







Together

YEAR IN REVIEW 2023

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MESSAGE FROM THE CEOs



One year. Countless achievements.

2023 was a momentous year for Advocate Health

We came together because we knew health care was rapidly changing, and by joining forces, we could better meet the needs of our communities and innovate into the future. We're proud of all we've accomplished, together, in a year that brought us continued challenges while also presenting unprecedented opportunities to tap into our newfound scale to make a positive impact on our communities.



December 2, marked one year since Advocate Aurora Health and Atrium Health officially came together as a unified organization to create Advocate Health.

**As we move forward,
our guiding question
continues to be:
“Will our communities
be better because
we came together?”**

As we work to advance our National Center for Clinical and Community Impact, which is focused on disrupting the root causes of health inequities, we can boldly say “yes.” Having aligned our charity care and financial assistance policies to make care more affordable and accessible, including offering full assistance to anyone up to 300% of the federal poverty level, we can boldly say “yes.” As we roll out our one, unified institutional review board, allowing patients from Chicago to Rome, Georgia, to participate in the same clinical trials, we can boldly say “yes.” As we surpass our health and safety goals for the year, already in the top quartile, we know we can boldly say “yes.” As construction continues at The Pearl, our

innovation district in Charlotte, and we break ground on the country’s first post-pandemic, net-zero carbon medical school, we can boldly say “yes.” As we continue to grow a top-notch, next-generation workforce, serving our patients’ needs and fueling economic mobility in our communities, we can boldly say “yes.” We have a lot of work ahead of us, but we are off to a very strong start.

And, in 2022, we set a new record for community benefit – \$5.9B, which is more than 20% of our operating expenses, continuing to demonstrate that our commitment to community is hard-wired into our organization.

Together, we are making our communities better as we innovate and lead the way on learning and research. Together, we are weathering the storms that continue to impact the entire health care sector, proving once again that scale gives us the tools to be there for our nearly 6M patients and our nearly 155K teammates. Together, we are transforming health care with an unrelenting focus on creating a better future for generations to come.

We know our work has really only just begun, but, together, we are ready.

EUGENE A. WOODS
Chief Executive Officer

JIM SKOGSBERGH
Chief Executive Officer



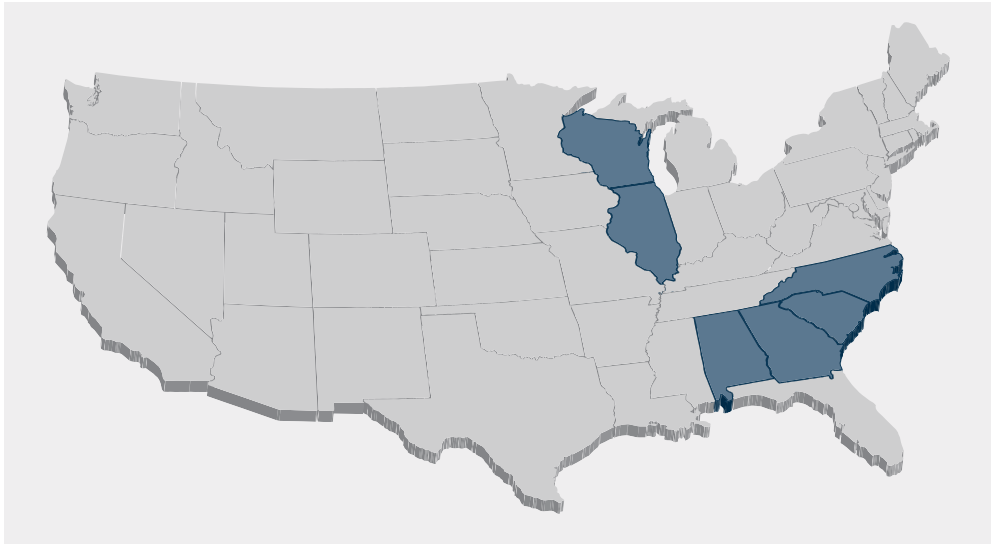
Who We Are

We're compelled by what's possible and are redefining how, when and where care is delivered

At Advocate Health, we are more than just a health care organization; we are a force for positive change. Our mission extends far beyond simply delivering the best health outcomes; we are committed to making health care more accessible, affordable and innovative. Coming together, we set out to do more, be better and go faster to help more people live fully. Our scale is our strength, enabling us to have a greater impact in countless ways.



