



# Purpose

We help people get well and live
healthier by providing safe, quality
healthcare, building enduring
relationships with our patients, and
providing value for the people and
communities we serve.







Tim L. Hingtgen,
Chief Executive Officer

Kevin Hammons,
President and Chief Financial Officer

This year, CHS celebrates our 40th anniversary. Forty years. Two generations. That's a long time to be taking care of people and improving lives.

Year after year, we see it all. The joy of new life as another baby is born. The inevitable anxiety that comes with a sudden emergency or newly diagnosed health condition. We've seen hurt and exhaustion. The heartbreak of loss.

We've also seen optimism and healing. Hard-fought recoveries and personal victories. We've seen, much more often than not, people emerge from a health challenge so much better than when they came to us, relieved and ready for the future ahead. And, every now and then, we see what someone might call a medical miracle. Those good days keep us all moving forward.

Here's the thing — we don't just witness these passages — we experience them, too. As partners in the health and wellbeing of our patients, our caregivers never lose sight of the profound responsibility that comes with delivering quality care and a compassionate experience for each patient. Every one.

We offer this Community Impact Report to demonstrate what can be measured — quality care in nearly 15 million encounters last year, hundreds of millions of dollars invested to improve health services, nearly 60,000 employees who choose to make a positive difference every time they clock in for another shift.

The numbers are huge. But, the measure that has always mattered most — for forty years now — is the measure of one. Because despite the cumulative positive results of all we do, healthcare is deeply personal. It's all about the one who needs us today, right now.

As CHS enters our fifth decade of helping people get well and live healthier, we want to thank our physicians, nurses, caregivers, leaders and support teams who ensure our health systems are available when needed.

And, we're grateful to all of the people who trust us for their healthcare. We see you. We hope you feel that, and that you feel cared for well beyond the science of medicine.

Sincerely,

Tim L. Hingtgen

Chief Executive Officer

Kevin Hammons

President and Chief Financial Officer

Kevin J. Hammons







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# COMPANY | Portfolio

Community Health Systems, Inc. is one of the nation's leading healthcare companies. At the end of 2024, CHS affiliates operated 39 distinct healthcare systems with 76 hospitals and more than 1,000 other sites of care, including physician practices, urgent care centers, freestanding emergency departments, cancer centers, imaging centers, and ambulatory surgery centers.

76 Hospitals 900+ Physician Practice Locations

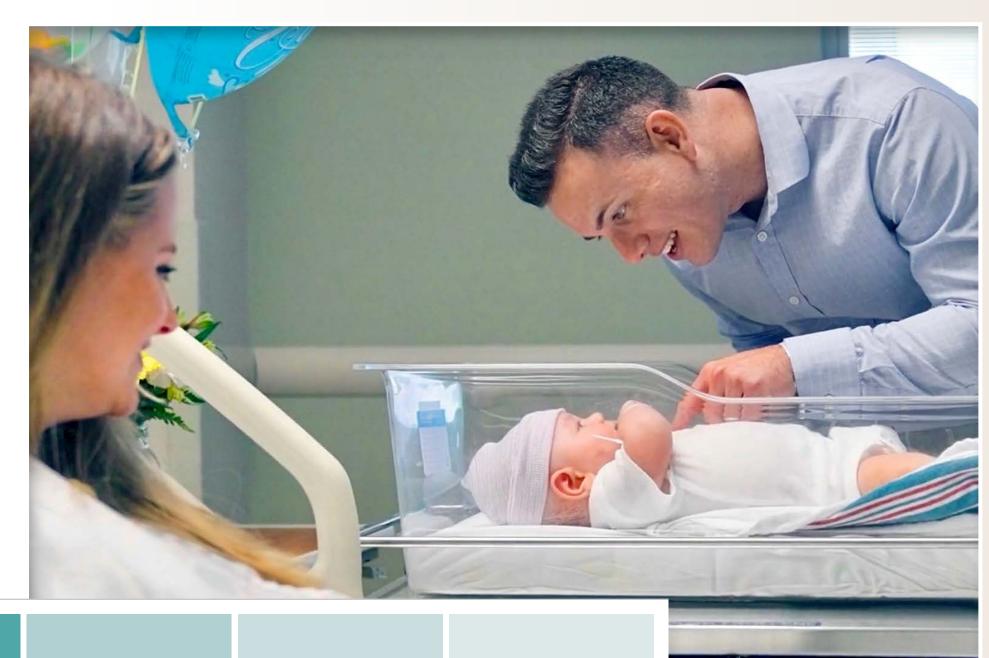
64 **Urgent Care &** 

Walk-In Clinic Locations

**Ambulatory Surgery Centers** 

Freestanding **Emergency Rooms** 

Data and hospital locations for the year ended December 31, 2024.



PATIENT

14.7M

**Patient Encounters** 

422K

Hospital Admissions 2M

**Emergency Room** Visits

12.3M

Outpatient Visits

Data for the year ended December 31, 2024.



# **ECONOMIC**

\$5.42B

Payroll & Benefits

\$1.2B

Charity Care, Uninsured Discounts & other **Uncompensated Care** 

\$360M

Capital Investments \$394M

Income, Property, Sales & other Taxes

Data for the year ended December 31, 2024.



#### At Community Health Systems, we're celebrating our 40th anniversary this year.

A lot has changed over four decades. New drugs have emerged to prevent and treat a wide variety of health conditions. Advanced technologies are leading to earlier diagnosis of disease along with more precise treatments. Minimally invasive procedures have made surgery possible outside of the hospital. And, forty years ago, we couldn't have imagined telemedicine, virtual care, and the AI-informed options we have today.

CHS has always kept pace, bringing these scientific advancements to communities that count on us. But what really makes healthcare better, day after day, are the people who work across our organization. They are the ones moving healthcare forward.

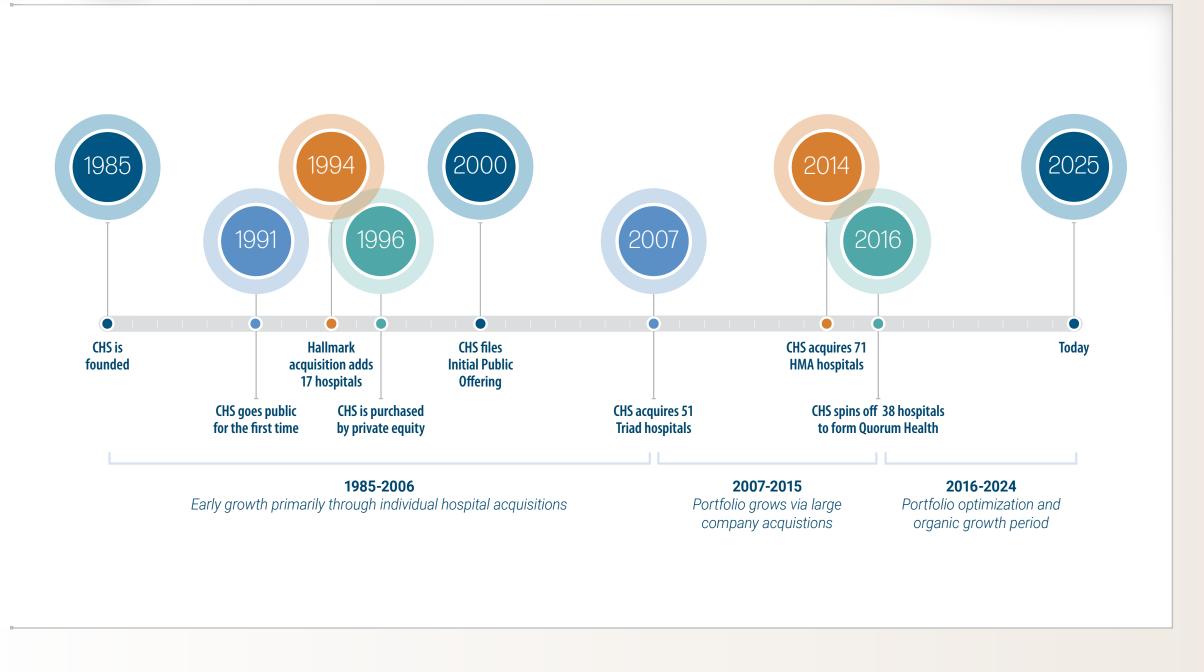


## COMMUNITY HEALTH SYSTEMS | 1985-2025

What began as a company solely focused on small rural hospitals has evolved to become a vibrant operator of comprehensive health systems offering a broad range of services — inside and outside of the hospital setting.

Over the years, CHS has reinvented its portfolio through acquisitions and divestitures — first building up significant scale during years when size and bargaining power were distinct competitive advantages. More recently, strategic divestitures have optimized the company's portfolio, enabling prioritized investments that are creating stronger, growing health systems destined to succeed in the future.

In some communities, we still operate the only hospital in town. In others, consumers have more choice about where to seek healthcare. But in all of our health systems, no matter how large or small, we share this goal — to be the best choice, the trusted choice, for healthcare services.





## Velda Wilcox | 46 Years of Service

## **Registered Nurse** *Tennova Healthcare - Clarksville*

In her 46 years at Tennova Healthcare - Clarksville, in Clarksville, Tennessee, Velda Wilcox, LPN, has never taken a sick day. Not once.

"The only three times I've taken off from work have been to have my three babies," she says with a smile.

That unwavering commitment is just one of the reasons Velda has become a steady and trusted presence in her hospital. Splitting time between the maternity unit and the emergency department, Velda brings a sense of confidence and calm to vastly different corners of care.

"During childbirth, you get to be part of the most beautiful and joyful experience in the world," she shares. "I get a lot of moms who come back and remember me delivering their first baby."

Downstairs in the emergency department, the pace and purpose shift.

"You never know who's coming in," she says. "One minute, you're helping an injured patient, the next you see a heart attack, or someone battling a mental illness. I always remind people — we treat each patient as if we are caring for our own family member. We must never judge the circumstance because

somewhere, there is a mother or father praying for this patient."

For many patients, Velda is the one who offers the prayers. Her faith is central to every aspect of her life — grounding her work, her relationships, and her sense of purpose. "God has brought me this far. It's not me; it's Him in me taking care of patients."

While Velda works every other Sunday, she remains active in her church community and supports two elderly women in her congregation — one a former coworker — by driving them to doctors' appointments, picking up prescriptions, and running errands.

In the hospital, she's a safety coach and mentor to younger nurses. And, she's known for taking care of people in a way that goes far beyond her nursing skills. Whether it's connecting new mothers with resources like diaper programs and food pantries, helping ensure non-English speaking patients feel comforted and cared for, or checking on colleagues after a heavy shift, Velda always seems to be where she is needed.

"I have zero plans of slowing down," she says. "And if I have to retire, I'm going to come back and volunteer, because this is where I belong."



"I have zero plans of slowing down. And if I have to retire, I'm going to come back and volunteer, because this is where I belong."

## Ardith Epstein | 52 Years of Service

#### Volunteer Laredo Medical Center

Ardith Epstein is a fixture at Laredo Medical Center in Laredo, Texas. If you need directions, have a question about hospital services, or want to buy something from the gift shop, Ardith can help. For more than 50 years, she has spent most weekdays at the hospital (and its predecessor Mercy Hospital) doing whatever is needed to support the hospital's staff and visitors.

Ardith began volunteering in 1973 after a friend encouraged her to give it a try as a way to get out of the house. She started at the information desk and enjoyed it so much that she joined the auxiliary, a formal volunteer organization that provides a variety of support including fundraising, patient services, and administrative tasks.

"I love helping people when they come into the hospital," says Ardith. "We love our hospital and we do everything that we can to make it a better experience for everyone here."

Ardith currently spends most of her time managing proceeds from the hospital gift shop. The hospital auxiliary operates the gift shop to raise money to support hospital employees who are continuing their education, and Ardith is chairperson of the scholarship committee. The auxiliary provides funding for books, classes, or other educational needs. Ardith says they've supported employees in everything from

continuing education to obtaining advanced degrees.

"Sometimes they just want a refresher course and need to update their skills. Others are working toward becoming an RN or physician assistant," says Ardith.

