



2026

COMMUNITY IMPACT REPORT

 **CHS** Community
Health Systems



Kevin J. Hammons
Chief Executive Officer

Healthcare is about as personal as it gets. Behind every clinical encounter is a real person navigating an experience they will likely never forget. The anxiety of a sudden emergency. The shock of a life-altering diagnosis. Newfound mobility after successful joint replacement surgery. The pure joy of a newborn baby.

Our caregivers don't just witness these moments. They *feel* them, too.

This Community Impact Report highlights what happens when a team is united not just in caring *for* other people, but truly caring *about* them. At Community Health Systems, we share this vision — *to make the healthcare experience exceptional for our patients, our communities, and each other.*

For our patients, that means high-quality healthcare, the best possible outcomes, and a truly compassionate experience. We strengthen communities by expanding access to vital medical services and boosting local economies through the jobs we provide, our tax contributions, and broader economic investments.

And, we care about each other. The photo on this page features one of our dedicated nurses holding her daughter. This image serves as a beautiful reminder that the people who work in our healthcare systems are more than doctors, nurses, technicians, caregivers and support teams — they are mothers, brothers, neighbors, and friends. At CHS, we are fiercely committed to cultivating a culture that honors their career choices, safeguards their wellbeing, and champions opportunities for professional advancement.

As we reflect on our impact over the past year, I want to express my deep gratitude for the physicians and employees who make it all possible. Thank you for the care you provide for your patients and thank you for choosing to be a part of our team. To the patients and communities who place your trust in us, be assured we will never take that responsibility for granted.

Sincerely,

A handwritten signature in black ink that reads "Kevin J. Hammons".

Kevin J. Hammons
Chief Executive Officer

Our Vision & Values in Action



OUR VALUES IN ACTION



WE PUT PATIENTS FIRST

We strive to provide the highest levels of safe, quality healthcare, and always treat our patients with kindness and compassion.



WE WORK AS A TEAM

We treat our colleagues with courtesy and respect because we appreciate each person's contributions and the power of collaboration.



WE OWN IT

We commit to our goals, hold ourselves accountable for our actions, work together to solve problems, and take pride in the quality of our work.



WE ALWAYS DO THE RIGHT THING

We share a deep commitment to ethical behaviors and do all things with integrity to earn the trust of our teammates, patients, and communities.



WE NEVER SETTLE

We reject complacency and mediocrity, choosing instead to be courageous, bold, and to do our best.



WE LEAD THE WAY

We are curious, creative, innovative, and always looking for ways to improve the healthcare experience.



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Our Company



Community Health Systems, Inc. is one of the nation's leading healthcare companies. At the end of 2025, CHS affiliated healthcare systems operated in 36 distinct markets with 69 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.

69

Hospitals

58

Urgent Care &
Walk-In Clinic Locations

41

Ambulatory
Surgery Centers

17

Freestanding
Emergency Rooms

900+

Physician Practices &
Other Outpatient Locations

Data for the year ended December 31, 2025.

Patient Care



399K

Admissions

1.8M

Emergency Room Visits

11.7M

Outpatient Visits

41,400

Babies Delivered

Data for the year ended December 31, 2025.

Economic Impact



\$5.4B

Payroll & Benefits

Data for the year ended December 31, 2025.

\$4.4B

Charity Care,
Uninsured Discounts &
other Uncompensated Care

\$398M

Capital
Investments

\$443M

Income, Property,
Sales & other Taxes



CARING For
Our PATIENTS

Safety First

At every CHS hospital, the most important patient safety goal is zero: as in zero events of preventable harm. By averting falls and eliminating hospital-acquired infections and avoidable complications, we honor the trust of our patients.

Our hospitals promote a culture of safety by empowering team members to actively identify and mitigate risks in real time. High-reliability processes are embedded into daily activities. And, if a serious safety event does occur, the team conducts a rigorous root-cause analysis and develops an action plan to prevent it from happening again.

Since the baseline established in 2013, **CHS hospitals have achieved an 87% reduction in the Serious Safety Event Rate.**

- **84%** of employees say they feel empowered to speak up if they see something that may negatively affect patient care.
- **85%** of employees say their work units discuss ways to prevent errors.

Data from the 2026 CHS Employee Engagement Survey.



Saving Lives

Sepsis is one of the leading causes of mortality among hospitalized adults. In the United States, approximately 1.7 million adult patients develop sepsis each year, and the condition contributes to at least 350,000 deaths annually, according to the Centers for Disease Control and Prevention. Early detection and rapid treatment are critical for survival. For every hour of delayed treatment, the odds of mortality increase by 7% for severe sepsis and 14% for septic shock.

To protect patients, CHS implemented an organization-wide initiative for early sepsis recognition and treatment. The program relies on nurse-driven alerts, a redesigned sepsis order set, prioritized door-to-antibiotic time, ongoing education, and performance evaluations.

- **51% Drop in Sepsis Mortality:** *Since implementing the Sepsis Reduction program in 2022, the mortality rate associated with sepsis at CHS hospitals has declined by more than 51% – essentially saving hundreds of lives.*

Other CHS Quality programs have achieved similar results:

- **52% Reduction in Overall Inpatient Mortality:** *Protocols to reduce inpatient mortality have elevated the quality of care, driving down the risk-adjusted mortality rate for inpatients by 52% since 2022.*
- **900 Hospital-Acquired Infections Prevented:** *A parallel, hyper-focused safety initiative successfully prevented more than 900 hospital-acquired infections since 2022, including Catheter-Associated Urinary Tract Infections (CAUTI), MRSA, and Central Line-Associated Bloodstream Infections (CLABSI).*





Top Marks for Patient Safety

Hospitals earning an “A” Safety Grade from The Leapfrog Group are recognized nationally for their unwavering commitment to error prevention, stringent infection control, elite quality standards, and transparency.

In the spring 2026 release, a dozen Community Health Systems hospitals took home top marks, and notably, Tennova Healthcare - North Knoxville Medical Center achieved its twelfth consecutive A Grade, a testament to continuous efforts toward clinical excellence and patient safety.

“Earning 12 consecutive Leapfrog A Safety Grades says so much about our team’s vigilance and how much we care about our patients. We want every patient to know we are watching out for them, working to keep them safe, and grateful for their trust.”