Where Bigger Meets Better



1K+

SITES OF CARE



68

HOSPITALS



NEARLY

42K

NURSES



5.1K

ADVANCED
PRACTICE
CLINICIANS
(APCs)/
ADVANCED
PRACTICE
PROVIDERS
(APPs)*

NEARLY

6M

UNIQUE
PATIENTS



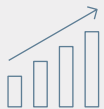
NEARLY

155K

TEAMMATES

3

COLLEGES



\$28.2B

REVENUE



\$5.9B

COMMUNITY
BENEFIT



22K

DOCTORS/
ALIGNED AND
MEDICAL STAFF
PHYSICIANS

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



Our First Year

35M+



PATIENT
ENCOUNTERS

54.6M



LABORATORY TESTS
PERFORMED

546K



INPATIENT
DISCHARGES



1.2M

VIRTUAL
AND
E-VISITS



IT is now
servicing

5M

PATIENTS ON
MYCHART/
LIVEWELL

380K+



CONTINUING
HEALTH
ADMISSIONS

(home health, hospice, home medical
equipment, infusion, rehab services, sleep,
Post Acute Network programs, etc.)



9.8M

OUTPATIENT
VISITS



55K

BABIES
BORN



42K

CANCER PATIENTS
DIAGNOSED AND/OR
TREATED

1M+



PATIENT
ROOMS
CLEANED

9.1M



PATIENT
MEALS
SERVED

26K+



STROKE PATIENTS
TREATED

138K



CARDIOLOGY
PROCEDURES

770+



ORGAN
TRANSPLANTS

Data is based on a rolling 12-month measurement



Integration Highlights

We've harnessed our collective efforts to achieve efficiencies and performance improvements

We are bold in our belief that scale is essential to success. Our integration synergies will improve our care delivery and help us deliver on our affordability pledge.

Our three-year integration plan

- More than 1.2K initiatives totaling nearly \$1B in savings
- On track to save \$150M by year's end, far exceeding our 2023 goal of \$60M

Key cost-saving initiatives

- Renegotiated and aligned supply chain purchasing agreements and other contracts
- Aligned on insurance products
- In-sourced media buying



Discovery

We created over 50 integration teams to build trust while exploring strengths and opportunities, infrastructure, policies and procedures. The teams were guided by a focus on who we are and what we can achieve together.

Additionally, we launched 12 clinical discovery teams to learn about best practices, care pathways, research, community outreach and more. By September, these teams identified nearly 200 opportunities and recommendations driving toward:

- Improving rural access and reducing health disparities
- Training the next generation of physicians and APCs/APPs with our 1.5K clinical trials and 140 Residency/Fellowship Programs
- Setting the industry standard for the most comprehensive and diverse virtual health platform

Unified services and platforms

We are standardizing and integrating key services, technology platforms and processes across our enterprise – one supply chain team, one revenue cycle team, one electronic health record, one enterprise resource planning system and our most widely used processes, to name only a few – to optimize performance and accelerate value. A significant percentage of our integration synergies is predicated on this.

A strong internal culture is a key contributor to the success of our integration. [Learn more](#)

Not all synergies are measured in dollars

- Work underway to integrate our social drivers of health screening
- Mitigated pharmaceutical shortages by transferring medications across regions to meet patient care needs
- Improved processes to increase efficiencies for laboratory teammates so they can focus more on patient-facing care



Pledges

Coupling our vision with action, our pledges serve as guideposts

Our six pledges are our road map for success as a combined organization. These core areas represent where we know Advocate Health can have a significant impact given our newfound scale and complementary strengths. This is where “better together” comes to life.

In the following section – and throughout the entirety of the report – you’ll see a myriad of examples of how our team is carrying out these pledges each day.