In addition to operating the gift shop, staffing the information desk, and supporting other hospital services, the auxiliary makes stockings for newborns during the holidays and provides New Year's baskets for the first babies of the year. Being part of the day-to-day operations of the hospital provides Ardith with a sense of purpose and a meaningful way to spend her time.

"I'm just not the type to sit at home and knit and crochet. I feel like I need to be out and about helping people and serving people," says Ardith. "We have a wonderful hospital where we care about each other as much as our patients."

While not every volunteer is expected to serve for 50 years, Ardith says the auxiliary is always recruiting new volunteers who will support the hospital on an ongoing basis.

"Being in the auxiliary is more of a commitment than being an occasional volunteer. You have to be a little more committed, because the hospital depends on us," she says.



"We love our hospital and we do everything that we can to make it a better experience for everyone here."





## Leland Germany | 44 Years of Service

## Maintenance Engineer Grandview Medical Center

"Leland will take care of it." That's something you hear a lot at Grandview Medical Center in Birmingham, Alabama. As part of Grandview's building operations team, Leland Germany has been there to help keep Grandview (and its predecessor hospitals) running smoothly for 44 years.

During his junior year of high school, Leland began working on the grounds crew at what was then Baptist Medical Center through a training program offered by the Birmingham Area Alliance of Business. Back then, the country was in a recession, and Leland felt fortunate to even have a job. He was determined to stay employed, and he wanted to be known for being the hardest working employee at the hospital.

Leland moved up through the ranks to his current role where he handles purchasing for building operations and maintains the supply of medical gases used by the hospital and medical clinics.

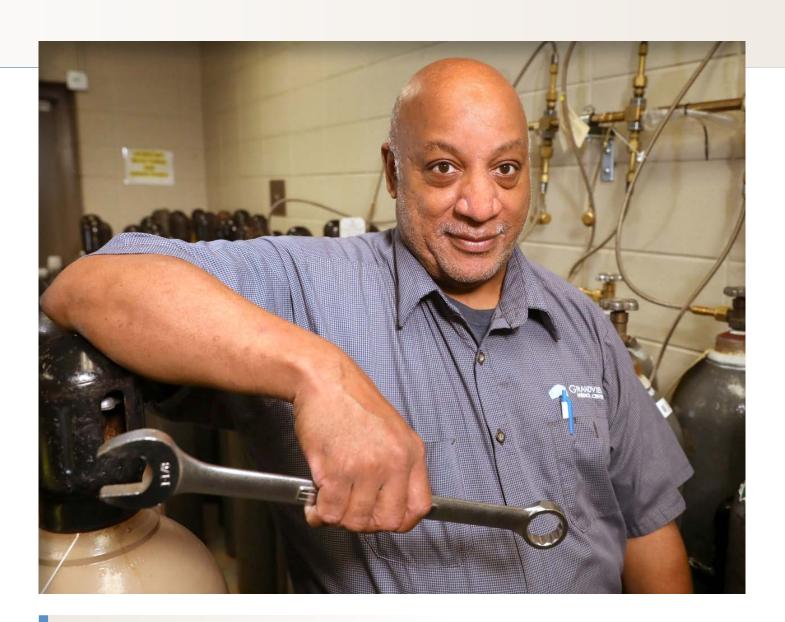
"All these guys look to me to get the parts and supplies they need," says Leland. "I don't ever want to disappoint them, so if they need a new supply or a hard-to-find part, I do whatever it takes to get it."

Leland says developing good relationships has helped him to succeed. His colleagues count on him, and he treats vendors with respect, which is why he's known for being able to locate and procure any part the team needs.

"We've built up trust over the years, just knowing that if I stake my name on something, it will get taken care of," says Leland.

Leland has maintained his commitment to hard work throughout his long career. His colleagues say he is the most conscientious and reliable member of the team. He's been voted employee of the month on numerous occasions, and one year, he was named employee of the year.

Asked how much longer he plans to work, Leland says, "I don't know. I don't even think about retiring yet. I've still got a lot of work to do."



"We've built up trust over the years, just knowing that if I stake my name on something, it will get taken care of."

## Carol Eckhart | 43 Years of Service

#### **Director of Financial Operations** Community Health Systems

Carol Eckhart supports the corporate operations team at CHS, fulfilling requests for detailed financial data, generating reports, and conducting complex analysis work, often on tight deadlines. Her willingness to take on any project is not unique to her current role.

Carol started her career in 1982 working the 3 to 11 p.m. shift as a unit secretary at Easton Hospital in Easton, Pennsylvania. She took the second shift so that she and her husband could both work and share childcare responsibilities. She went on to work in patient registration, the billing office, and shortly before CHS acquired the hospital, she moved into a financial analyst role.

Following the acquisition in 2001, Carol began taking classes as a night student, using CHS' tuition reimbursement program.

"I worked on the accounting team and my boss encouraged me to take accounting and statistics classes," says Carol. "A lot of people supported me so I could get my work done and get out the door on time to get to class."

Carol completed her associate's degree and her bachelor's degree in Accounting and Finance while also working full-time.

After six years as an analyst, Carol became the controller at Easton Hospital. When an Assistant CFO role became available she applied and traveled to the corporate office for an interview. At the interview, she was asked whether she would consider a manager position in the Finance Department at corporate headquarters.

Even though it was her first time in the Nashville area, she was open to the challenge. Fast forward 17 years, she continues to be an indispensable member of the corporate financial operations team.

"I was encouraged to continue my education and pursue the next level in my career," Carol says. "No one ever looked at me and said you can't do this because you don't have your degree. Everyone believed in me and helped me to expand my knowledge and develop professionally."



"I was encouraged to continue my education and pursue the next level in my career."

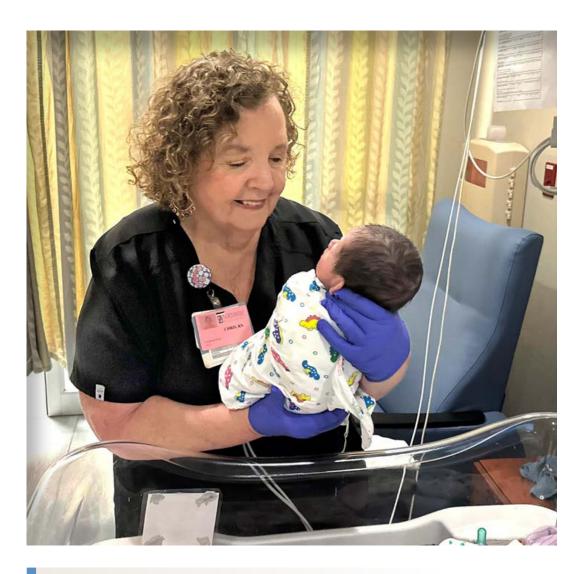




## Chris Namadri | 49 Years of Service

#### **Registered Nurse**

Northwest Health - Willow Creek



"It's called NICU care, but honestly, we're caring for the parents just as much, if not more. They are warriors fighting for their children, and I'm here to help." At 74, and after nearly five decades in healthcare, Chis Namadri could have easily hung up her scrubs. Instead, her alarm still goes off at 6:30 every morning. Three days a week she laces up her sneakers and heads to swim class, but on Wednesdays she drives to Willow Creek Women's Hospital in Johnson, Arkansas, to do what she loves most — work in the Neonatal Intensive Care Unit.

"I look forward to every Wednesday. I really do," she says. "Those days keep me going."

Chris works PRN now, but her presence in the NICU is anything but part-time. Her current focus is preparing new parents for life after the NICU, including how to perform infant CPR, car seat safety and everything in between.

Chris began her career as a nurse's aid, and then was an OB tech before transitioning to working in the nursery. In 1992, after more than 20 years of hands-on experience, Chris went back to school to become a registered nurse.

"I worked in the ER for a little while, but it wasn't for me," she says. "I was drawn to the nursery, and eventually, they talked me into working in the NICU. I was terrified at first because the babies seemed so fragile, especially the micro preemies. But in hindsight, it was the best decision I ever made."

She's been in the NICU ever since. It's the kind of job that embeds itself into her life and her heart.

"I still remember the very first baby I ever took care of and how much he weighed. He was one pound, seven ounces, and he was born at 23 weeks. I still remember his face like it was yesterday. They told us there was a 90 percent chance he wouldn't make it."

But he did. Today, that baby is 25 years old and Chris still keeps in touch.

The bond isn't just with the babies — it's with the parents.

"It's called NICU care, but honestly, we're caring for the parents just as much, if not more. They are warriors fighting for their children, and I'm here to help," she adds.

Willow Creek is a designated "Baby-Friendly Hospital," which encourages close mother-baby bonding through skin-to-skin care after delivery, rooming in, and education to help with breastfeeding and other infant care.

And when it comes time for mom and baby — and dad, too — to leave the NICU, Chris never quite gets used to the goodbyes.

## Zenko Hrynkiw, M.D. | 42 Years of Service

#### Neurosurgeon

Grandview Medical Center

Zenko Hrynkiw, M.D. has seen a lot of change in the more than 40 years he has been a practicing neurosurgeon in Birmingham, Alabama, including the name of the hospital where he works. What started out for him in 1983 as Montclair Baptist Hospital became Trinity Medical Center and, today, is Grandview Medical Center, one of the busiest and most sophisticated hospitals in Alabama.

Of course, there are other, more profound changes that have defined Dr. Hrynkiw's decades-long career, including the time he received national recognition for walking six miles in a blinding snowstorm to save a man's life.

On this frigid, 20-degree day in January, snow and ice had blanketed the city and every road was blocked. Even emergency vehicles couldn't get through.

"There was a patient with a brain bleed that needed surgery or he was likely going to die, so I did what I had to do, I went outside and started walking to the hospital," says Dr. Hrynkiw.

It was a treacherous journey. Dr. Hrynkiw was coming from another hospital and unprepared for a storm of this magnitude. He was wearing a light jacket. He slipped on the ice a few times, but he kept going, knowing he had to get to his patient. Dr. Hrynkiw brushes off what he did that day; he was focused the entire time on what his patient needed.

"While I was walking, I was also receiving texts with vital information about the patient that helped me guide his care until I could get there. Our team did an amazing job, and when I arrived, he was all prepped and ready for immediate surgery."

Since his early days as a surgeon, Dr. Hrynkiw says there have been great advances in technology and patient care.

"I wouldn't have been getting texts in the old days. We didn't have sophisticated MRIs and CT scans to help with diagnosis. It was harder back then. The technology keeps getting better and that makes patient care better, too," Dr. Hrynkiw says.

But there is one thing that hasn't changed — Dr. Hrynkiw's desire to help his patients.

When asked how much longer he plans to stay at Grandview, he said, "That's in the Lord's hands. I'm not doing this for the income anymore. I do it because I love it. As long as I stay healthy, and as long as I can help my patients, I'm not going anywhere."



"I do it because I love it. As long as I stay healthy, and as long as I can help my patients, I'm not going anywhere."





"People are scared. Sometimes, they don't know what to expect. I meet them where they are, and I help them move through it."

## Nora Vidal | 40 Years of Service

## Registered Nurse Northwest Medical Center

In 1985, Nora Vidal was a newlywed, a recent nursing school graduate, and the newest hire on the telemetry unit at Northwest Medical Center in Tucson, Arizona. A year later, Nora and her husband welcomed their first child. When Nora returned after maternity leave, she decided to come back part-time, a rhythm she kept for the next 40 years and through the addition of more children.

"I have four kids and being their mom is my number one job," Nora says. "But nursing gives me even more purpose, and it is my passion."

Eventually, Nora transitioned to the intensive care unit. She still remembers a patient from 30 years ago.

"There was a gentleman who had severe complications and was comatose for two weeks," Nora reflects. "I never had the chance to meet him before he was on a ventilator. But I bathed him, and I turned him, and I would talk to him as if I knew him."

When he woke up, he looked at Nora and said, "I know you. I could hear you talking to me. And I'll never forget you."

His words have stayed with Nora, a constant reminder that each person should be treated with dignity, respect, and compassion. Next, Nora transitioned to the surgery recovery room where the pace is quick, and the case mix is ever-changing. While there are nursing duties to perform, Nora also believes it is her job to help ease anxiety and to reassure patients that they will be okay.