— Bill Rich, CEO, Tennova Healthcare - North Knoxville Medical Center, Powell, Tennessee

CHS Hospitals Earning Leapfrog “A” Grades in Spring 2026

Baldwin Health — Foley, Alabama

Dupont Hospital — Fort Wayne, Indiana

Flowers Hospital — Dothan, Alabama

Laredo Medical Center — Laredo, Texas

Longview Regional Medical Center — Longview, Texas

Lutheran Kosciusko Hospital — Warsaw, Indiana

Mat-Su Regional Medical Center — Palmer, Alaska

Medical Center Enterprise — Enterprise, Alabama

MountainView Regional Medical Center — Las Cruces, New Mexico

Santa Rosa Medical Center — Milton, Florida

Tennova Healthcare - North Knoxville Medical Center — Powell, Tennessee

Tennova Healthcare - Turkey Creek Medical Center — Knoxville, Tennessee

Fast Emergency Care

With approximately 1.8 million emergency room visits in 2025, CHS hospitals and freestanding ERs are a lifeline for our communities and patients. By ensuring 24/7 access to high-level interventions, we're able to prioritize immediate patient survival and improve long-term outcomes. In some of our communities, we offer the only emergency services in town, ensuring local residents have access to life-saving care.

We are continuously improving emergency care to better serve our patients:

- Optimizing patient flow through modernized triage and treatment spaces so patients are seen faster
- Adding trauma services in select markets to treat severe injuries and reduce mortality
- Eliminating "pinch points" by adding beds to accommodate growing populations
- Investing in freestanding ERs to bring critical care closer to residential communities



Investing in Emergency Services

To ensure emergency care is right where it's needed, recent ER expansions and new freestanding ERs in Florida, Tennessee, and Texas have added more than 63 new ER beds to our communities over the past two years.

In July 2026, Laredo Medical Center in Laredo, Texas, opened the doors to its second freestanding emergency department. Laredo Medical Center Buena Vista ER is a \$20 million investment that expands access to timely emergency care in a rapidly growing area of the community.

*In 2025, the Laredo team provided expert care for nearly **55,000** ER visits.*



Representatives from Laredo Medical Center celebrate the opening of their second free-standing emergency department, Laredo Medical Center Buena Vista ER, in July 2026.

A Trusted Partner for Cardiac Care

The prevalence of heart disease continues to rise, with approximately one in twenty U.S. adults now living with coronary artery disease. That's 20 million people.

To meet this critical, widespread healthcare need, many CHS hospitals offer comprehensive cardiac care, ranging from routine, non-invasive diagnostics to highly complex electrophysiological, structural, and surgical procedures.

To facilitate fast and often life-saving emergency care for people suffering from heart attacks, numerous CHS hospitals have achieved Accredited Chest Pain Center designations from the American College of Cardiology. This commitment to readiness and expertise in treating heart attacks is especially important in rural communities such as Palmer, Alaska and Key West, Florida, where CHS operates the only local hospital.

*More than **90%** of CHS health systems maintain 24/7 STEMI coverage at one or more hospitals to ensure immediate, life-saving intervention during major heart attacks.*



Heart Care Close to Home

Longview Regional Medical Center in Texas has developed a top-notch heart program so local residents don't have to drive two hours to Dallas for heart care. With a track record of great outcomes, heart surgeries at the hospital grew 16% in 2025 compared to the year before. Longview Regional was recently recognized with the prestigious American College of Cardiology Chest Pain Center Accreditation with Primary PCI, which is earned by hospitals that excel at quickly diagnosing and treating heart attacks.

Offering Parents Peace of Mind

Over the past twelve years, more than 1,500 teenagers have received a free screening for heart issues as part of Longview Regional's annual teen heart screening program. The screenings help identify hidden heart conditions in active teenagers before they can cause a major cardiac event. Since beginning the program, 74 teenagers have been referred for consultations with pediatric heart specialists.

A landmark 10-year study recently published in the Journal of the American College of Cardiology estimates that 1 in 300 young people have an undiagnosed, potentially fatal heart condition. Most of these conditions can be treated, if they are discovered.

"Sudden cardiac death among teenagers is rare, but any preventable death is catastrophic for the child's family, friends and community. If we can help even one family avoid that tragedy, the effort put into these screenings is well worth it."

— Ronald Scott, M.D., *Interventional Cardiologist,*
Longview Regional Medical Center, Longview, Texas





Tennova Healthcare - Turkey Creek Medical Center volunteer Mary Maw shares her experience as a quintuple bypass surgery patient to help ease the anxiety of other patients undergoing treatment at the hospital.

A Heart for Service

Eight years ago, Mary Maw's brother survived an often fatal type of heart attack known as the widowmaker. Even though she felt perfectly healthy, it was a wake-up call for Mary who decided to get her own heart checked. She was shocked to discover she had significant cardiovascular blockage requiring an urgent quintuple bypass surgery at Tennova Healthcare - Turkey Creek Medical Center.

The diagnosis was terrifying, but the compassionate team at Tennova helped her through all of it. She recalls the reassuring demeanor of her interventional cardiologist, Dr. Ravi Mehta, as he explained what would happen and the incredible support of Tennova's surgeons and nurses throughout her experience.

Today, Mary is a familiar face at Turkey Creek Medical Center where you'll find her wearing a green volunteer smock and welcoming incoming patients who are often facing anxiety about their own medical conditions. She openly shares her experience to offer immediate comfort.

Mary frequently crosses paths with Dr. Mehta, with whom she shares a warm and lasting bond. "When other patients hear Mary's story firsthand, they feel confident that they will receive that same level of high-quality care," Dr. Mehta says.

"Heart disease is the number one silent killer of women, so I have a huge debt of gratitude to this hospital. I relied on my faith, the doctors, nurses, and cardiac rehab team," Mary reflects. "Everyone here was just wonderful."

— Mary Maw, volunteer, Tennova Healthcare - Turkey Creek Medical Center, Knoxville, Tennessee



Birth Days

Despite a slight decline in the national birth rate, more babies were born at CHS hospitals last year than the year before. This growth was driven by strategic investments in maternity services, robust physician recruitment, and the trust of parents welcoming new additions to their families.

Beyond capital investments, high-impact clinical initiatives are actively improving maternal and infant health outcomes.

- **Safer Deliveries Using AI**

CHS hospitals utilize an AI-enabled early warning system for continuous, real-time monitoring of maternal and fetal vital signs during childbirth. This enables labor and delivery teams to identify and respond to potential complications faster. Additionally, data from the system recognizes trends across multiple births to help identify opportunities for systemic improvements.