“Are our communities better off because of us coming together, because of our combination? That answer must be “yes” – that’s the driving force behind our pledges. That’s the reason for all the work. That’s the reason for making the organization continually stronger and discovering things that we can only do because we’re together.”

**CO-CEOs GENE WOODS
AND JIM SKOGSBERGH**



Elevate Clinical Preeminence and Safety

PLEDGE: We will deliver top-rated health outcomes and be the most trusted choice for care.

We are first and foremost a safe clinical enterprise. Delivering the safest care and highest-quality outcomes ensures we are the most trusted choice for patients.

Clinical documentation integrity

More than 200 “false positive” Patient Safety Indicators were avoided through improved accuracy of clinical documentation across the enterprise. These are publicly reported measures that highlight safety-related adverse events occurring in hospitals.

\$75M+*

financial benefit to Advocate Health from improved accuracy and specificity in clinical documentation

*Year to date through June 2023

Clinical data registries

Aurora Health Care birthing hospitals are the very first in the nation to offer VR-90, an electronic birth worksheet application for parents to register for their infant’s birth certificate and Social Security card safely and securely from their phone and computer, replacing a six-page paper form that in the past had to be signed, collected and securely stored. This not only improves patient satisfaction but reduces paper usage and time to collect, process and store.



One quality dashboard

We created an enterprise-wide Safety and Health Outcomes dashboard to align key quality goals and metrics across the organization. Prioritization of measures and creating targets with external benchmarking ensures our goal setting leads to achievement of top decile performance. Wins include:

- CMS Hospital Star Ratings: 12 five-star hospitals
- Mortality Index improvement across both regions
- Enterprise central line-associated bloodstream infection (CLABSI) reduced by 23%



One safety organization

We are now all under one Patient Safety Organization, giving us the ability to share lessons learned and safety alerts, and to align best practices across the enterprise, working together toward zero harm.

Collaborative quality efforts

- Advocate Health and Baylor College of Medicine in Houston launched a four-year grant from the Agency for Healthcare Research and Quality to develop a system to identify clinical diagnostic errors by leveraging electronic data. Advocate's integrated health care system will help researchers create generalizable knowledge, tools, strategies and methods for the diagnostic review system that we and other health care systems can follow, with the goal of ultimately improving diagnostic safety across the country and saving lives.
- Floyd Healthcare Foundation purchased naloxone for area schools to quickly reverse the effects of an opioid overdose. Our Midwest naloxone initiatives include 380 doses provided in Illinois and 80 doses in Wisconsin from the beginning of the year through mid-September.

Launching Atrium Health Levine Cancer

Dr. Ruben Mesa was named the president and executive director of [Atrium Health Levine Cancer](#) and [Atrium Health Wake Forest Baptist Comprehensive Cancer Center](#). He was also named vice dean for cancer programs and professor of medicine at Wake Forest University School of Medicine. An international expert in hematologic cancers, Dr. Mesa oversees all efforts related to cancer practice, research and education across the Atrium Health system.

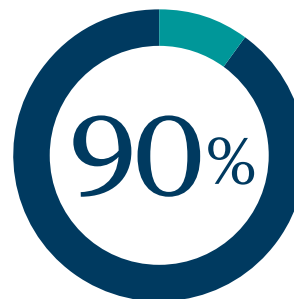


In June, the Leon Levine Foundation donated \$7.5M to advance research and bring the latest innovations in precision cancer medicines to the Carolinas – unifying all Atrium Health cancer services in the Carolinas under one name: Atrium Health Levine Cancer.

Innovative care delivery model

Following a successful pilot at select locations, all Advocate and Aurora Clinic at Walgreens locations have adopted a new physical exam model in which a patient's in-person assessment is aided by virtual technology. Medical office assistants use digital assessment tools during the evaluation, allowing a remote APC to diagnose and treat a wide range of medical conditions.

The consumer-first model was proven to be highly engaging for patients during the pilot.



of patients who responded to the survey indicated they were “satisfied” or “very satisfied” with their experience.