"People are scared. Sometimes, they don't know what to expect. I meet them where they are, and I help them move through it," Nora added.

Nora's daughter, Lauren, is now following in mom's footsteps. Lauren graduated from the same nursing program, and she works in the same department, often during the same shift, as her mom.

Like Nora, she also works part-time to balance raising her family.

"Lauren loves to work when I work. She calls me 'Nora' at the hospital, and since my husband is retired, he watches our granddaughter while we're both on the clock," Nora says. "It's a full-circle moment."

Nora's story isn't just about longevity. It's about the patient from three decades ago who still shapes the way she shows up and about the countless people she's reassured. And, 40 years in, it's about setting an example for the next generation of nurses, including her own daughter.

## Dodson Cravens, Pharm D | 49 Years of Service

#### **Director of Pharmacy** Poplar Bluff Regional Medical Center

For nearly five decades, Dodson Cravens, PharmD has been a part of Poplar Bluff Regional Medical Center's story, one that began long before he ever donned a white coat. Dodson faced a life-threatening illness as an infant and was admitted to Doctors' Hospital. Thanks to the skill and dedication of the hospital's doctors, he survived. That event that would shape his future and eventually lead to nearly 50 years of healthcare service.

"I always knew I wanted to work at the hospital that saved my life," he recalls.

Dodson began his career as a staff pharmacist at Doctors Regional in 1976, witnessing firsthand the hospital's evolution, expansions, and eventual merger into Poplar Bluff Regional Medical Center. He worked his way up to Director of Clinical Pharmacy, dedicating himself to patient care and helping others. The hospital has grown, too, expanding to 410 beds and offering a broad range of services in a Missouri community known as the gateway to the Ozark Mountains.

Looking back, Dodson sees the merger of the two hospitals as a turning point for the community. "We didn't know it then, but combining the hospitals was the best thing for healthcare in Poplar Bluff," he recalls.

And, now, Dodson's legacy of caring will continue well beyond his five decades of service thanks to the career choices of his family. His daughter followed in his footsteps to become a pharmacist, and his granddaughter is pursuing the same path.



"I always knew I wanted to work at the hospital that saved my life."



## On Our Way to Zero

Across the CHS organization, there is a deep, unwavering commitment to patient safety. It's a core value. A daily focus. A promise to take the time and make the effort to implement safety protocols and eliminate the potential for error.

We believe it is possible to achieve zero events of preventable harm. Zero falls. Zero hospital-acquired infections. Zero avoidable complications. Since the baseline established in 2013, CHS hospitals have achieved a 92% reduction in the Serious Safety Event Rate.

We pursue our ultimate goal of zero events of preventable harm by creating processes that reduce the potential for errors and accidents, reinforcing behaviors that promote safety, and analyzing the root cause of every serious safety event to help prevent these things from happening again.

By embracing the concepts of high reliability and focusing on sustainable results, CHS hospitals are able to deliver better outcomes for patients, reduce risk and liability, and build trust in the communities we serve.



Employees celebrate more than 1,000 days without a serious safety event at Lower Keys Medical Center in Key West, Florida.

82% of employees who participated in our annual employee engagement survey report they feel empowered to speak up for safety.

92% reduction in the Serious Safety Event Rate since the baseline was established in 2013.

## High-Quality Care

CHS hospitals closely monitor quality indicators, implement action plans for continuous improvement, and share best practices to deliver high quality care and optimal outcomes. Recent areas of focus include reducing the risk-adjusted mortality index, preventing and stopping sepsis, and eradicating hospital-acquired infections. Although progress was already being made, new baselines were established in each category in 2022 and, since then, we've seen significant additional improvement.

For example, the risk-adjusted mortality index for inpatients declined more than 40 percent in the two years following the 2022 baseline and the septic shock mortality rate declined more than 30 percent.

Similarly, a focus on preventing hospital-acquired infections resulted in a reduction of nearly 400 infections like CAUTI, MRSA, and CLASBI during the same period.





## Clinical Research

Clinical research is the pathway to medical breakthroughs that can save lives. From research in cardiovascular and neurologic conditions to oncology treatments, CHS health systems participate in clinical trials to help bring the latest treatment options to our patients while also providing clinicians with the opportunity to contribute to future medical discoveries.

In 2024, 14 CHS health systems conducted 82 clinical research studies and registries. More than 2,500 patients took part in these trials.

For example, Grandview Medical Center in Birmingham, Alabama and Tennova Healthcare Turkey Creek in Knoxville, Tennessee are both involved in ARTEMIS, a two-year study looking at whether ziltivekimab, an investigational, fully human monoclonal antibody, can be used to reduce development of heart disease to prevent new heart attacks or strokes in patients who have been admitted to the hospital because of a previous heart attack. (NCT06118281)

Involvement in research and scholarly activity also resulted in over 110 publications in peer-reviewed journals in 2024, including the *New England Journal of Medicine*, *JAMA*, and *Journals of the American College of Cardiology*.

CARING FOR OUR PATIENTS 20

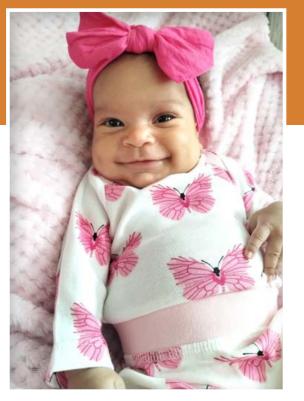
### **FAST Care**

Life-saving emergency care is available at dozens of CHS hospital emergency departments and freestanding ERs. In 2024, our caregivers attended to approximately two million emergencies ranging from critical heart attacks and strokes to injuries like broken bones, and all kinds of illnesses.

A companywide focus on ensuring prompt care has significantly reduced the average "door-to-provider" time — the time patients spend waiting to see a qualified medical professional – in most of our ERs.

While the national benchmark for door-to-provider time is generally considered to be under 30 minutes, in many of our ERs, patients are seen by a doctor or other medical provider in less than 20 minutes, and some cases, less than 10 minutes.





Baby Miracle living up to her name from day one.

When Synthia and Marguez learned they were expecting their fourth child, they immediately began thinking about names for the baby. They knew the name had to start with the letter "M" like the family's older children: Major, Majesty and Marquez, Jr., so it didn't take long to settle on "Miracle." Little did they know how soon this baby would live up to her name.

Although Synthia and Marquez had delivered two of their older children at Tennova Healthcare in Clarksville, Tennessee, this pregnancy was considered high risk, so they were planning to deliver at Vanderbilt University Medical Center in Nashville, close to an hour from the family's home.

Two weeks before her scheduled delivery, Synthia's water broke. With contractions five minutes apart, she and Marquez headed to Nashville, but within ten minutes, the baby's head had crowned. By the

## Baby Miracle

#### Tennova Healthcare - Clarksville Clarksville, Tennessee

time Marquez took a quick detour to the Tennova Healthcare's freestanding ER, Miracle had arrived.

But she was blue. And not breathing.

ER physicians worked skillfully to resuscitate the baby while others on the team took care of Synthia. Once mom and baby had been stabilized, they were transported by ambulance to the NICU at Tennova's main hospital campus, and then later. Miracle to Vanderbilt.

According to Synthia, the entire team — those at the freestanding ER and the doctors and nurses at Tennova Healthcare - Clarksville - worked together like a well-oiled machine.

"Everyone knew exactly what they needed to do. Where they needed to be. And who they needed to help," she says. "They were all so kind and reassuring."

Synthia credits Tennova with saving her baby's life.

"This baby really is a miracle," says Synthia. "I knew from the time she was in my belly, to the way she bounced back after her arrival that she is someone...something...special. I can't wait to see her personality develop and to find out what she will accomplish in her life. I am forever grateful to the team at Tennova for making sure we get to see that happen."

## Life-Saving Care in Key West, Florida

#### **Lower Keys Medical Center** Key West, Florida

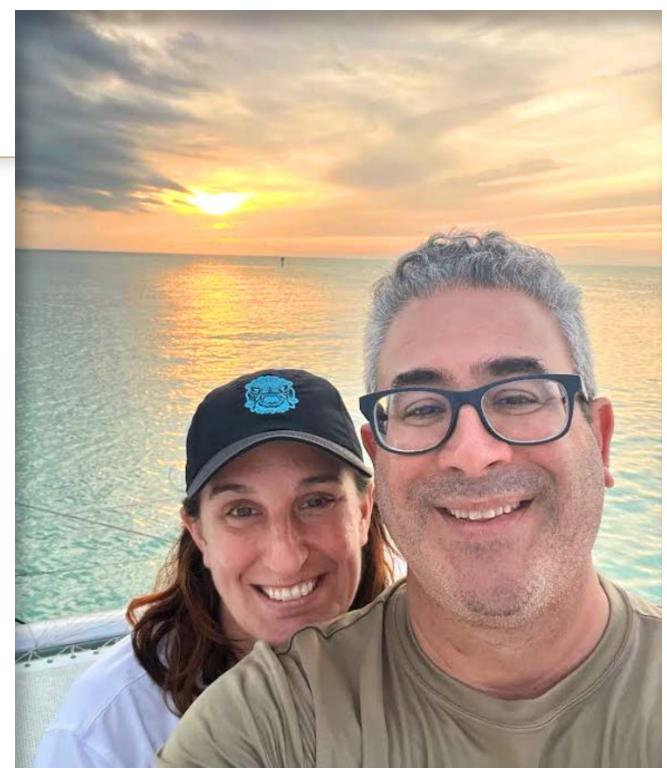
Meeting the healthcare needs of a community often means investing in advanced technology as well as physician specialists. At Lower Keys Medical Center in Key West, Florida, a \$4.9M renovation of the cardiac catheterization lab, along with the addition of a team of interventional cardiologists in 2024, enabled 24/7 interventional cardiology coverage, a critical service for a location that is hours away from the nearest city.

The expansion proved to be a lifesaver for one Key West vacationer.

Todd Hohauser was visiting Key West from Michigan when he began experiencing chest pains after a bike ride. He was transported to the hospital's ER where he was diagnosed with an ST-elevation myocardial infarction (STEMI) — a type of heart attack that is often life-threatening. Todd had 90 percent blockage in the lower artery and had a stent placed by interventional cardiologist Dr. Leandro Perez.

"A STEMI requires treatment within 90 minutes of arrival to the ED to minimize damage to the heart muscle and in some cases, to save the patient's life," says Dr. Perez. "Because we now have 24/7 coverage, we were able to provide the treatment that Todd needed quickly without transferring him to Miami."

Since adding 24/7 interventional cardiology coverage, Lower Keys has reduced the number of patient transfers off the island for cardiac related emergencies by more than 50 percent.



Michiganders Todd and Melissa Hohauser enjoy the Florida sunset while vacationing in Key West, where Todd received lifesaving, on-island treatment at Lower Keys Medical Center.



for the caregivers who took care of my family

Hospitals are usually places of waiting, of worry, of exhaustion. I have spent enough time in them to know the routine – the fluorescent lights, the rhythmic beeping of machines, the way time stretches and bends when you're holding your breath, waiting for answers.

But your hospital is different.

When my grandmother suddenly found herself here, we didn't know what to expect. What we found was care - true, deep extraordinary care. And that's because of you, Shelby.

The first night, you saw my grandfather – you really saw him - the man who has spent more than 60 years by my grandmother's side now facing his first night apart from her. You sat with him, explained everything, let him know it was okay to go home and rest. Kathy, our nurse. You anticipated what we needed before we even knew and made us feel safe when nothing about this experience felt safe.

Felicia. Kaitlyn. Brett. Libby. Hope. Each of you showed up for us. You softened the hard moments, answered our questions, and met moments of fear with patience and kindness.