- **Avoiding C-sections**

By championing clinical advancements that favor natural labor processes, Lutheran Hospital in Fort Wayne, Indiana, achieved a 29% reduction in first-time cesarean births between 2024 and 2025. One key technique, “Spinning Babies,” uses fetal positioning in late pregnancy and labor to prevent or resolve stalled deliveries, helping more moms avoid C-sections.

- **Postpartum Safety**

To protect new moms after they leave the hospital, MountainView Regional Medical Center in Las Cruces, New Mexico, provides a postpartum bracelet reading “Recently Gave Birth - Still At Risk.” The bracelets are worn for six weeks after delivery and serve as a vital signal to first responders if the patient experiences a medical emergency.

One Nurse's Intuition Saves an Entire Family

When Kassidy Minnick gave birth at Mat-Su Regional Medical Center in Palmer, Alaska, her delivery was quick and appeared uncomplicated. But after the baby's birth, Labor and Delivery nurse Shelley Howell noticed a subtle, concerning vital – Kassidy's heart rate was elevated and climbing.

While Kassidy felt only the expected fatigue of childbirth, Shelley's clinical intuition told her something was deeply wrong. She contacted the obstetrician who immediately ordered a CT scan.

The results were startling. Kassidy had multiple blood clots in her lungs. While the swift diagnosis was life-saving for Kassidy, the impact of Shelley's vigilance was just beginning.

The diagnosis prompted doctors to investigate why a young, healthy woman would experience such a severe event, leading to the discovery of a hereditary clotting disorder. Armed with this critical information, Kassidy's siblings were tested. Both her brother, Kyler, and her twin sister, Katelyn, who was pregnant at the time, tested positive for the same condition.

Because of Shelley's catch, Katelyn's healthcare team was able to use blood thinners early in her pregnancy and manage a carefully controlled induction at 38 weeks. The story came full circle when Katelyn arrived at Mat-Su Regional for her delivery. Recognizing the nurse who had altered her family's health trajectory, Katelyn looked at Shelley and said, "It was you. You're the nurse who saved my sister."

In a nearly unbelievable chain of events, shortly after testing, Kyler was involved in a serious accident at work when a trailer of steel beams fell and crushed his leg. He was able to immediately alert the surgical team of his clotting disorder, enabling them to provide the necessary blood thinners during surgery and preventing potentially fatal complications.

Nurses trust their professional judgment every day. Because Shelley Howell trusted hers, she not only saved one patient's life, she protected an entire family.



Mat-Su Regional Medical Center Labor & Delivery Nurse Shelley Howell, RN, visits with sisters and former patients Kassidy Minnick and Katelyn Kuzmin and their little ones, following safe deliveries for all.

Financial Assistance

Clear, accessible financial information is essential to a positive patient experience. Our health systems are committed to price transparency and they offer resources to assist patients with their financial responsibilities.

Offering Charity Care and Discounts

CHS hospitals provide significant discounts for uninsured patients, flexible long-term payment arrangements, and robust charity care programs for those who qualify. Individuals with income at or below 400% of the Federal Poverty Level (FPL) are eligible to receive some level of discount through application and verification of their financial status. Additionally, many CHS hospitals offer a presumptive charity care program that identifies patients who qualify for charity care without requiring a formal application.

*More than **17,500** patients received free care through our presumptive charity care program in 2025.*

Expanding Access through Coverage Options

Our Eligibility Screening Services program serves as a critical bridge to healthcare coverage. Dedicated specialists work one-on-one with patients to explore potential insurance options, guiding them through the application process for Medicaid and other financial assistance programs to help offset medical costs.

*Nearly **67,500** patients obtained new insurance coverage through our ESS program in 2025.*

Connecting Patients to Vital Benefits

The CHS Patient Care Support Program navigates the complex landscape of co-pay assistance, foundation grants, and manufacturer programs on behalf of our patients. We utilize a proprietary, CHS-designed application that automates eligibility screening for these special programs, ensuring no opportunity for financial assistance is missed. Looking ahead, the program will be expanding to include specialty medications, chemotherapy, and device donations.

*The Patient Care Support program has delivered nearly **\$800 million** in total value to our patients.*



SUPPORTING Our TEAM

It Takes A Team

No one in healthcare works in isolation. Exceptional patient care depends on a continuous handoff from one caregiver to the next, one shift to the next, and one department to the next. It takes a whole team.

On our team, individuals contribute their expertise, experience, and talents, and they also share a deep appreciation that they are part of something bigger. From frontline clinicians to the many people working behind the scenes to help make high-quality care possible, we are united in our commitment to take care of our patients — and each other.

That's why CHS is constantly building a culture where all employees feel included and valued, encouraged to voice their ideas, empowered to innovate, and supported when they want to advance their careers.

57,500 employees

5.8 years average tenure

2,600+ nurses with **10+** years of service

Data for the year ended December 31, 2025.



ICU Nurse Tyler Brooks, RN, and ICU Director Linda Royster, RN, BSN, take time to update one another during a busy shift at Tennova Healthcare - North Knoxville Medical Center.



A Path Forward

At CHS, we understand our success is intrinsically tied to the success of the people who work across our organization. In 2022, we launched the **Pathways Program**, an initiative designed to help employees achieve higher levels of education and career advancement. By removing financial barriers, CHS actively encourages advanced learning and upward mobility.

Relieving Financial Strain:

Our student loan refinancing and repayment program helps employees manage and pay down existing educational debt.

Encouraging Career Advancement:

An expanded tuition and educational assistance program funds advanced degrees that empower employees to take the next step in their careers.

Supporting Professional Excellence:

Coverage for job-related certifications and licensures helps ensure our teams remain at the forefront of industry standards.

We see the Pathways Program as a strategic investment because by backing our team's ambition, we can build a more skilled workforce capable of taking our organization to the next level.

*The Pathways Program has provided more than **\$90 million** in employee support since 2022.*



Learning Today, Leading Tomorrow

Continuous learning and leadership development opportunities enable our employees to advance further in their careers. Providing these resources creates a culture of constant professional growth, ensuring our workforce is always evolving to meet the demands of an ever-changing industry.