[Learn more](#) about nursing clinical excellence.



Advance Health Equity

PLEDGE: We will disrupt the root causes of health inequities.

A selection of the initiatives pushed forward in 2023

- Made significant progress in creating accessible points of care for underserved communities by launching five mobile health units that service rural areas in our Southeast Region and a mobile health unit in Milwaukee.
- Opened the Peppertree Community Clinic in Charlotte, a virtual clinic embedded in an apartment complex. The first of its kind, the clinic provides the residents and surrounding community with access to top-notch physicians and APPs, without leaving their neighborhood. We also opened a virtual care clinic at the Latin American Coalition's office, bringing the Southeast Region's total active community-based virtual care sites to 14.
- Expanded our school-based virtual care program, treating more than 7.9K patients in 97 schools across eight counties in our Southeast Region.



Advocate Health is not only focused on health care within our walls, we're dedicated to advancing health equity across all the communities we serve. We're taking an aspirational approach to improving the life expectancy and overall well-being of underserved communities by addressing disparities in access to care, clinical outcomes and social drivers of health.

We're well underway with work to create the National Center for Clinical and Community Impact, further solidifying our commitment to addressing the pressing issues facing our communities. The center will be a national leader in developing and delivering best practices to address and disrupt root causes of health inequities and will deploy targeted interventions where they will have the greatest impact for ALL. To double down on this commitment, the center will open a location in the heart of one of Milwaukee's neighborhoods where our work around health equity is needed most.

Care in rural areas

Together, Advocate Health serves a rural population that includes

68
rural
counties

2.8M+
residents

Nearly **7%** of the
nation's rural
population



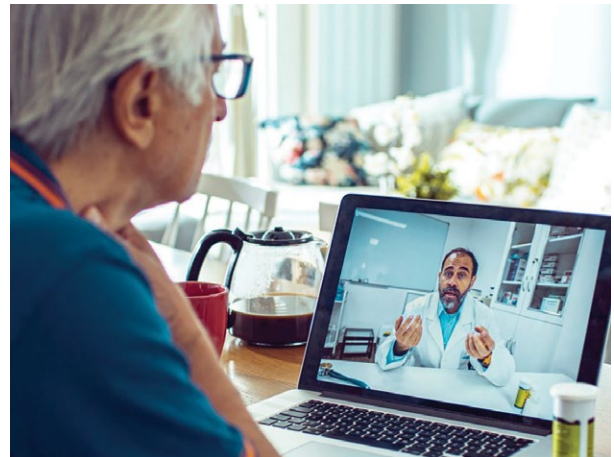
We've developed an enterprise-wide model that focuses on:

- Increasing access to care by addressing key provider shortages through focused training and educational programs
- Leveraging shared infrastructure and capabilities to improve the health of rural communities and reduce health disparities
- Deploying innovative delivery and care models to achieve market relevance and financial sustainability

Zeroing in on wellness

We're increasing screening opportunities and partnering to meet patients' needs for food, housing, safety and transportation. We're also closing gaps between Black populations and White populations for hypertension and cesarean birth rates.

- We experienced a 5% reduction in uncontrolled hypertension rates among Black patients with diabetes in the Greater Charlotte Market. In the Midwest, we reduced the rate of uncontrolled hypertension among our Black patients by 9% and among our Hispanic patients by 5%, exceeding our year-end goals in both cases.
- Advocate Health screened more than 231K patients for needs related to social factors that influence their health.
- In the Midwest Region, we safely reduced primary cesarean births by closing the gap between Black and White cesarean birth rates by 43%, far surpassing our goal of 20%.



Atrium Health Virtual Edge is one of the largest and most comprehensive virtual care platforms in the nation. We take great pride in offering our rural providers easy access to a suite of 25 different virtual health services that encompasses over 300K rural virtual visits annually.