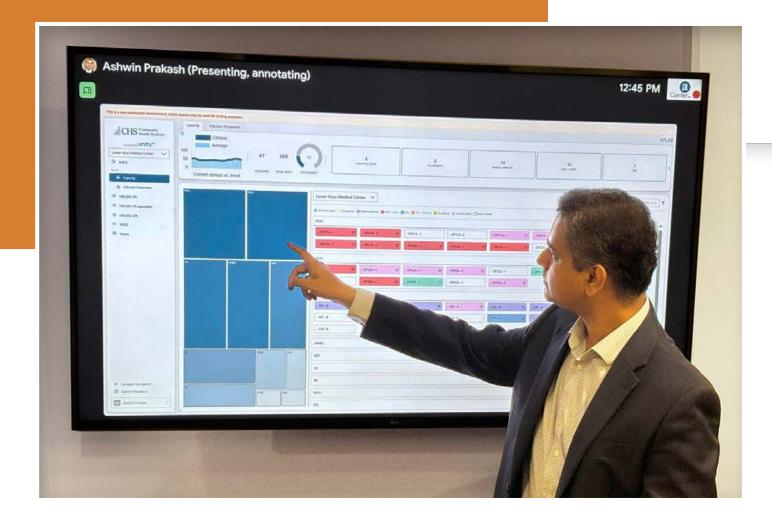
Barry, the chaplain. Marie, a housekeeper. All of you are proof that healing happens in moments of human connection, laughter when it is least expected, a kind word right when it is needed.

You are what's good in this world. You are what healthcare should be.

The words thank you seem like they could never be enough. But, it's what I have. So, thank you. Thank you for everything.

Letter received from a patient's family member at Grandview Medical Center.

### Innovation in Healthcare



Healthcare is changing. Rapidly. While prevalence of diseases, including chronic conditions like hypertension and diabetes, will increase with an aging population, and treatments will continue to evolve, it is the way we take care of patients that is changing most rapidly.

CHS is an early adopter of innovative solutions and technologies that improve patient care, support our workforce, and reduce administrative burdens. Many of our initiatives are producing industry-leading results.

## Data Science and Artificial Intelligence

Over the past few years, CHS has expanded its internal data science capabilities to inform a wide range of initiatives that support patient care and our business operations. The cornerstone of this strategy is THEIA, our enterprise-wide, cloudbased platform developed in partnership with Google Cloud. Functioning as an internal 'app store' for innovation, THEIA connects disparate data sources like electronic health records and workforce management systems, into a unified, real-time view of hospital operations.

This powerful foundation allows us to leverage generative AI for decision support, care coordination, and risk stratification. The results are profound: data-driven initiatives have contributed to a more than 40 percent reduction in our mortality index and a 77 percent reduction in pressure injuries since 2022.

For example, ATLAS is an application on THEIA that allows us to view census data from the hospital level, to the unit, all the way down to the individual bed to continuously identify capacity opportunities and constraints across our hospitals.

Clinicians also can use custom applications on the platform to identify patients needing specific care protocols, such as those with central lines, or to better predict which patients are at high risk for falls.

As the CHS team continues to evolve with data-driven solutions and innovative technologies, we are empowering our care teams and delivering measurable improvements in patient care, outcomes, and experience.

## Remote Patient Monitoring

Our Care Management at Home program, powered by Cadence, is designed to support people managing chronic conditions such as hypertension, diabetes, and heart failure. The program works by monitoring each individual's vital signs such as weight, blood pressure, heart rate and glucose levels daily, ensuring effective medications, and escalating out-of-range vitals to the individual's physician when necessary.

By helping people with chronic conditions effectively manage their health, these patients are often healthier, more likely to stay out of the hospital, and they also enjoy the peace of mind that comes with knowing they have access to clinical care and advice 24/7, whenever it is needed.

More than 15,000 people are using our Care Management at Home program today, and we expect to grow the program exponentially in the years ahead.





## Virtual Patient Sitting to Reduce Falls

Using round-the-clock video monitoring for patients at high risk for falls, CHS health systems are providing a safer patient experience, enabling hospital nurses to perform top-of-the-license professional duties during every work shift, and reducing the cost of healthcare overall.

Through our relationship with AvaSure, 140 cameras have been installed at 27 CHS hospitals. A team in a centralized command center is able to monitor more at-risk patients in more locations, all at once, and alert a patient's nurse when necessary, to help prevent a fall.

The current virtual sitting model is a 7x workforce multiplier — meaning, that for the same cost, seven times as many patients can be monitored under this program compared to the 1:1 patientto-bedside sitter model to help address staffing challenges while enhancing patient safety.



## Partnership with Mark Cuban Cost Plus Drugs

In early 2024, CHS partnered with Mark Cuban Cost Plus Drugs (MCCPD) to address significant pharmaceutical issues for hospitals, including drug shortages, the rising costs associated with drugs used in the hospital setting, medication errors, and waste.

CHS became the first healthcare system to purchase drugs directly from the MCCPD manufacturing plant that had just opened in Dallas, Texas. Initially, CHS hospitals purchased epinephrine and norepinephrine, two critical necessary medications used in emergency situations. Epinephrine,

used to treat severe allergic reactions, has been on the FDA's drug shortage list for more than a decade.

Through this collaboration, we also worked with MCCPD to deliver medications in vial sizes most appropriate for hospital use, reducing the potential for dosage errors and waste.

As the relationship quickly grew, CHS expanded the partnership to the Cost Plus Drugs Marketplace where we are purchasing more than 30 drugs at significant savings compared to prices offered by many other pharmaceutical suppliers.

## Conversational AI in the CHS Patient Access Center

When you call a primary care physician employed by a CHS health system, a bot will answer the phone to quickly confirm your identity and the reason for your call. Assuming you are an established patient, the bot will also pull up your medical chart and pass all of that information to the human agent who then takes the call.

Using conversational AI to automate portions of a phone call — like many other industries do for scheduling appointments and other routine tasks — can expedite service and reduce the overall length of a call. Patients report that it's easy to engage with the bot that has been trained to understand a variety of speech patterns and accents, and agents appreciate that they can immediately begin to address the patient's specific need when the call is transferred.

Through our partnership with Denim Health, CHS is continuing to build more use cases for automated calls, which, eventually, will include fully automated scheduling options — so patients can call on any day, at any hour, and schedule an appointment with their doctor. Automated outbound calls will remind patients to schedule health screenings and appointments that are overdue.

While bots will never replace human interactions, which are always available when the patient chooses to bypass the bot, they can create a more convenient and accessible experience, reduce call wait times, and create efficiency by streamlining certain administrative functions.

**4.5 million** calls have been answered through the patient access bot between April 2024, when the technology was implemented, through the first half of 2025.

## Al-Informed Early Warning System in Childbirth

Childbirth in CHS hospitals has been made safer through the use of an Al-based maternal-fetal early warning system which helps identify patients at high risk for adverse outcomes during labor and delivery. Thanks in part to the use of PeriWatch Vigilance, and the skill of our childbirth teams, unexpected complications in full-term babies delivered at CHS hospitals have decreased 12 percent over the past two years.

In one example of how the technology works, the system is able to identify uterine tachysystole which can indicate a serious situation during labor when contractions are happening too frequently, potentially resulting in a drop in the fetal heart rate and limiting oxygen supply to the baby. Since deploying the system in 2022, uterine tachysystole for more than one hour has decreased 33 percent and uterine tachsystole for more than two hours has decreased 69 percent across the CHS hospitals using this technology.



## •• Financial Support

#### **Price Transparency**

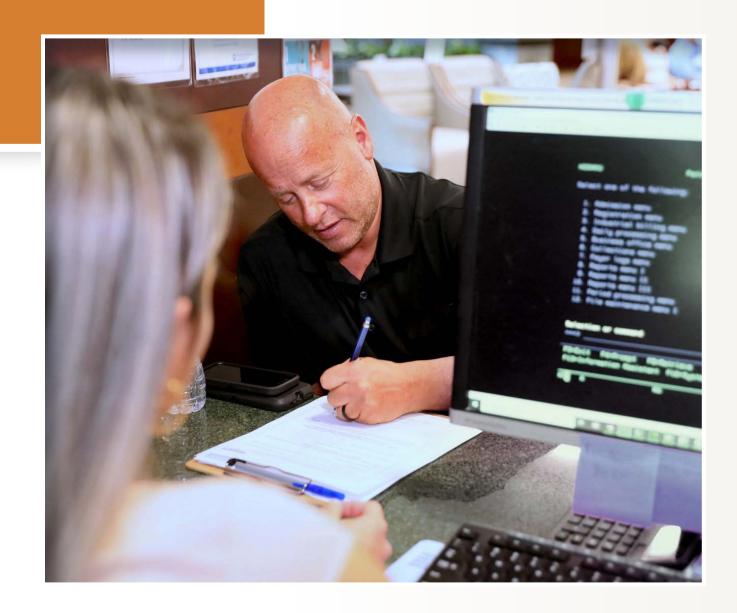
Patients want clear information about the cost of health services, which is why our health systems actively participate in price transparency efforts that help patients grasp their financial responsibilities and explore payment options. Patients can use the price estimator tool on each hospital's website to receive cost estimates, or they can consult with a financial counselor for a more personalized and detailed breakdown. Each hospital's website also provides standard charges for services and discounted cash prices.

#### **Discounts and Charity Care**

Our hospitals provide substantial discounts for uninsured patients and offer charity care to those who qualify. We also offer flexible, long-term payment plans. In addition, many of our hospitals collaborate with third-party organizations to present discounted upfront cash payment options for various services, particularly benefiting patients without insurance or those with high-deductible plans.

#### **Eligibility Screening Services (ESS)**

Each CHS hospital has dedicated team members to assist qualified patients in identifying available insurance options, such as Medicaid, to help cover medical expenses.



72,266 patients obtained new insurance coverage with the assistance of patient access and financial assistance teams at CHS hospitals in 2024.



## Going Further to Assist Patients

The CHS Patient Care Support Program works with various foundations, pharmaceutical companies, device manufacturers and insurers to secure additional support for patients by tapping into patient relief programs. To date, this team has sourced approximately \$725 million in relief from charges that otherwise would have been paid by patients or absorbed by the hospital.

Here's one example of how this works: a patient receives treatment with a high-cost drug covered by a patient assistance program. Insurance pays their portion of the inpatient bill, and then the Patient Care Support team submits the patient's explanation of benefits (EOB) and asks the funding entity to pay the patient's remaining, or out-of-pocket, balance.

The team also works with device manufacturers to obtain certain supplies and implants — such as stents and pacemakers — through their product donation programs and with other entities to distribute co-pay cards to patients with chronic illnesses to help offset the out-of-pocket expense for their medications. In addition to helping patients financially, it relieves them from the administrative burden of trying to obtain these funds themselves, which is often hard to do.

The team — which has grown from a single individual to about 20 people today - continues to find ways to expand their services to better assist patients. Future plans include working with device manufacturers to add products like orthopedic screws and plates as part of the product donation programs.

## Pawsitive Therapy

#### **Northeast Regional Medical Center**

Kirksville, Missouri

Everybody loves Luna, the fluffy therapy dog at Northeast Regional Medical Center in Kirksville, Missouri. You can hear her coming as her paws click across the hallways of the hospital.

Many CHS hospitals offer pet therapy programs, which are known to relieve stress, comfort people, and aid in healing. Studies even show that some patients experience lower blood pressure and report less pain after interacting with a therapy dog.

"Therapy dogs can enhance the emotional, psychological, social and physical wellbeing of patients," says Cassie Geisendorfer, RN, the ER Clinical Care Coordinator who oversees Luna's visits to the hospital. "The goal of the program is to stimulate feelings of nurturing and care, increase motivation to get well, and alleviate feelings of loneliness, depression, anxiety, and stress."

Cassie and her therapy dog Luna, a Blue Merle Border Collie, have been a team for more than a year now. Luna holds her Therapy Dog Certification through Therapy Dogs International (TDI), an organization dedicated to the regulation, testing, and registration of therapy dogs for the purpose of visiting healthcare facilities.

And, while therapy dogs primarily come to hospitals for the benefit of patients, we're pretty sure they have the same calming effect on staff members who look forward to these visits just as much.

"It is so rewarding to be able to brighten people's day throughout the hospital," says Cassie. "I enjoy it, and I love seeing people enjoy their time with Luna."



Luna, the two-year-old Blue Merle Border Collie is known to roam the halls of Northeast Regional Medical Center, turning 'ruff' days into 'pawsitive' patient experiences.