Empowering Every Employee:

The CHS Advanced Learning Center is our centralized, web-based hub providing vital compliance training, skill-building, and professional development courses for all of our employees. To ensure our team remains aligned with evolving healthcare standards, our extensive educational library is updated annually for clinical accuracy, workplace safety, and cybersecurity. In 2025, our workforce successfully completed more than 2.6 million courses across an expansive catalog of more than 16,000 learning options.

Supporting Our Leaders:

Our proprietary Leadership Excellence and Development Series, Community LEADS, provides targeted, ongoing development for directors, managers, and supervisors. The curriculum is dynamic and data-driven, shaped by healthcare trends, employee engagement surveys, and feedback from hospital CEOs. By focusing on management skills like critical thinking, communication, and conflict management, Community LEADS equips our managers to support and motivate their teams.

Inspiring Tomorrow's Executives:

True operational excellence requires a continuous pipeline of visionary leaders. Through rigorous, executive mentorship and firsthand experience, our Executive Development Program places high-potential candidates into immersive operational, financial, and clinical roles. This specialized program for future CEOs, CFOs, COOs, and CNOs helps secure leadership continuity and strengthens the long-term stability and success of our health systems.

Kayla Knight, MSN, R.N., Chief Nursing Officer
Grandview Medical Center, Birmingham, Alabama



Our Nurses

Nurses are the backbone of our healthcare systems, advancing clinical care, driving operational progress, and serving as the critical link between medicine and human compassion. For more than two decades, nursing has been named the most honest and ethical profession in America — a testament to the profound trust of their patients and communities.

At CHS, our nurses balance professional duties with a commitment to provide compassionate care. We often hear they are the ones who make all the difference in a patient's experience. To ensure our nursing teams are positioned to excel, CHS invests in modern care delivery models, nursing education, and meaningful recognition.

6,100+ nurses chose to join CHS hospitals in 2025. A 5% increase over the prior year, despite a highly competitive national recruiting environment.

The Next Generation of Nurses

Through numerous nursing school partnerships, CHS offers pathways to professional nursing careers for those desiring to become Licensed Practical Nurses and Registered Nurses.

Through nurse residency programs in many of our hospitals, we accelerate the confidence and skills of recent nursing school graduates to ensure structured transitions from the classroom to clinical practice.

Jersey College School of Nursing

Our partnership with Jersey College provides nursing school education on several of our hospital campuses. We welcomed 473 new nursing students to CHS hospitals with Jersey College locations in 2025.

MountainView Launches Accredited Nurse Residency Program

To strengthen the local healthcare workforce and combat a nationwide nursing shortage, MountainView Regional Medical Center in Las Cruces, New Mexico launched a Nurse Residency Program in 2025. The initiative is designed to successfully transition newly licensed nurses into the hospital setting and encourage long-term healthcare careers in southern New Mexico.

The 12-month program kicked off with 13 graduates who benefit from hands-on experience and coaching as they adjust to their new roles and the demands of patient care.

Aligning with the American Nurses Credentialing Center's Practice Transition Accreditation Program, considered the industry gold standard, the curriculum is designed to drive higher nurse satisfaction, reduce turnover and improve quality outcomes.

Registered nurses are in high demand in New Mexico, and this structured support is one way to improve nurse retention. The New Mexico Health Care Work Force Committee projects a 15% increase in RN jobs statewide by 2032, with Las Cruces leading the state's growth in hard to fill nursing jobs.



Newly-licensed nurses and inaugural class members of MountainView Regional Medical Center's Nurse Residency Program gain hands-on experience and coaching from a team of dedicated instructors.

Born to be a Nurse

On her 14th birthday, Holly D'Allura skipped the party and asked her father to drive her straight to the local hospital so she could finally volunteer as a candy striper. She wanted to work in a hospital for as long as she could remember. "Nursing just made sense to me," says Holly, now the Assistant Chief Nursing Officer at Tennova Healthcare - Turkey Creek Medical Center. "Even then, it felt like the right fit."

With over 30 years of clinical experience in critical care and emergency medicine, Holly is now sharpening her executive skills through the CHS Executive Development Program. Recognizing that career progression required more than clinical excellence, she earned her MBA last year.

"The nurturing component of nursing is so powerful that many nurses don't initially see the importance of the business side," Holly notes. "Great clinicians are often elevated into leadership positions but struggle because they aren't taught how to succeed in managerial roles."

This desire for structured growth motivated Holly's move from Michigan to Knoxville. Through the development program, she is part of the administrative team, learning to master the complexities of the CNO role. "During my first interview I knew this is where I belong. It just felt like home. And now, I'm here to get experience, learn about the company, and take advantage of every opportunity available," she says.

As she mentors the next generation, Holly emphasizes the balance between the tasks of nursing and forming real human connections. She frequently brings less experienced nurses into difficult conversations to model the "art" of the profession.

"The science of nursing, the technical skills, can be learned in simulation labs," Holly says. "But we also have to know how to relate to our patients. When you walk into a room and notice a grimace or change in body language, and immediately understand that's pain or emotional distress – that is the art of nursing."

*Holly D'Allura, R.N.,
Tennova Healthcare - Turkey Creek Medical Center,
Knoxville, Tennessee*



One Big Team



Exceptional healthcare takes an entire team. Behind every doctor, nurse, technician, and therapist, you'll find an incredible network of support staff. These people are caregivers, too. They keep our hospitals pristine, nourish our patients, maintain critical technology, and ensure operations run smoothly around the clock. High-quality, lifesaving care relies on all of us working together and we appreciate every single person who makes it possible.



Partnering with Physicians

Building a strong bond between our health systems and the physicians who practice within them is an operational and strategic imperative. We believe when health systems and medical staff operate as genuine partners, clinical care and patient outcomes naturally improve.

Working together drives service line growth, operational and financial success, and organizational resilience. Health systems that focus on productive physician partnerships are also better positioned to attract and retain the best clinicians in their communities.

This is why we prioritize physician input, encourage physician leadership in our hospitals, and ask for their participation in company-wide physician advisory councils. We also invest in resources and technologies that directly support our physicians, their patients, and the practice of medicine.

*Francis Benn, M.D., Cardiologist
Grandview Medical Center, Birmingham, Alabama*



Physician and Advanced Practice Provider Recruitment

Ensuring access to high-quality care, especially in high-demand specialties and underserved areas, is a strategic priority for all of our health systems. We continuously assess service gaps and growth opportunities and work to match primary care providers and specialists with communities where they are needed. We then partner with newly recruited physicians to help them establish and grow their practices.