How we're doing it

- At Advocate Medical Group's Imani Village, a hypertension program is giving patients on Chicago's South Side access to heart health education, health screenings, group coaching and supportive resources. We're empowering participants to improve their own health by monitoring their blood pressure and making healthy lifestyle changes.
- Our Community Doula Project in the Southeast Region addresses the high rate of maternal and infant mortality among Black families in our communities. As Black women are three to four times more likely to die from complications during and after childbirth compared with White women, this program provides culturally responsive care and support to improve health and birthing outcomes and close the gap.



Improve Affordability

PLEDGE: We will make care more affordable and accessible to our underserved patients.

Care is only as good as it is accessible. With that in mind, we're advancing affordability so those who are most vulnerable have access to quality care when they need it.

Centers for Medicare and Medicaid Services announced in August that Advocate Health's affiliated Accountable Care Organizations (ACOs) generated \$128.2M in total savings combined in 2022 through the Medicare Shared Savings Program. This amount is the greatest total savings in the country among integrated delivery networks. In total, our affiliated ACOs have saved \$758.8M since the program began.



15

Aligned financial assistance policy effective Oct. 1

- Full financial assistance for patients whose income is up to 300% of the federal poverty level.
- Financial assistance eligibility for insured patients at or below 300% of the federal poverty level.*
- Self-pay discount of 50% of hospital and professional charges for patients without health insurance.

*Greater Charlotte Market, Illinois and Wisconsin are aligned. Wake Forest Baptist will be aligned in March 2024.



Build Next Generation Workforce

PLEDGE: We will create new jobs and enhance career opportunities for our teammates.

We've identified key areas of impact: career development, living wages and flexibility of our workforce. We're making great progress on our comprehensive plan to create new jobs in our communities while enabling career advancement of our teammates – and training the next generation of physicians and APCs/ APPs in the most innovative practices.

To nurture and empower the next generation, we have several supporting initiatives that cultivate and sustain a dynamic workforce, including:

Hiring

In 2023, we experienced a significant hiring and retaining resurgence, surpassing pre-pandemic levels. Year-to-date net hires through August 2023 include 6.7K+ teammates across the enterprise, including 2.1K+ net new nurses, making up 25.6% of the total employees hired. These hiring numbers are split nearly equally across the Southeast and Midwest Regions.

Continuing Education

Embracing the opportunity to expand their horizons and further their education through our Continuing Education program, nearly 6.7K teammates participated in a degree, certificate or continuing education course.

Advocate Health has made a commitment to expand our justice-involved program, with 43 Southeast Region teammates employed through our current fair chance hiring program and work underway to hire approximately 20 teammates in the Midwest Region as part of the effort.



Impact in action

13.9K

teammates impacted through workforce development and educational benefit programs

\$12.1M

invested in workforce development activities across the enterprise



Accelerate Learning and Discovery

PLEDGE: We will advance the science of medicine to better care for our patients.

We're combining our clinical and academic arms into a single, seamless culture, enabling us to create a learning mindset in everything we do.

We also are focusing on taking research to the bedside – and into our communities – faster and more effectively.