## Teamwork

High-quality healthcare is made possible by the people who work across our organization. Thousands of frontline caregivers - physicians, nurses, pharmacists, therapists, technicians, and more — use evidence-based medicine to treat their patients. Cleaning crews, food service teams, maintenance engineers, IT experts, and other support personnel keep our hospitals and outpatient sites of care operating smoothly. And, working behind the scenes are our accountants, supply chain, recruiters... the list is long.

#### It takes a team.

That's why we strive to create a culture that values teamwork, supports the physical and emotional health of our staff, enables input, empowers innovation, and invests in professional development and career growth.

59,300

Employees

8.4

**Years Average** Tenure

23%

of Nurses Have 10+ Years of Service

Data for the year ended December 31, 2024.



## Professional Growth

CHS offers employees opportunities to expand their expertise and grow professionally through leadership development initiatives, physician residency programs, nursing school partnerships, on-site and virtual courses, and many other forms of continuing education. Our Pathways program supports employees with a variety of financial assistance resources, including tuition reimbursement, a student loan repayment program, and payment of licensure certification fees.

As an organization focused on workforce development, we increase our ability to recruit and retain top talent, train and mentor the next generation of caregivers, and ensure our health care professionals remain current with evolving treatments and technological advances.

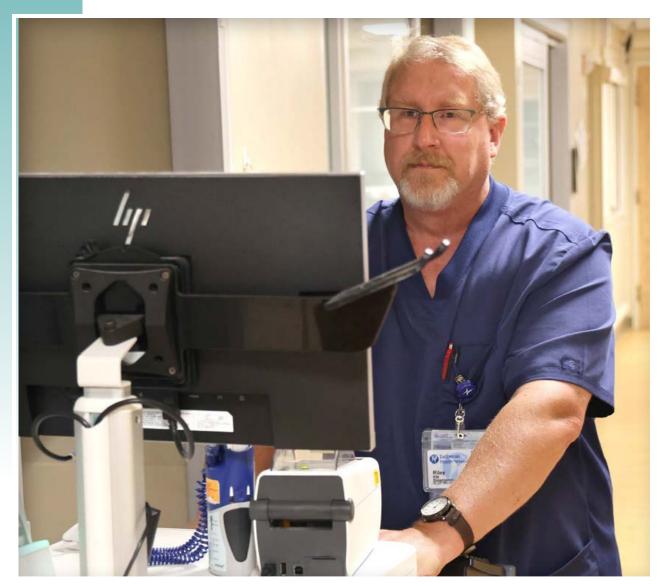
#### In 2024, our Pathways program provided:

\$19 Million in tuition reimbursement for nearly 800 employees.

\$12.1 Million in student loan repayments for 4,400 employees.

\$900,000 in employee licensure and certification fees.





Bluffton Regional Registered Nurse Riley Black was able to pursue his nursing degree with help from CHS's tuition assistance program.

## Riley Black

#### **Registered Nurse** Bluffton Regional Medical Center

Most people don't consider their hospital a second home but that's exactly what Bluffton Regional Medical Center (BRMC) is to Riley Black. He started working at the Indiana hospital as an orderly when he was just 16 years old.

Chief Administrative Officer Julie Thompson remembers when Riley first joined the team. "Riley was shy and naïve to healthcare and the world actually," she says. "He was very kind, helpful, and wanted to learn about anything he could."

Riley's inquisitive nature served him well in his early years at BRMC and helped him advance in his career. He went on to become a certified nursing assistant, and ultimately an emergency room tech. In May of 2024, he completed his work to become a registered nurse.

"I've had many opportunities in my life to do other things," says Riley, "But patients and the hospital that I love always kept me here."

Service is Riley's life mission and he feels BRMC is the place for him to fulfill that mission.

"Riley became the face of our ED, the patients loved talking to him," said Julie. "I could see him come out of his shell to grow and learn, but one thing that never changed was his kindness to staff and patients."

One patient's family even asked Riley to be a pallbearer at their mother's funeral. "I will never forget the son saying his mother always looked forward to seeing me and taking her around the hospital for different tests, and now he wanted me to take his mom to her grave," Riley adds.

As Riley pursued his education, he was able to take advantage of the CHS tuition assistance program. Now, he's eager to pay it forward by mentoring others looking to build their careers at Bluffton.

## Workforce Development

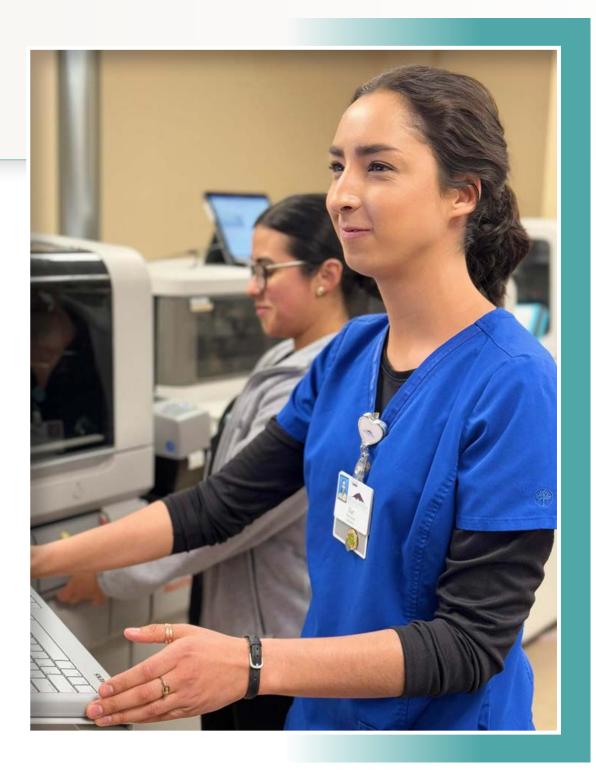
The CHS Advanced Learning Center offers more than 2,250 free online education programs, serving employees in almost every line of work to help advance skills, scale new programs, and ensure training for things like safety procedures, regulatory responsibilities, and cybersecurity measures. In 2024, our employees completed more than 3.6 million courses.

**Executive Development** tracks are available to individuals who aspire to leadership level positions in operations, finance and clinical functions. Through these programs, CHS is able to identify and develop qualified candidates and promote from within to health system CEO, CFO, COO, and CNO positions, as well as corporate leadership roles.

Nursing School Partnerships offer educational pathways to professional nursing careers for those desiring to become LPNs and RNs. Our partnership with Jersey College provides nursing school education on several of our hospital campuses, where students also get practical training. Since the beginning of our partnership, we've grown to offer 198 nursing school slots annually.

**Community LEADS**, our Leadership Excellence and Development Series, is a proprietary program for more than 2,500 hospital and corporate directors, managers, and supervisors. Content for the series is derived from feedback received from hospital CEOs and employee engagement surveys, and includes management topics such as effective communication, coaching others, managing conflict, and building team resilience.

**Tuition Reimbursement** programs enable employees to pursue additional education and training at institutions of higher learning for almost any position available in our health systems, from clinical coursework to management degrees.





# Our Nurses

At CHS, our nurses can be counted on to deliver exceptional clinical care, support patients in their health journeys, and provide a positive, compassionate patient experience. We often hear that our nurses are kind, knowledgeable, comforting, helpful, patient, and caring. Every day we hear from a patient or family member who says it was his or her nurse who made all the difference in what otherwise was a hard or frightening time.

We support our nurses with initiatives that enable them to do their jobs well, including more nursing time at the bedside and more opportunities to grow their careers. Recent nursing school graduates benefit from nurse residency programs in many of our hospitals, which are designed to help new nurses accelerate skill development and confidence.

And we honor our nurses. Every year, hundreds of CHS nurses are given the Daisy Award for exceptional care for their patients and support for the hospital team.

**5,793** registered nurses chose to join CHS hospitals in 2024, making it one of our strongest years of RN recruitment.

# Nursing Excellence **AWARD**

Each year, every CHS hospital honors one of their nurses with the Nursing Excellence Award, and from that group, nine are selected as national honorees. The awards are peer-nominated, selected by the hospital's executive team, and the nominations always include compelling stories about nurses who go above and beyond.

### Tosha Whitmire

#### **ER Nurse** AllianceHealth Durant

In 2013, a routine medical flight changed everything for one Oklahoma nurse. She last remembers hearing a beeping sound and looking down at the patient she had just intubated to check vital signs - and then nothing. Nothing for the next five weeks.

The helicopter went down.

After surviving the crash, Tosha Whitmire spent seven and a half weeks in the hospital, followed by eight more weeks in inpatient rehab and nearly a year of outpatient therapy. The accident left Tosha with nerve damage, hearing loss in her left ear and a long road to recovery — but she never once wavered in her goal.

"Every therapist, every nurse and every doctor asked me the same thing: 'What is your one goal?' I told them, every time, 'I want to go back to work."

And she did. Tosha recently celebrated her 20-year service anniversary at AllianceHealth Durant, Oklahoma, where she started as a tech. She went on to work in the ER and then as a flight nurse. She treated all kinds of patients – burn victims, trauma, and stroke patients. She was always clear about her mission: stabilize and move quickly and get patients to a higher level of care.

"It is intense," she says. "You give it everything you've got during that limited period of time you



have because sometimes that time is the difference between life and death."

That clarity and commitment have made her a trusted medical partner both in the air and in the ED.

But after the crash, she had to start over. She worked at it, day by day, overcoming one hurdle after another, determined to return to patient care. Today, she's back in the ER and known for showing up early, staying past her shift to support a patient in need, and lending a hand to anyone who needs it. Even on her days off, she often returns to the ED to sit with patients, especially those needing one-on-one support during a mental health crisis.

Those who know her story — and her grit call her a role model. But Tosha doesn't see herself that way.

"When emergency care is in your blood, you just do what you're made to do," she says.



commitment to deliver high-quality health services. Primary care providers working to prevent disease. ER doctors saving lives. Surgeons repairing and restoring critical functions. Hospitalists treating the sick. Oncologists fighting for each patient's future.

technology and the resources they need to do their jobs. We seek and prioritize their input about how to improve clinical quality,

**19,800+** physicians and advanced practice clinicians serve on the medical staffs of CHS hospitals.

#### Physician Recruitment

To maintain and grow patient care, especially in high demand specialties and underserved areas, we work to attract qualified physicians to our communities and then support them as they establish their practices. Provider recruitment is one of our most important strategic objectives, especially as critical physician shortages are projected to grow in the years ahead.

296 new physicians and 242 advanced practice clinicians joined CHS in 2024.

#### Employed Providers

We offer practice opportunities for many providers who prefer an employment model, including for primary care and a wide range of medical specialties. Since 2023, we also have increased employment of hospital-based providers to meet physician staffing needs. We launched our physician staffing program with a focus on emergency medicine and hospitalist services at 23 locations in 2023. In 2024, we expanded to more than 50 programs and added anesthesia staffing for select markets. We expect to further expand to include radiology and ICU coverage in the future.

Nearly **3,100** physicians and advanced practice clinicians are employed by CHS affiliates.

#### Physician Leaders

We strive to develop strong relationships between physicians and health system leaders. Our physicians serve in medical staff leadership and advisory roles where they provide expertise on opportunities for clinical improvement, service line expansion, and operational excellence.



#### Graduate Medical Education



Incoming resident Mari Carmen Pietri, M.D., receiving word she will be doing her graduate medical education in the Family Medicine program at Northwest Healthcare Tucson.

CHS offers GME positions to more than **600** resident physicians annually.

Community Health Systems is supporting the next generation of doctors through Graduate Medical Education (GME), helping residents gain on-the-job clinical experience and the confidence they need to deliver safe, quality patient care. Our GME programs are led by highly-skilled faculty physicians who are committed to teaching and advancing the practice of medicine.

Under CHS's GME sponsoring institution, Health Education
Services, three new residency programs successfully achieved new accreditation by the ACGME (Accreditation Council for Graduate Medical Education) in 2024. These new residency programs increase our training presence across the enterprise. More growth is planned in the coming years as Health Education Services pursues the accreditation of additional primary care residency programs.

