. Dugal was rushed to Atrium Health Wake Forest Baptist Medical Center, where our ED team quickly discovered Dr. Dugal had the rare, and potentially



life-threatening, disorder Guillain-Barre Syndrome. Admitted to the hospital, the team acted swiftly placing him on a ventilator to assist his breathing. He was in a race against time.

That's when Dr. Lucas Neff got the call. Come help bring a fellow health care hero back to life – if not back to his life's work. Dr. Neff treated Dr. Dugal with ECMO (extracorporeal membrane oxygenation) – an innovative treatment that not every hospital has – and saved him.

But that's not the end of the story. Not by any stretch of the imagination. While it was the start of Dr. Dugal's long road to a miraculous recovery, it was also the beginning of his remarkable journey back to doing what he loved – practicing medicine. Through it all, Dr. Neff became not only his mentor, but his friend, encouraging him throughout his rehab. The road was arduous, and the months were long as he battled complications, but Dr. Dugal, with the help of his family and so many of our teammates who became like family, was able to walk again.

Just over a year after Dr. Dugal's illness and three months being out of his wheelchair, Dr. Neff invited him to work in our translational research lab at Wake Forest University School of Medicine. He jumped at the opportunity. In the midst of months of uncertainty, it was a lifeline, a plan to move forward.

Wake Forest University School of Medicine's training platforms and research infrastructure, plus the support of all the staff, helped Dr. Dugal regain his confidence and the surgical skills he had trained so hard for. An added twist? Dr. Dugal embarked on an ECMO fellowship, doing advanced training on the very technology that saved his life.

It's an experience that's given Dr. Dugal a new outlook – and gives us all inspiration and strength to continue to do the absolute best for our patients.





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