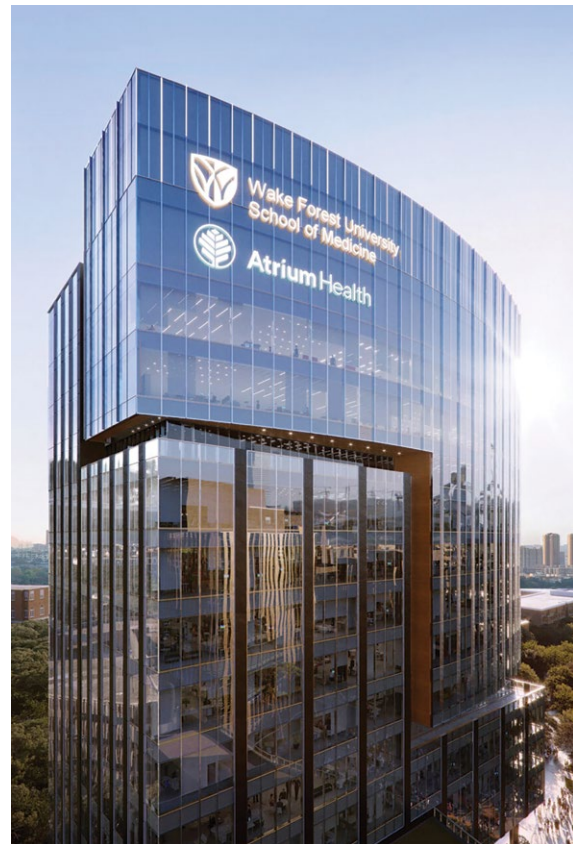
A transformative development

This year's groundbreaking for the Charlotte campus of Wake Forest University School of Medicine and the surrounding innovation district, The Pearl, signaled a new beginning in our quest to reshape health care delivery. This beacon will serve as a place not only for inclusive growth and innovation but also as an economic engine for the region and state.

The School of Medicine will anchor the Howard R. Levine Center for Education in the heart of The Pearl, and the first classes at the Levine Center are expected to be held in 2025. The addition of this second campus increases our capacity to educate the next generation of physicians and health care professionals.

Enterprise Institutional Review Board

Research initiatives continue to expand and support the growing academic learning health system. The research mission is focused on integrating the research infrastructure across all regions. Work continues on establishing a single Institutional Review Board across the enterprise.



Wake Forest University School of Medicine in Charlotte

Meaningful research with life-changing potential

The goal of our research is to improve the health of our patients and communities, with an emphasis on health equity. We blend research into medical education and patient care to foster innovation and enrich learning while advancing clinical care.



Significant research grants and awards received this year

\$10.2M

to study an individualized model of hemodialysis

\$7.5M

to create a data support center for opioid use disorder and pain management research

\$4.4M

to study telehealth for children with complex medical conditions

\$8.0M

for research on alcohol use disorder

\$2.7M

to study lung cancer disparities

\$2.1M

to study diet interventions for older adults

\$1.9M

to study biomarkers for chronic pain



Peek into a lab

Ever hear of zombie cells? Miranda Orr sure has. An assistant professor of gerontology and geriatric medicine at Wake Forest University School of Medicine, she is studying the link between Alzheimer's disease and senescent cells. These no longer function as healthy cells, yet they don't die, hence "zombie cells." Instead, they release chemicals that trigger inflammation and damage healthy tissue. Professor Orr and her team discovered the connection between these cells and Alzheimer's. A study is underway to see if her approach may someday point to novel strategies for treating the disease. She was featured in the January and September issues of [National Geographic](#) this year.



Lead Environmental Sustainability

PLEDGE: We will achieve net zero carbon to protect the Earth for future generations.

We're forging a path forward because protecting personal health means protecting environmental health. People can't be healthy if their environment is sick.

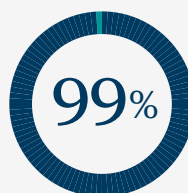
We're focused on short- and long-term activities to reduce carbon emissions and meet our 2030 and 2035 targets. A glimpse of the work we've achieved in keeping with our sustainability promises includes:

- Signed on to the Health and Human Services Health Sector Climate Pledge, committing us to meeting our carbon-neutral goal and developing a Climate Resilience Plan
- Completed our first combined greenhouse gas emission inventory to help shape our sustainability goals and further define our reduction strategies for greenhouse gas emissions
- Launched an Environmental Sustainability Council to further advance our position as an industry leader in decarbonization and environmental sustainability
- Built a culture of sustainability, sharing best practices and identifying potential projects, including recycling and waste-reduction efforts

Taking action

Our anesthesia leaders have dramatically reduced their use of desflurane, an anesthetic gas with a potent greenhouse gas impact, eliminating 3.245 metric tons of carbon dioxide equivalent in 2023. That's about the amount produced by 365,140 gallons of gas.

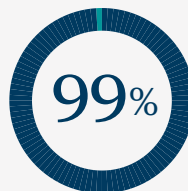
Did you know?



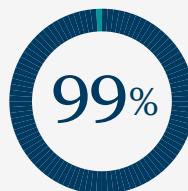
of eligible new constructions in the Midwest Region are healthy space or Leadership in Energy and Environmental Design (LEED) certified.