## David Ho, D.O.

Internal Medicine Residency Program
Northwest Healthcare, Tucson, Arizona

David Ho, D.O., a second-year resident at Northwest Healthcare, grew up in Tucson, Arizona, helping his parents who immigrated from China, in their family restaurant. Between the demands of running a small business and a lack of familiarity with western medicine, Dr. Ho's relatives often neglected their health. As health issues emerged, Dr. Ho was inspired to pursue a medical career.

"There were times when I noticed that my family would put off their health until the point where they required hospitalization or major surgery," he says. "I thought if I could learn to practice medicine, I could help them."

Dr. Ho knew he wanted to practice medicine in a way that would enable him to treat the whole person. He was drawn to the holistic approach emphasized in Osteopathic Medicine (O.M.) and earned his Doctor of Osteopathic Medicine (D.O.) degree.

"My decision to become a DO was partially influenced by the philosophy that you treat the body, the mind and the spirit," he recalls.

Following graduation, Dr. Ho found his perfect match close to home — at Northwest Healthcare in Tucson. He was looking for an environment that embraced osteopathic medicine in caring for patients and that supported the residents' professional development.



"All of the attending physicians are vested in our success," he says. "They are always checking in with their residents, making sure that if something is not understood, we review it again. They know that it's a learning process and we get so much value working alongside these experienced physicians."

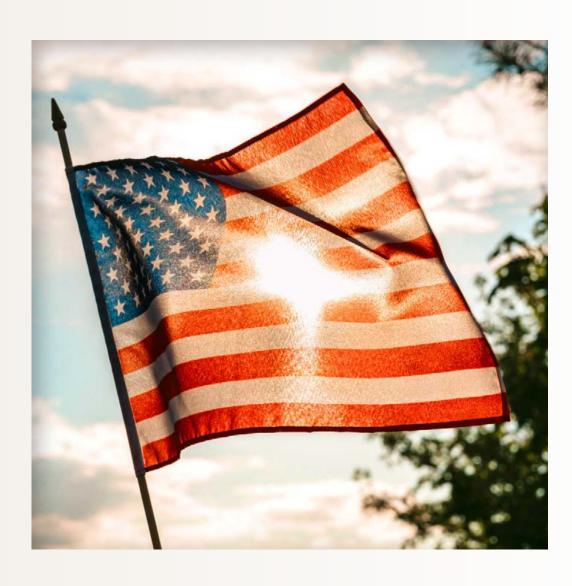
Dr. Ho is entering his third year of residency and will be the chief resident, taking on leadership and administrative duties. In addition to the practical experience he has gained, he values collaboration with the eleven other residents in his cohort.

"The best part about being a resident is being able to consult with my co-residents to create a plan of care and then see that plan improve someone else's life," says Dr. Ho.

Once he finishes his residency, Dr. Ho hopes to complete a fellowship in rheumatology and then return to Tucson to practice so he can remain close to his family, who now take a more proactive approach to managing their health.

## Serving Country, Serving Patients

More than 1,300 military veterans work across the CHS organization. These individuals bring invaluable skills and experience, leadership, and a deep sense of purpose to our health systems. We are honored by their continued commitment and grateful for their service, both to our country and to the teams and patients they support.



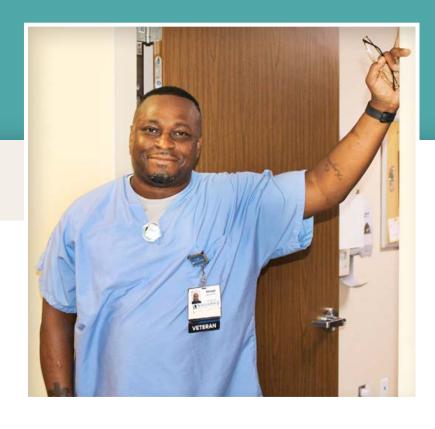
## Ahmad Hood

#### **Cath Lab Technician** Navarro Regional Hospital

Ahmad Hood's career path is a powerful example of how service, grit and opportunity can shape a life. As a self-described troubled kid, Ahmed enlisted in the U.S. Army, rising to the rank of sergeant after six years. He also received a Presidential Challenge Coin and a prestigious Itschner Award for his engineering work. After that, Ahmad returned to his hometown of Corsicana, Texas, ready for his next mission.

He found it at Navarro Regional Hospital, where he began working as a security guard. Over the next four years, he became a familiar and trusted presence across the hospital — known and respected by everyone from the CEO to the housekeeping team.

With the support of on-the-job training and a never-ending drive to improve, Ahmad progressed into a new role as a cath lab tech. Just six months in, he's thriving as he brings the same steady discipline from his military service into his clinical work.



Outside of work, Ahmad is a lifelong learner. When he's not reading or studying, he's spending time with his two grandsons — urging them to pursue a life of meaning and purpose.

Ahmad is far from finished with his service. He has future plans on the horizon to go to school to become a nurse. He also plans to spend the rest of his career at Navarro Regional.

From soldier to security guard to caregiver, Ahmad's journey is still unfolding. He's lifted by the mentorship of his teammates who cheer him on and the loved ones who remind him to keep going.



# Economic Impact

Our commitment to caring goes way beyond the services we provide for our patients. Every CHS health system contributes to the economic health of our communities through the jobs we create, the taxes we pay, the projects we fund, and the donations we make. Because we consider these towns and cities our home, too, we are proud to play a part in advancing the quality of life in our communities.

> \$5.42 billion in payroll and benefits creates significant downstream economic impact.

\$394 million paid in income, property, sales, and other taxes to support local, state and federal governments, schools, and community infrastructure.

\$360 million in capital investments to increase access, enhance services, modernize facilities, and deliver the best medical care.

Data for the year ended December 31, 2024.



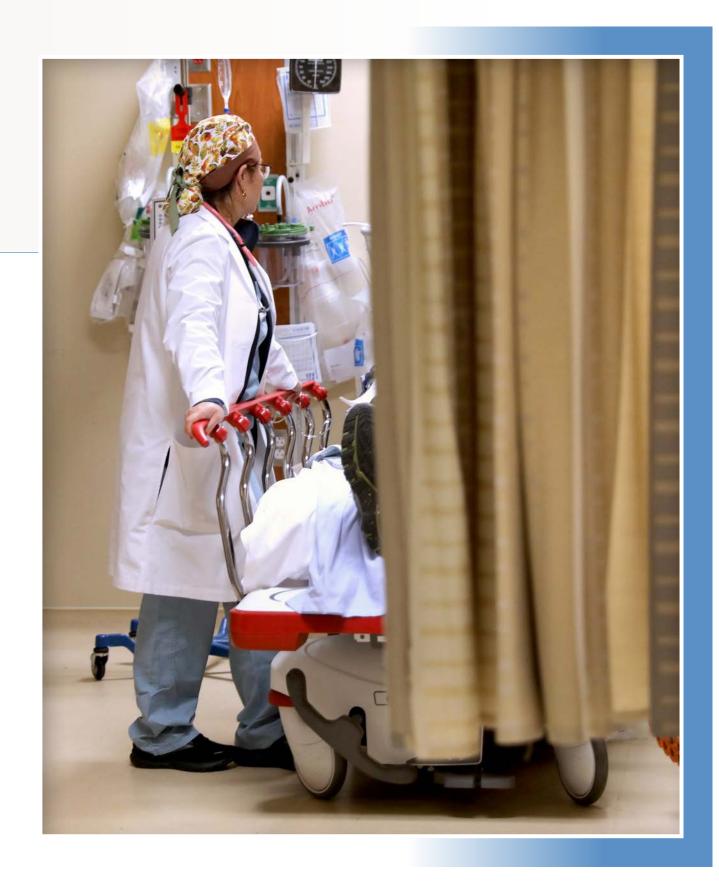
# Charity Care

Through their charity care and discount for uninsured patients' programs, CHS hospitals provide financial assistance for patients who otherwise could not afford necessary care. Individuals whose income is at or below 400 percent of the Federal Poverty Level (FPL) are eligible to receive some level of charity care discount through application and verification of their financial status. Additionally, a presumptive charity care program in most CHS hospitals automatically determines a patient's eligibility for assistance without requiring a formal application.

> Nearly \$1.2 billion in charity care was provided to help the most vulnerable in 2024.

Nearly **16,000** patients received free care through the presumptive charity care scoring program in 2024.

Data for the year ended December 31, 2024.



## Capital ••• Investments

Significant capital investments expand medical services and bring advanced technologies and treatments to our patients. These projects enhance access to healthcare, improve quality and outcomes, and make the healthcare experience better for patients and our staff.



#### **New Patient Tower at Baldwin Health** | Foley, Alabama

Baldwin Health's nearly \$200 million expansion includes more intensive care space for high acuity patients, more surgical space with a dedicated outpatient surgery center, additional inpatient beds, and a dedicated women's and children's unit. The health system has grown to provide care at more than 25 locations across Baldwin County, including the main hospital campus, a freestanding ER, urgent care centers, and physician practices. More growth is on the horizon with additional services and locations being planned now.



#### New Cath Lab at Mat-Su Regional Medical Center | Palmer, Alaska

A second cardiac catheterization suite opened at Mat-Su Regional Medical Center in Palmer, Alaska, late in 2024 to expand capacity for diagnostic and interventional cardiac treatments. With an increasing need for these services in the local community, the hospital is now able to take care of more patients who otherwise would have to drive about an hour southwest to Anchorage. Across CHS, investments like this keep care close to home for people in our communities.



#### Major Expansion at Tennova Healthcare - North Knoxville | Powell, Tennessee

In early 2024, CHS opened a \$67.5 million tower at Tennova Healthcare - North Knoxville, adding 28 new ICU beds, 28 new medical-surgical beds, an expanded emergency department with behavioral health observation beds, and an expanded lab and pharmacy. The investment creates greater access to hospital services, and helped produce more than a 30% increase in hospital admissions in 2024 compared to the prior year for Tennova Healthcare - North Knoxville.



#### ER Expansion at Woodland Heights Medical Center | Lufkin, Texas

In early 2025, Woodland Heights Medical Center completed a \$13.5 million emergency room expansion to keep up with patient demand. Last year, the ER treated more than 30,000 patients while consistently meeting its pledge that patients will be seen by a medical provider in 30 minutes or less. CHS has prioritized investments in hospital-based and freestanding ERs, including ten new or expanded ERs since 2020, and eight more currently underway or in the planning stage.

## Support for Our Communities

We are working to improve overall quality of life and to create stronger, more vibrant communities everywhere CHS has a presence. Through health screenings, health fairs, and education, our health systems promote healthy living and wellbeing. They give millions of dollars in donations to support hundreds of local charitable organizations and to sponsor community events. And, our employees actively volunteer for a wide variety of causes so it's common to find them in local schools, providing first aid at local events, and giving their time to help those in need.



Western Arizona Regional Medical Center in Bullhead City, Arizona, knows what it takes to save lives. The hospital partners with local firefighters and emergency medical teams to provide hands-only CPR training to local students.

Wellness is affected by many factors, including social determinants of health that can influence access to care and health outcomes. Our health systems support a wide variety of community based programs that address societal issues such as hunger, homelessness and poverty, and each year, we join together to support two CHS signature programs that make a difference in every community we serve.

#### **Jars of Love Peanut Butter Drive**

Our generous employees, physicians, and community business partners made our third annual Jars of Love Peanut Butter Drive a huge success. In 2025, we collected and donated approximately 125,000 jars of peanut butter to more than 60 local food banks. This enterprisewide initiative to fight hunger was launched in 2023 because peanut butter, with its high nutritional value and long shelf life, is one of the most requested items by food banks. The peanut butter we've collected over three years is enough to make more than two million sandwiches for families in need.



#### **Doctors' Day Donations**

In honor of Doctors' Day 2025, CHS health systems donated more than \$260,000 to charitable organizations in their communities. National Doctors' Day celebrates the dedication and compassion demonstrated by the more than one million physicians practicing nationwide. Our donations are a way to show our appreciation for our physician partners. The medical staff at each hospital selected organizations that address the specific needs in their communities, such as food assistance, housing, children and youth programs, disaster relief, and education.



# CHS Charity Golf Tournament

CHS employees and business partners turn out in a big way for the annual CHS Charity Golf Tournament, which has raised hundreds of thousands of dollars to support charitable organizations based in Middle Tennessee, home to our company headquarters.