246 physicians and **260** advanced practice providers were recruited to CHS health systems in 2025.

Physician and Advanced Practice Provider Employment

We offer employment opportunities for physicians and advanced practice providers who prefer this model. By leveraging the resources and scale of a larger organization, we can support operational and administrative functions so physicians can focus on patient care.

Approximately **3,000** physicians and advanced practice providers are employed by CHS affiliates.

Arthur Kendig, M.D., Cardiologist
Flowers Hospital, Dothan, Alabama





Coming Home

No one could have predicted that a baby born at Flowers Hospital in Dothan, Alabama all those years ago would one day make history there. But that's exactly what happened when Emily Cannon, M.D. completed her medical training and returned to her roots, becoming the city's first female general surgeon.

Today, Dr. Cannon performs a wide range of procedures — from routine hernia repairs to complex, life-saving breast and colon cancer surgeries.

"I knew I wanted to come home to practice medicine, but more importantly, I want people in the Wiregrass region to know they don't have to leave home for critical care," says Dr. Cannon. "My patients don't have to travel long distances for top-tier medicine. We offer sophisticated surgical procedures right here."

Beyond being known for her clinical expertise, Dr. Cannon has built her reputation based on empathy and understanding. Her patients often say she takes time to explain their medical conditions, listens to their concerns, and answers their questions. "Most of my patients are navigating a sudden, unexpected healthcare crisis," she says. "My goal is to help them make the right decisions and to give them the confidence in the care we can provide."

It's working. Patients trust Dr. Cannon. One recent patient said, "Dr. Cannon took the time to thoroughly explain my diagnosis and discuss all available treatment options in a clear and informative manner. Her knowledge, patience, and willingness to answer questions gave me peace of mind during a challenging time. She treated me with kindness, respect, and genuine concern for my wellbeing."

*Emily Cannon, M.D., General Surgeon
Flowers Hospital, Dothan, Alabama*

Dare to Dream

Dr. Joseph Martinez, a cardiothoracic surgeon at Grandview Medical Center, is living the American Dream. The son of an immigrant who settled in rural Alabama, he learned the value of a grueling day's work from his father. Throughout his youth, he mowed lawns, picked up trash in parking lots, and helped his father with landscaping projects. But, his father urged him to aim higher, pushing him to pursue a college degree.

His older brother worked as a nurse in a local hospital which interested him greatly. He followed in his brother's footsteps and took a job in the hospital, where he started as a patient care technician prior to entering nursing school. As he graduated from high school, Dr. Martinez earned an academic scholarship to the local community college. He also earned a hospital-based scholarship to complete nursing school.

He still wanted more. Dr. Martinez pursued a medical degree after earning a fully-paid, four-year scholarship to medical school, making his dream a reality. He completed all of his higher education through fully-funded scholarships. Once in medical school, he discovered his true calling: the high-stakes, life-saving world of cardiothoracic surgery.

Today, the hands that once cleared the Alabama brush and picked up garbage from parking lots are mending hearts at Grandview Medical Center in Birmingham. Dr. Martinez remains profoundly grateful for the opportunities that have enabled him to provide critically needed care for his patients. And, he continues to approach every patient and every procedure with the humility and work ethic passed down from a father who taught him that no dream is too big if you put your entire heart into it.

*Joseph Martinez, M.D., M.B.A., Cardiothoracic Surgeon
Grandview Medical Center, Birmingham, Alabama*



Graduate Medical Education



Upon acceptance to Tennova Healthcare - North Knoxville Medical Center's Internal Medicine residency program, Brianna Zelenak, D.O. celebrates with her husband John and daughter Nora.

Graduate Medical Education (GME) programs serve as an essential bridge between medical school and independent clinical practice. At CHS, our programs give residents hands-on experience and the confidence required to deliver safe, high-quality patient care.

Through our sponsoring institution, Health Education Services, we operate 20 residency programs accredited by the Accreditation Council for Graduate Medical Education (ACGME). These programs offer training positions to nearly 600 residents annually.

Our GME programs expand access to healthcare services across our communities, with our residency clinics often serving as critical safety nets for medically underserved, rural, and low-income populations.

Under the direct supervision of experienced attending faculty, our residency programs establish a dual-layer care model that fosters rigorous peer review, reduces diagnostic errors, and encourages strict adherence to evidence-based treatment guidelines. These programs also cultivate a culture of continuous learning, keeping our health systems at the forefront of medical advancement.

Ultimately, many residents who train in CHS health systems choose to remain and practice in our local communities, directly addressing physician shortages and advancing long-term access to quality care.

Half a World Away and Right at Home

When Dr. Shreyjit Kaur traveled from Punjab, India, to Dothan, Alabama, to interview for Flowers Hospital's first-ever Internal Medicine residency class, she was a very long way from home. Raised by a veterinarian father and an educator mother, the desire to serve others came naturally, but stepping into the American South was still a massive leap of faith.

It was also an opportunity she couldn't pass up. Dr. Kaur was instantly drawn to Dothan's warm community spirit and the structured training offered by Flowers Hospital. Joining 12 fellow residents, she embraced the challenge of building something new.

"The residency program was new for the hospital and new for us, so we're all learning together," Dr. Kaur reflects. "The attending physicians provide exceptional guidance, helping us gradually gain independence without ever feeling overwhelmed."

That supportive environment extends far beyond the hospital walls. Through a partnership with Live HealthSmart Alabama, Dr. Kaur and her peers regularly conduct local outreach, delivering vital health education and screenings to uninsured and underinsured residents.

"We're bridging the gap for patients who might otherwise miss critical diagnoses like hypertension and diabetes," Dr. Kaur explains. "We help them navigate the system so they can get the care they deserve. Making an impact where it's needed most has been incredibly rewarding."

For Dr. Kaur, the heart of medicine lies in those direct human connections. She fondly recalls a local couple who shared that they specifically request to see the residents because of their thoroughness and care.

"It makes us work harder — and it's a reminder of why we chose this work in the first place."



Ambient AI – A Game Changer for Physicians



CHS began implementing ambient AI – often referred to as an “AI medical scribe” – at its hospitals and clinics in late 2025. With patient consent, this seamless background listening and artificial intelligence automatically transcribes conversations between a patient and physician into a clinical note, reducing manual data entry and allowing physicians to focus on their patients rather than typing or dictating during appointments. With almost instant adoption, this new technology has already been used to document more than 750,000 patient encounters with high provider satisfaction and reduced after-hours documentation.