1.8M+

bottles have been transitioned to sustainable materials in the Southeast Region.



of plastic water bottles have been eliminated in the Greater Charlotte Market and Wake Forest Baptist.



of furniture in the Midwest Region is free of chemicals that negatively impact environmental and human health.



Community and Social Impact

By working in partnership with communities,
we find purpose in common good

We are proud to be the leader among top health systems in the country for the level of community benefit we provide, a cornerstone of our health equity strategy.



In 2022, we set the organization's record for community benefit, contributing more than

\$5.9B

which is

20.8%+

of our annual expenses – an unprecedented commitment compared to other health systems our size.

Treating all with dignity and respect

Our diverse and robust community health programs focus on access and removing barriers to care, as well as preventing illness, managing health concerns and addressing social factors that influence health. By addressing social drivers of health, we're targeting the structural and community conditions that influence wellness, and we're reinforcing our commitment to advance health equity.





In an effort to expand access and tackle health disparities, the following is a glimpse of 2023 initiatives and programs:

- Through the Mayor's Racial Equity Taskforce, we pledged \$22.8M to improve equity in the Greater Charlotte Market, including commitments to Johnson C. Smith University, Charlotte Corridors of Opportunity and bridging the digital divide.
- Our Hispanic Health Initiative addresses health disparities and other inequities specific to the Hispanic community by developing awareness, reducing barriers to health care access and creating culturally appropriate messaging for physicians and APCs/APPs, clinical staff and health educators.
- We opened the first community-based virtual clinic located in an immigrant welcome center in the Greater Charlotte Market. It features telemedicine, on-demand leads and community health workers and has served more than 100 people in collaboration with Hispanic health coordinators and faith-based nurses.

“We have made powerful commitments to disrupting the root causes of health inequities in our communities. This is the heart and soul of our mission, and our patients and communities are depending on us to live this mission every day.”

KINNEIL COLTMAN,
Executive Vice President, Chief
Community and Social Impact Officer

Building on our strength through partnerships

To develop an intimate knowledge of the communities we serve and lead with empathy, we extend our reach through partnerships such as:

- **A Home for All: Charlotte-Mecklenburg's Strategy to End and Prevent Homelessness** is making homelessness rare, brief and non-recurring. Co-chaired by Advocate Health CEO Gene Woods, it represents the first time the Charlotte-Mecklenburg area came together to establish a comprehensive homelessness reduction strategy.
- **Southland RISE (Resilience Initiative to Strengthen and Empower)** aims to build trauma resiliency. Uniting the Trauma Recovery Center of Advocate Christ Medical Center in Oak Lawn and the Violence Recovery Program of Hyde Park-based UChicago Medicine, this collaboration works to prevent and mitigate the effects of intentional violence and increase access to quality care for violence survivors and build stronger, more resilient communities.
- **The Milwaukee Health Care Partnership,** a public-private consortium dedicated to improving health care for low-income, underserved populations in Milwaukee County, improves health outcomes, advances health equity and lowers the total cost of care. We participate by improving coverage, access, care coordination and community health through a coordinated and equitable model.
- **The Best Buy Teen Tech Center,** a collaboration with McCrorey Family YMCA and Best Buy, provides a free, immersive learning experience for youth ages 13 to 18 in Greater Charlotte's historically underrepresented neighborhoods. Teens explore their high-tech creativity with a recording studio, green screens, 3D printers, computers and more. This is part of our Corridors of Opportunity investment under the Mayor's Racial Equity Taskforce.



The numbers add up



INVESTED IN

1K+

AFFORDABLE
HOUSING UNITS

SERVING

2K

RESIDENTS

WITH OVER

150

UNITS RESERVED
FOR TEAMMATES

Faith Community Health Ministry in the Greater Charlotte Market



12.7K+

PEOPLE EXPERIENCING
FOOD INSECURITIES
NEEDS ADDRESSED



3.1K+

PEOPLE ASSISTED
FACING SOCIAL ISOLATION
CHALLENGES

40

Latino health promoters trained through Faith Community Health Ministry in the Greater Charlotte Market

13

counties were provided ongoing education through our faith partners, focusing on healthy living, grief support and more



Added the Fresh Food FARMacy to the Circle of Care program in the Midwest Region.