#### In 2024, proceeds from the tournament were donated to:

**AbleVoices** — a photography club for people with physical, developmental, and learning disabilities.

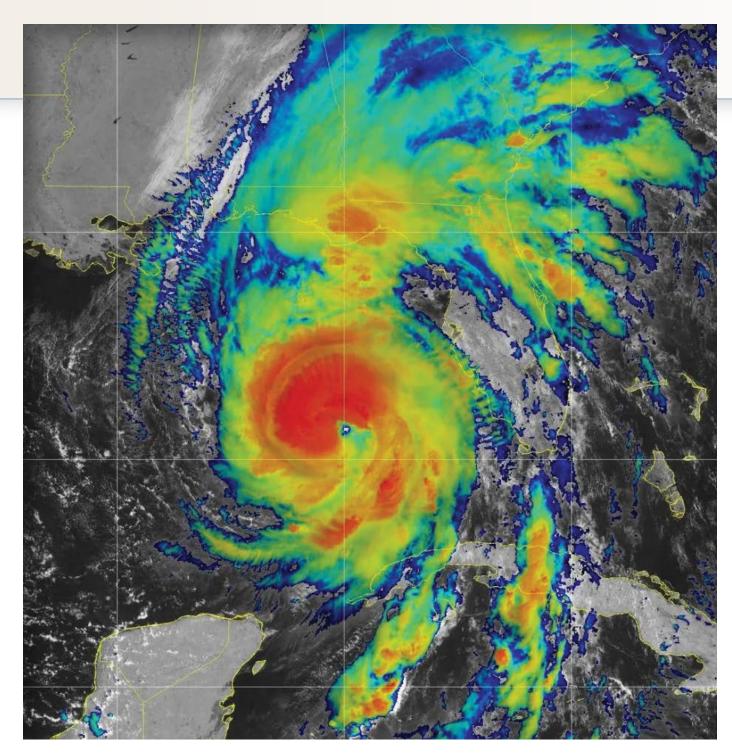
**CHS CARES Fund** — an employee assistance and support fund for those experiencing unexpected hardships after a natural disaster or due to other causes.

**GraceWorks Ministries** — an organization that provides food, clothing, shelter and other support for low-income individuals and families.

**Habitat for Humanity** — an organization that builds affordable housing and provides no-interest home loans for families in need.

**Safe Haven Family Shelter** — a shelter-topermanent housing charity that supports families experiencing homelessness.





Radar image of Hurricane Helene making landfall in the Big Bend region of Florida before spreading into Georgia and Tennessee, causing historic flooding and devastation in September 2024.

## Disaster Response

At all of our hospitals, emergency preparedness is more than a box to check. Each health system regularly conducts emergency drills and exercises to ensure effective coordination in the event of a man-made or natural disaster. These trainings don't just sharpen skills. They build confidence and trust among teams, with area first responders, and within our communities.

Like when huge back-to-back hurricanes, Milton and Helene, tore through the southeastern United States in the fall of 2024. Many of our hospitals — and their employees — were affected. In some cases, total evacuations took place ahead of the storms, with other CHS hospitals sheltering and treating patients who required transport. Other hospitals hunkered down and prepared to take care of those who would need them in the aftermath of these monster storms.

What no one saw coming was what happened in East Tennessee when Hurricane Helene blew through, causing catastrophic flooding. Many of our employees lost their homes. One of the hardest hit areas was along the Pigeon River, which runs through Newport, Tennessee, just down the hill from Tennova Healthcare - Newport Medical Center.

The hospital quickly established a temporary water supply to keep its plumbing in place after the city's pump station flooded and the water line collapsed.

Newport Medical Center Security Supervisor Billy Forrestor says, "CHS sent a 6,000-gallon water tanker truck overnight, and area fire departments loaned us their hoses. We needed roughly 15,000 gallons per day to keep the emergency department running and our nursing home open."

Team members came together to donate and deliver water, food, clothing, and supplies to colleagues who lost everything.

For weeks, the Tennova team worked through the disaster, helping their community in the crisis and, today, the team continues to support recovery efforts in this small, closeknit town.

## Off-Season Tornado Hits Poplar Bluff, Missouri

In March 2025, when a tornado tore through Poplar Bluff, Missouri, the power at Poplar Bluff Regional Medical Center flickered a few times and the generators kicked in. Next, the emergency room began to fill up with patients. Within minutes, staff members started coming to the hospital, many without being asked.

"We chose to be nurses for a reason: to care for those in need. You could see it that night—people just showed up," said Critical Care Manager Shelly Ward, BSN, RN.

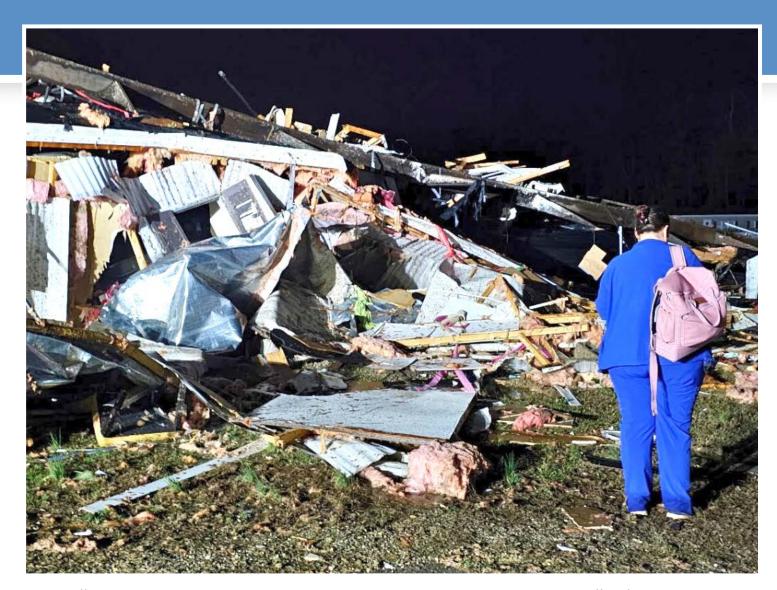
That night, dozens of patients came to the emergency room while local law enforcement and area first responders put together a team, including Ward and other nurses, to begin search and recovery efforts.

"The devastation was overwhelming," Shelly recalls. "I was praying — if there's someone in this wreckage who needs us, let us find them."

Inside the hospital, every department mobilized. Incident command was activated and the leadership team stepped in to help move patients to other floors and reduce bottlenecks. From the CEO and CNO to risk management, environmental services and dietary, everyone became part of the response.

"This team knows how to rally," said Emergency Department Director Heather Chasteen, BSN, RN. "And our leadership led from the front that night, so we only had to focus on providing patient care."

In the days that followed, the hospital team organized carpools, delivered food and helped one another clear out debris. For Shelly, who has lived in the region her whole life, the experience brought a shift. "The community sees the heart behind our care — and they're grateful to have this hospital ready for whatever happens."



Poplar Bluff Regional Medical Center Critical Care Manager Shelly Ward takes part in the search and recovery efforts following an EF-3 tornado that touched down within a mile of the hospital while her colleagues at the hospital mobilized to treat those injured during the storm.

## The CHS CARES Fund



In the wake of devastating natural disasters and other financial emergencies, the CHS CARES Fund becomes a crucial lifeline for employees facing unforeseen hardship.

Established in 2017 in response to hurricanes, flooding, wildfires, and other catastrophic events, the CHS CARES Fund has provided nearly \$8 million in relief grants for employees.

In 2024, these funds were used to provide temporary shelter, help with home repairs, and to replace damaged belongings. Most of the recipients were victims of Hurricane Milton, Hurricane Helene, and tornadoes.

**680** employees were assisted by the CHS CARES Fund in 2024.

## Georgia Couple Receives CARES Fund Grant

In 2024, a slow moving and erratic hurricane pounded East Georgia with four days of constant rain and wind, Hurricane Debby downed trees and caused structural damage across roads, buildings, and homes. Shannon Clark, director of practice management for the physician offices associated with East Georgia Regional Medical Center, and her husband, Jason, thought they had fared well with just a lot of yard debris.

But then the moisture crept into their home, dripping from light fixtures and electrical outlets and eventually soaking all of their drywall.

The Clarks filed a claim with their homeowners insurance, but with so much damage in their community, it would be a week before the claims adjuster could get to their house. At that point, all of the walls were ruined and mold was beginning to appear.

"Someone at the hospital suggested we apply for a grant from the CHS CARES Fund," says Shannon. "The process was super simple. I answered a few questions and received an email within a day or two that I had been approved to receive \$3,000."

Since 2017, the CHS CARES Fund has provided immediate, short-term relief for hundreds of employees experiencing unexpected hardships.



Shannon Clark, director of practice management at a CHS affiliated physician practice, and her husband Jason, received short-term financial assistance from the CHS CARES Fund following Hurricane Debby.

"That money was a godsend," says Shannon. "We were able to use the funds to pay our electric bill and two months' rent toward the RV rental that my family and I moved into while waiting for our new home."

In early 2025, Shannon and Jason moved into their new home, finally putting that monster of a storm behind them.



## CHS Board of Directors

Strong corporate governance helps ensure transparency and accountability and advances the company's efforts to deliver value for all of its stakeholders. The Community Health Systems, Inc. Board of Directors plays an essential role in providing oversight for key areas of the business, focusing on compliance with financial, accounting and regulatory standards. The Board regularly receives updates and participates in training on relevant regulations and matters impacting the business.

The Board meets at least quarterly, and often more frequently, to review company performance and hear updates from leaders throughout the organization. It also reviews and receives regular updates on the annual enterprise risk management report, which compiles feedback from hospital and corporate executives to identify potential threats to the organization along with mitigation and recovery plans to address these concerns.

- 12 of 14 directors are independent members of the board.
- · Four directors have joined the Board over the past five years.
- All Board members serve one-year terms and stand for re-election annually.
- All Board committees Audit and Compliance, Compensation, and Governance and Nominating – are comprised solely of independent Board members.



Pictured left to right (back row): Michael Dinkins, K. Ranga Krishnan, MBBS, James S. Ely, III, Lt. Gen. Ronald L. Burgess Jr. (U.S. Army, Retired), John A. Fry, H. James Williams, PhD, Tim L. Hingtgen; (front row): Elizabeth T. Hirsch, William Norris Jennings, MD, Susan W. Brooks, John A. Clerico, Lead Director, Wayne T. Smith, Non-Executive Chairman, Fawn D. Lopez, Joseph A. Hastings, DMD.

As of June 30, 2025.

Additional information about the company's Board of Directors, including our Board's governing quidelines, committee charters, our Code of Conduct, and a biography of each director can be found on our website at chs.net.

## Ethics and Compliance

The CHS compliance program was implemented nearly 30 years ago to help ensure compliance with the extensive regulatory requirements for healthcare organizations. At CHS, it isn't just about following the law — it's about doing the right thing, acting with integrity, and staying true to our core values.

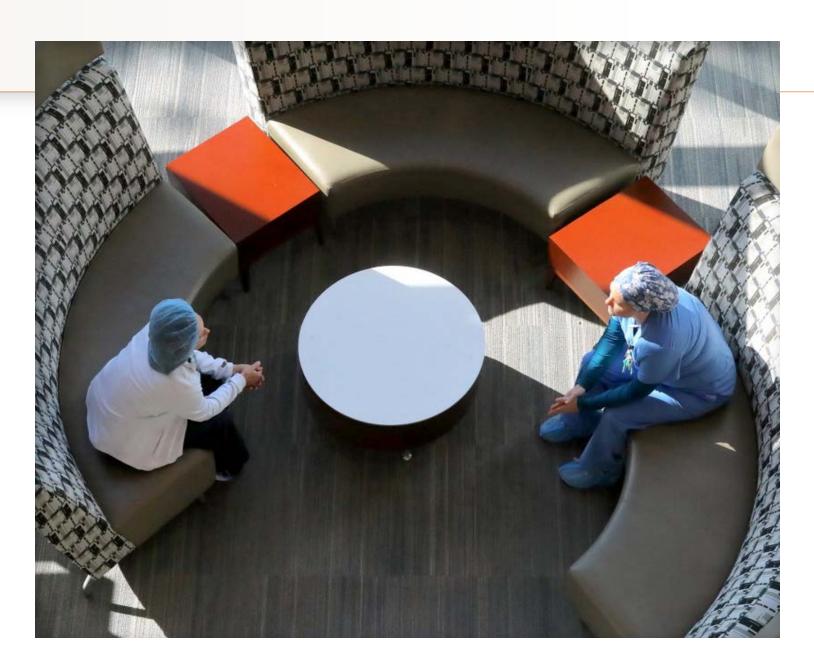
At the center of our compliance program is the CHS Code of Conduct, which is adopted by our board of directors and which applies to our directors, officers, every employee and our business partners. We require annual compliance training to reinforce our dedication to ethical practices and conducting our business operations with integrity.