CHS is pursuing deeper integration between its clinical applications and ambient AI to further improve the patient experience and reduce physician workload. Future uses could include physician orders, clinical decision support, clinical documentation, and billing and coding.

“I have been telling anyone who asks that this has been nothing short of life-changing for me. It allows me to have normal, face-to-face conversations with my patients. It saves me an hour or more every day in documentation time and it dramatically improves the quality of documentation, too. I’m a HUGE fan.”

— Jason Collins, M.D., *Family Medicine*
Tennova Healthcare - Turkey Creek Medical Center,
Knoxville, Tennessee

CHS CARES Fund



Funded through the generosity of employees across the organization, the CHS CARES Fund provides critical financial assistance to colleagues facing unforeseen hardships as a result of events such as natural disasters, extended illnesses and other personal emergencies.

Since its inception in 2017, more than \$8 million in grants have helped employees pay for essential needs such as temporary housing, utilities, food, clothing, and other basic living expenses. In 2025, the fund supported more than 140 employees impacted by hurricanes, tornados, ice storms, and other disasters, reinforcing our commitment to care for each other.

*More than **\$315,000**
in grants provided in 2025.*

*Nearly **\$533,000** contributed
to the CHS Cares Fund in 2025.*

Helping Our Own

Helen Smith, an anesthesia technician at Merit Health River Oaks in Jackson, Mississippi, understands the importance of a supportive work team. When an unusual three-day rain event in October 2025 caused significant flooding in her home, Helen faced a daunting recovery process. She struggled with insurance denials and the stress of ongoing repairs.

Helen's colleagues stepped up and demonstrated the kind of empathy that turns coworkers into friends by offering emotional support and actively guiding her to the CHS CARES Fund, which became an important lifeline for Helen.

"The situation would have been much worse without the generous grant," says Helen. "My home would not have been safe for my children."

Helen continues to play a vital role in River Oaks' surgical ICU, ensuring that anesthesia equipment is expertly maintained and ready for patients. She remains grateful to the many employees across CHS who make the CHS CARES Fund possible, emphasizing how important this resource is for colleagues in need.



Merit Health River Oaks Anesthesia Technician Helen Smith stands outside her home following storm repairs made possible by a grant from the CHS Cares Fund.



SERVING Our
COMMUNITIES

Investing in Healthcare Services

CHS funded \$398 million in capital investments to expand and improve clinical services in 2025. These investments broaden access to care, elevate quality, and optimize outcomes for our patients. They also keep patients close to home for the health services they need.



Expanded Surgical Capacity in Warsaw, Indiana

Lutheran Kosciusko Hospital completed a 25,700-square-foot expansion and renovation of its surgical department, significantly upgrading surgical and patient care capabilities. Key improvements include updated operating rooms for more complex cases, more pre- and post-surgical bays, and a new sterile processing area. Other facility enhancements, including patient room improvements and modernization of the hospital's lobby, were part of the \$30 million project.



Modernized, Expanded ER in Lufkin, Texas

Woodland Heights Medical Center completed an Emergency Department renovation that nearly doubled its capacity for ER patients. The project expanded ER treatment rooms from nine to sixteen beds, added four triage bays, and enlarged a fast track area to be suitable for up to eight patients at a time. The \$13.5 million investment also included a new, modern nurses' station, a new waiting area, and a new entrance for patients arriving via ambulance.



More Room for Babies in Birmingham, Alabama

Grandview Medical Center completed a major expansion of the Women's Services department (the third expansion since the hospital opened ten years ago) that added eight labor and delivery and ten post-partum rooms. Grandview's baby boom shows no signs of slowing down. More than 4,000 babies were born at the hospital in 2025, an increase of more than 21% over the prior year. Grandview also offers a Level III NICU for babies needing specialized care after birth.



Helping Patients Recover in Laredo, Texas

Laredo Medical Center cut the ribbon and opened up a new 16-bed acute care Inpatient Rehabilitation Center in 2025. The IRF offers comprehensive services and helps patients regain independence after a serious illness or injury, including strokes, brain and spinal cord injuries, amputations, and joint replacements. Patients have access to a multi-disciplinary care team that provides medical management, physical, occupational, and speech therapies, and support for mental recovery.

Always Prepared

Crisis planning and business continuity are fundamental to patient safety, clinical quality, and uninterrupted hospital operations. Whether safeguarding patient data against a sophisticated cyberattack, preparing infrastructure for severe weather, mitigating critical supply chain disruptions, or responding to high-impact natural disasters, thorough preparation limits harm and speeds recovery.

Organizational readiness relies on several core components:

- **Comprehensive Risk Assessments:** Conducting regular vulnerability studies to identify organization-wide and market-specific risks.
- **Redundant Systems & Infrastructure:** Maintaining secondary power generators, backup water supplies, offline communication channels, and secure data backups to maintain critical functions during grid failures.
- **Incident Command Structure:** Implementing command centers with clear leadership controls, defined operational roles, and seamless decision-making.
- **Staff Education & Simulation:** Training clinical and support personnel through routine tabletop exercises and live drills.
- **Inter-Agency Coordination:** Partnering with local emergency management agencies, law enforcement, and public health officials to ensure unified community response.

CHS hospitals maintain high standards of operational readiness through continuous planning, access to robust enterprise resources, and rigorous interdisciplinary training. By preparing for a wide spectrum of potential threats, our facilities remain resilient and ready to serve when our communities need them most.



Poplar Bluff Regional Medical Center Gets Ready

Poplar Bluff, Missouri sees more than its fair share of weather events, including devastating tornadoes in recent years. In January 2026, when a heavy ice storm was forecast, the team shifted into emergency mode by plugging into a regional framework that balanced city-led planning with hospital-based preparations. The team deployed measures to keep essential medical staff and services in place, ensuring the hospital would remain open and fully operational. Empty patient rooms, call rooms, and designated administrative spaces were transformed into temporary sleeping quarters so staff could remain at the hospital and avoid dangerous travel conditions. Food and other supplies were stocked. And teams were formed to ensure staff rotation and rest.

Fortunately, the storm did not disrupt hospital operations. By meticulously preparing for the worst, and operating as an active partner in the city and county safety network, Poplar Bluff ensures it is always ready for patients – no matter the weather.