Employees are encouraged to voice any concerns directly to their supervisors or compliance officers at their hospitals. Additionally, our compliance hotline and website are available to employees, patients, families, business partners, and vendors for reporting concerns or confidential disclosures. Individuals can choose to remain anonymous or provide their identity.

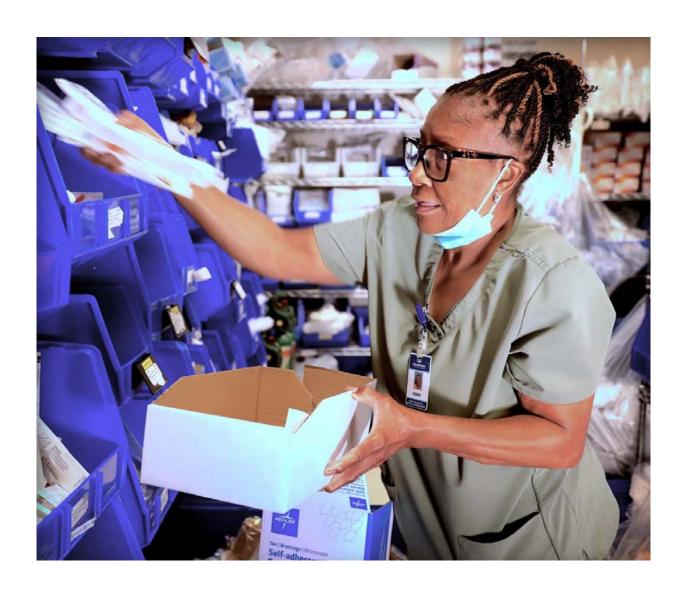
#### 2024 Annual Compliance Training Completion Rate:

- 100% of the Community Health Systems, Inc. Board of Directors.
- 99% of CHS affiliate employees.

Data for the year ended December 31, 2024.



## Supply Chain Management



CHS purchases a large volume of equipment and supplies to ensure our health systems have what they need to deliver high-quality healthcare. To facilitate this process, we are a member of the HealthTrust Purchasing Group, the only national provider-owned and operated group purchasing organization (GPO), with procurement and advisory capabilities in supply chain, pharmacy, purchased services, workforce, medical device management and clinical integration.

As a member, we benefit from HealthTrust policies that require suppliers, as well as their subcontractors and manufacturers, to comply at all times with applicable labor and employment laws, including those related to child labor, forced labor, unsafe or unsanitary working conditions, and human trafficking. Suppliers also must comply with laws related to "conflict minerals" as defined in the Dodd-Frank Act.

In 2024, CHS completed the implementation of a cloud-based Enterprise Resource Planning (ERP) software system, which helps us manage supplies across the enterprise more efficiently, enabling things like demand planning, on-hand inventory, intuitive purchasing, and better expense management. In addition to simplifying the purchasing process, this robust technology also frees up physicians and hospital

administrators to focus more intensely on patient care and experience.

The ability to track materials in real time proved to be critical following Hurricane Helene in September.

East Georgia Regional Medical Center (EGRMC), in Statesboro, was able to maintain operations despite the more than 60 mph winds that devastated the area leaving the hospital without power or water. While backup generators and fuel ensured services were not interrupted, the hospital quickly found itself in jeopardy of running out of lab labels and clean scrubs for hospital employees.

What ordinarily would have taken a vendor 14 days for order fulfillment was quickly accomplished by running an on-hand quantity and requisition history across all CHS hospitals for matching supplies. Within hours East Georgia Regional Medical Cente learned it would be receiving 16 cases of labels and clean scrubs from sister hospitals in Tennessee and Florida.

"Had we not been able to procure these items quickly," says EGRMC Chief Executive Officer Stephen Pennington, "We would have had to shut down automation in our lab, making it impossible to keep up with the very busy ER. In essence, the technology allowed us to stay operational when our community needed us most."

# Cybersecurity and Data Protection

CHS affiliates manage millions of patient health records and sensitive files. To protect this valuable information, we invest in a comprehensive cyber security and data protection program designed to evolve with emerging threats. Our approach integrates advanced threat detection, proactive incident response, and a security-first culture that reinforces resilience at every level.

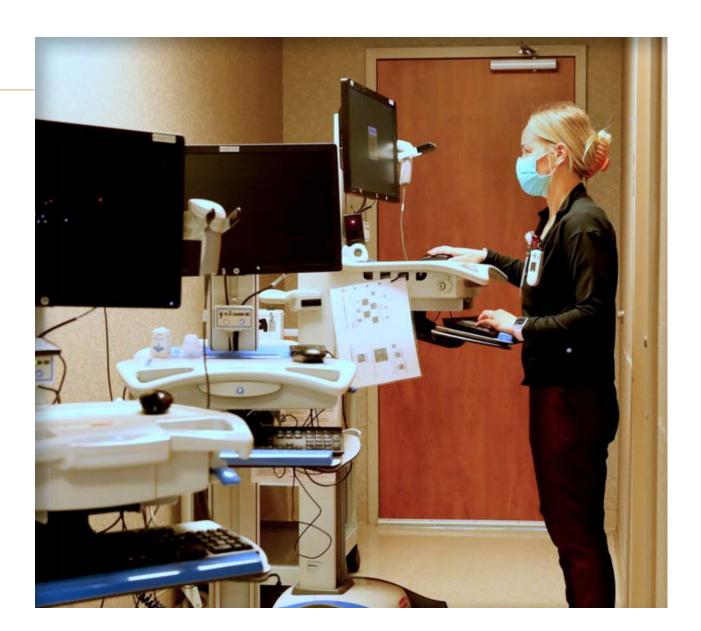
We continuously enhance our cybersecurity policies, ensuring alignment with industry best practices and regulatory requirements. These policies, capabilities, and services are aligned with the National Institute of Standards and Technology (NIST) cybersecurity framework and the HIPAA Privacy, Security, and Breach Notification Rules.

The CHS Cyber Security Risk Management team oversees cyber and data security, with strong collaboration from partners

across Legal, Compliance and Privacy, and our Board of Directors provides oversight of our program.

Data security starts with our employees and contractors, who complete mandatory cybersecurity training during onboarding and participate in an annual refresher course. Employees are encouraged to report any potential threats that could compromise patient data. We also conduct regular phishing simulations and security awareness campaigns, ensuring organization-wide awareness and preparedness.

In the event of a cybersecurity incident, we have protocols in place which adhere to industry best practices, allowing us to identify, detect, respond to, and recover from incidents effectively. In 2024, this included annual penetration testing, external audits and compliance reviews, and 274 third-party risk assessments.



# Building a Sustainable Future

We try to use the earth's resources responsibly to help protect the environment. Working to effectively manage our environmental impact includes taking steps to reduce our carbon footprint, build sustainable facilities, conserve water and energy, and manage material waste.

- Natural Resource Consumption Management
   Our Energy Management Program is designed
   to conserve energy, natural gas, and water to
   reduce our carbon footprint.
- Our group purchasing organization works to achieve sustainability objectives by gathering product-specific environmental health data from suppliers, which, in turn, guides sourcing decisions and allows member health systems to access vital product-level environmental health data.
- Capital Investment Impact Management
   CHS is committed to meeting or surpassing
   all relevant legal and regulatory environmental
   requirements to ensure the safe operation
   of our facilities and safeguard the wellbeing
   of our environment, patients, staff, and the
   communities surrounding our affiliated
   hospitals.

For new construction and many renovation projects, we establish sustainability criteria within our architectural and engineering design guidelines, facility construction practices, and equipment and waste management during the building process. These standards mandate third-party engineering firms to conduct building commissioning before and during new construction and renovation projects, ensuring that essential systems such as HVAC, plumbing, electrical, fire safety, building envelopes, sustainable systems, and lighting are designed and built to meet sustainability objectives.

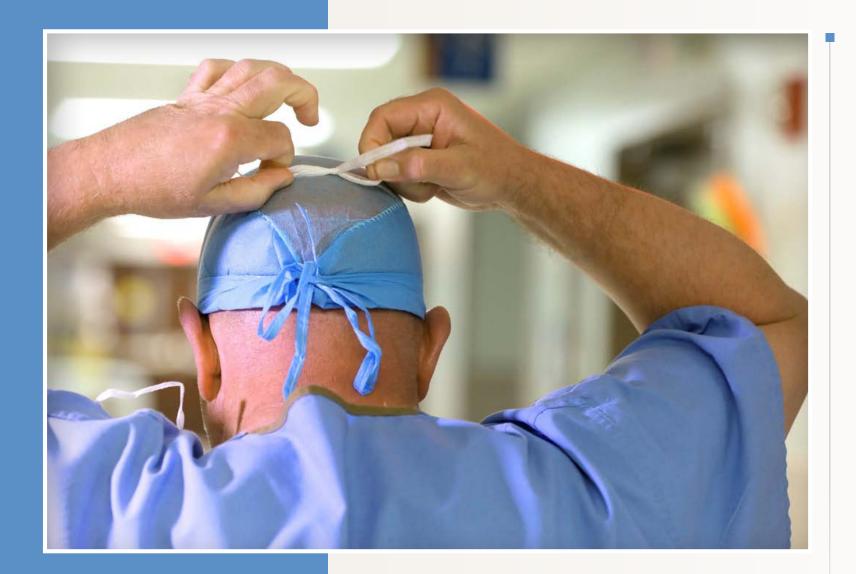
The Green Building Initiative® is a nonprofit organization dedicated to promoting building practices that yield resource-efficient, healthier, and environmentally sustainable structures. We utilize the Green Globes for New Construction certification program because it aligns with our goals of reducing energy and water consumption, lowering emissions, enhancing health and wellness benefits, and minimizing construction waste.



#### 2024 Reduction of Natural Resources Used over Prior Year:

- Reduced energy consumption by 7,738,763 kWh.
- Reduced natural gas consumption by 17,570 mmBTU (-175,700 Therms).
- Reduced water consumption by more than 26 million gallons.





A surgeon prepares for his next procedure. He strides across the threshold into his operating room, confident, but without swagger. He depends upon his experience, built over decades of successful surgeries just like this one. He relies on his team, his hospital's resources. But, he takes nothing for granted.

The physician's knowledge and command of science and advanced operative technologies, hardly conceivable when he first stepped into this environment decades ago, are not what he is thinking about. His mind is not on the tumultuous, dynamic universe of issues in healthcare today, the changes swirling about his profession, his calling.

In this room, none of that exists. Because he knows that this room, at this moment, is the whole world for the human being in his care and, regardless of what has gone before, this is a chance for a new beginning.

And so it is at the healthcare company for which the surgeon works and the ideals he embodies and represents. We are very proud of our first 40 years, but not nearly satisfied - because there is so much still ahead for us.

Healthcare is nothing if it is not about hope for a better future.

Just as the surgeon knows the results of these next hours — with a patient's life literally in his hands — means that another tomorrow will be made possible, CHS moves forward, too.

We are scrubbed in, focused, and excited about what the next 40 years will bring. Even if, as our past confirms, it may be beyond imagination.

Community Health Systems would like to express its sincere appreciation to the physicians, employees, and patients depicted in the preceding pages. Most of the photographs in this report were taken in CHS-affiliated hospitals in 2024 and 2025. To the many dedicated healthcare professionals who are part of the CHS Community, and to all of the patients who entrust our organization for their healthcare, we thank you.

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