The Gift of Time

Employees across the CHS organization generously volunteer countless hours of their own time to support community and charitable organizations and improve the quality of life in their communities. They help stock food banks, participate in community clean-up projects, work in homeless shelters, assist with fundraising, and more.

Lutheran Health Network Builds Hope

In July 2026, employees from Lutheran Health Network traded scrubs for hard hats, picked up some hammers and, in just four hours, built all of the exterior and interior walls for a future Habitat for Humanity home.

It may look like they were helping to build a house, but this is what it looks like to build shelter for a family and hope for the future.



Caring for our Communities

Our health systems provide health education, free screenings and charitable contributions to a large number of worthy causes. These investments support preventive health and well-being and enable people in our communities to embrace healthy living. In addition, every year we come together for two signature programs to support vital community partners.

Jars of Love Peanut Butter Drive



Community Health Systems launched **Jars of Love: A Peanut Butter Drive to Fight Hunger** in 2023 as a company-wide effort to stock local food banks with this nutritious, long-lasting, highly-requested food staple. Every March, generous employees fill up donation bins in our hospitals, clinics, corporate office and other locations until they are overflowing with peanut butter. In 2026, we celebrated our most impactful year yet, collecting more than 200,000 jars, which were then donated to food banks. Since the drive began, we’ve collected enough peanut butter to make seven million sandwiches for hungry kids and families.

Doctors’ Day Donations

CHS hospitals honor physicians on Doctors’ Day with donations supporting community services. Rather than purchasing traditional gifts, our Doctors’ Day tradition empowers our medical staff to direct funds toward organizations that support health and wellness.

2026 donations totaled nearly \$250,000 and benefited more than 80 non-profit organizations, offering youth programs, cancer support, safe housing, food and needed supplies, and mental health services.



CHS Charity Golf Tournament



Since 2018, hundreds of golfers have hit the links for a very good cause — the Community Health Systems charity golf event. The annual tournament has raised more than a million dollars for charitable organizations based in Middle Tennessee, which is also home to our company's headquarters.

In 2025, proceeds from the tournament were donated to:

AbleVoices — empowering youth and adults with physical, developmental, and learning disabilities to express themselves through the art of photography.

CHS CARES Fund — supporting CHS employees experiencing unexpected hardships after a natural disaster or due to other unforeseen circumstances.

GraceWorks Ministries — providing food, clothing, housing support and financial assistance to low-income individuals and families.

Habitat for Humanity — building affordable housing and providing no-interest home loans for families in need.

Safe Haven Family Shelter — providing shelter for families experiencing homelessness through shelter-to-permanent housing opportunities.



OPERATING
With INTEGRITY

CHS Board of Directors

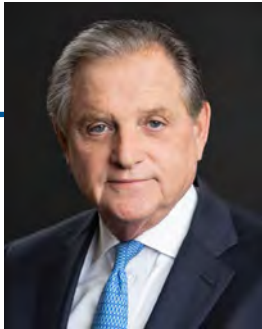
The Community Health Systems, Inc. Board of Directors is responsible for company governance and oversight focusing on key areas of our business, including ethical conduct and regulatory compliance, strategic investments, operational and financial results, and succession planning. The Board meets regularly to review company performance and hear updates from leaders throughout the organization.

The Board reviews the company's annual enterprise risk management report, which utilizes feedback from hospital and corporate executives to identify potential threats to the organization, the impact of industry trends, and other factors affecting healthcare providers. Company leaders also share mitigation and recovery plans developed to address these concerns with the Board.

Board involvement helps ensure transparency and accountability, informed decision-making, alignment with the organization's long-term goals and lasting value for all of the company's stakeholders.

- 12 of 14 directors are independent members of the Board.
- All board committees are comprised solely of independent Board members.
- Five directors have joined the CHS Board in the last 5 years.
- All Board members serve one-year terms and stand for re-election annually.

As of June 30, 2026.



Wayne T. Smith
Chairman



John A. Clerico
Lead Director



Susan W. Brooks



U.S. Army Lt. Gen. Ronald L. Burgess Jr.



Michael Dinkins



James S. Ely, III



John A. Fry



Kevin Hammons



Joseph A. Hastings, DMD



Elizabeth T. Hirsch



William Norris Jennings, MD



K. Ranga Krishnan, MBBS



Fawn D. Lopez



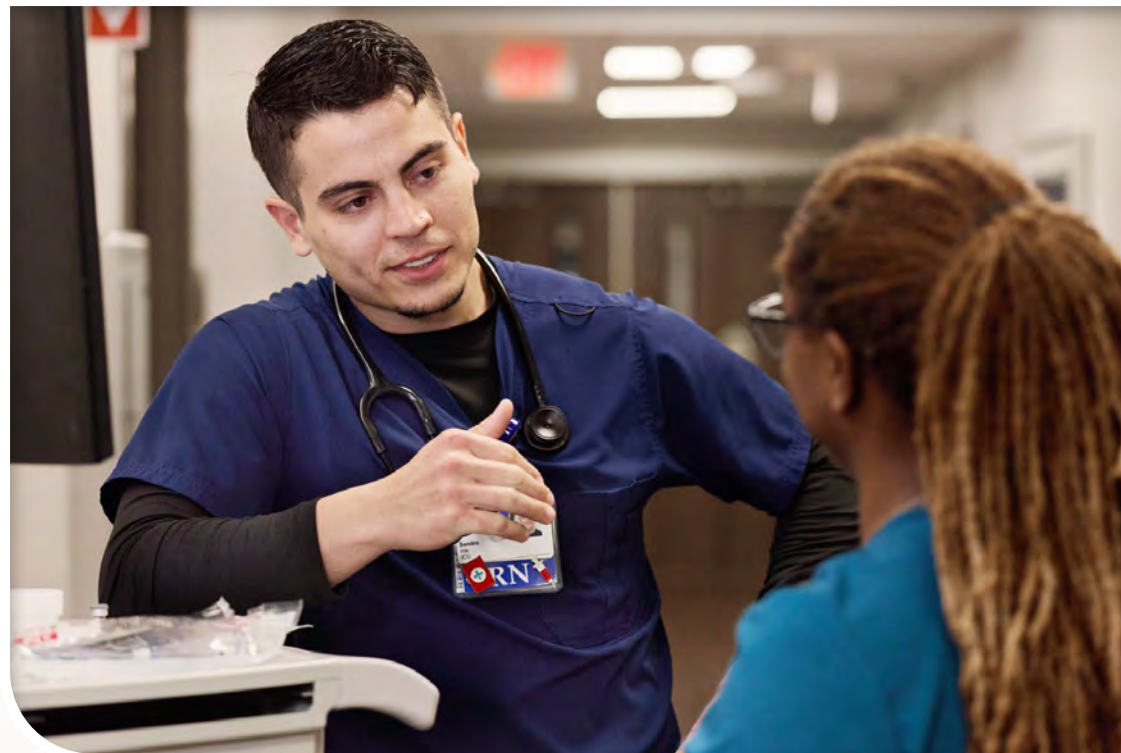
H. James Williams, PhD

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

Always Do the Right Thing

A Culture of Integrity and Compliance

The CHS compliance program goes beyond navigating complex healthcare regulations. For us, it isn't just about a set of strict rules and potential consequences. We choose to make ethical business decisions, to fiercely protect patient privacy, and to abide by the law because we have made an individual and collective commitment to always do the right thing, act with integrity, and uphold our core values.



Elements of our Compliance Program include:

- **The CHS Code of Conduct:** Adopted by our Board of Directors, our Code of Conduct sets ethical standards for our directors, officers, employees, and business partners.
- **Annual Compliance Training:** All workforce members complete mandatory annual compliance training to reinforce ethical business practices across every level of the organization.
- **Open and Honest Communication:** Employees are empowered to report concerns directly to supervisors or hospital compliance officers.
- **Confidential Reporting:** A dedicated compliance hotline and website are available 24/7 to employees, patients, families, and vendors who wish to report concerns confidentially or anonymously.

Cybersecurity and Data Protection

CHS maintains a robust cybersecurity program that constantly evolves to protect against emerging risks through advanced monitoring, proactive incident response protocols, and a strong culture of security awareness. Our policies align with industry standards and employees are trained to recognize and report potential threats.

Standards & Compliance

Our policies align with the NIST Cybersecurity Framework and HIPAA rules, ensuring continuous compliance and adherence to industry best practices.

Governance & Oversight

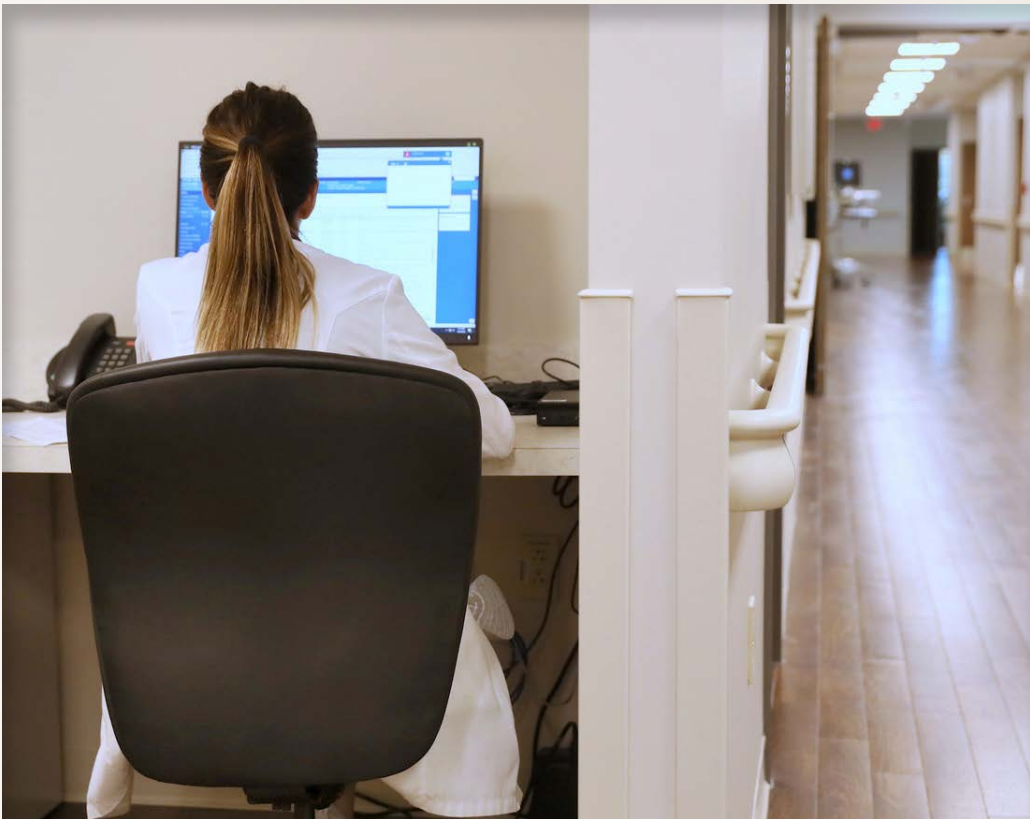
The CHS Cyber Security Risk Management team drives data security in close partnership with Legal, Compliance, and Privacy teams.

Workforce Preparedness

Employees and contractors complete mandatory onboarding and annual security training, reinforced by regular phishing simulations and continuous awareness campaigns.

Resilience & Testing

In the event of an incident, structured protocols guide our response and recovery efforts. To maintain continuous resilience, we conduct regular penetration testing, external audits, and rigorous third-party risk assessments.





Looking Forward

A warm, gentle breeze stirs as the hospital doors slide open. It feels particularly refreshing to the woman in the wheelchair. She takes a deep breath, feeling invigorated and hopeful. It's time to go home to her family, the comfort of her own surroundings, and the familiar rhythm of her daily life.

A hospital discharge is so much more than an administrative milestone. It is a triumph of medical expertise and human resilience. For the patient, passage through these doors represents restored health and a return to independence. More time with her loved ones. For the caregivers who monitored every vital sign, administered medications, performed procedures, and offered comfort through long shifts, this is the moment that makes their work truly worthwhile.

Easing into the waiting car, the patient glances up at the caregiver by her side. They share a smile, acknowledging that even though their paths may never cross again, for a moment, they shared *this* journey. It's a moment of parting, but also a moment of deep connection. Compassion. Gratitude. This is what happens inside hospitals.

The patient care technician pauses on the walkway, watching with quiet satisfaction as the car pulls away. Then, she turns to guide the empty wheelchair back inside, prepared to help her next patient heal and head back home.

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 2025 and 2026. To the many dedicated healthcare professionals who are part of the CHS Community, and to all of the patients who choose our organization for healthcare services, **we thank you.**

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