The program provides qualifying patients with access to nutritious food and education and clinical services, empowering them to manage their medical conditions through food-related behavior and lifestyle changes.

500+

PATIENTS
AND COMMUNITY
MEMBERS SERVED

4.4K+



PATIENTS
TREATED

7K+



VISITS

at Aurora Walker's Point Community Clinic in Milwaukee



PROVIDED

10.1K+

CAREGIVING
ENCOUNTERS
FOR COMMUNITY MEMBERS

IN MORE
THAN

12 COUNTIES

THROUGH

19

FAITH HEALTH
CONNECTORS

in the North Central and Western North Carolina Markets through Faith Community Health Ministries in the Southeast Region



Population Health

Transforming the way care is delivered

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

Our newly formed scale provides us the opportunity to advance this work at a faster pace and with reach beyond what other systems can do.

Leading the way in CMS programs

- We've been one of a small handful of participants in a new federal program focused squarely on health equity, ACO REACH. In the first few months, we put in place new programs that allow us to help participating patients even more, such as transportation, mail-order pharmacy and a Skilled Nursing Facility at Home program.
- An Enterprise Bundled Payments for Care Improvement Advanced Episode of Care Application was submitted in May, marking the first CMS program submission on behalf of Advocate Health. We have been accepted and are in the process of evaluating the data to decide on our participation in 2024.

[Learn more](#) about savings through Centers for Medicare and Medicaid Services.



23

Population Health by the numbers

2.3M

managed lives

13K+

participating physicians

68

participating hospitals

108

value-based contracts

12

accountable care organizations / clinically integrated networks

\$1.6B

in capitated risk managed



Closing quality-care gaps

175K+

additional quality-care gaps closed in 2023 in the Midwest Region and Southeast Region

100K+

additional depression screenings

57.6K+

additional cancer screenings

18.3K+

additional diabetes care gaps closed



Since launching new automated patient outreach for comprehensive annual visit outreach in April in the Midwest Region, we connected with 20K+ patients with a reach rate of 83%. This resulted in 715 patients scheduled in two months. In addition, we scheduled 1.1K+ patients in 2023, compared with 873 in 2022. Using technology has allowed us to reach out to more patients, increase our engagement with them and close more than 350 quality-care gaps of high-risk patients.

Delivering top health outcomes and safety

- Our medical group in the Midwest Region earned the 2023 Quality Leadership Award from the Wisconsin Collaborative for Healthcare Quality.
- Due to appropriate rechecks, potential harm was avoided for 12K+ patients in the Southeast Region who might otherwise have had anti-hypertensive medication dosages increased in error.

Driving growth

We successfully integrated Employer Services across the Southeast Region, implementing the client-centered business model to stimulate growth in new and stagnant markets. For year one, our Greater Charlotte Market growth exceeded 25%, and our Georgia Market exceeded growth projections by 300%, while we maintained a patient satisfaction rate of more than 95%.

Leveraging technology

Using the Electronic Frailty Index, an analytic tool that predicts future health care resource needs of complex patients, we improved identification of high-risk patients by 25% for complex care management and are working to scale this across the enterprise.

Keeping patients out of the hospital

- Care management teams in the Greater Charlotte Market continue focusing on the length of stay for acute patients, resulting in 26K+ saved days. These days represent cost savings of nearly \$25M.
- Care management teams in the Midwest Region continue focusing on the length of stay for acute patients, resulting in 22K+ saved days. These days represent cost savings of nearly \$21M.

[Learn more](#) on how we're delivering on our pledges.



Academic Core

Leading the way in medical education and pioneering research for a healthier future

With our combination, we established Wake Forest University School of Medicine as our academic core, and we aim to lead the nation in helping people live fully and training the next generation of health care leaders.

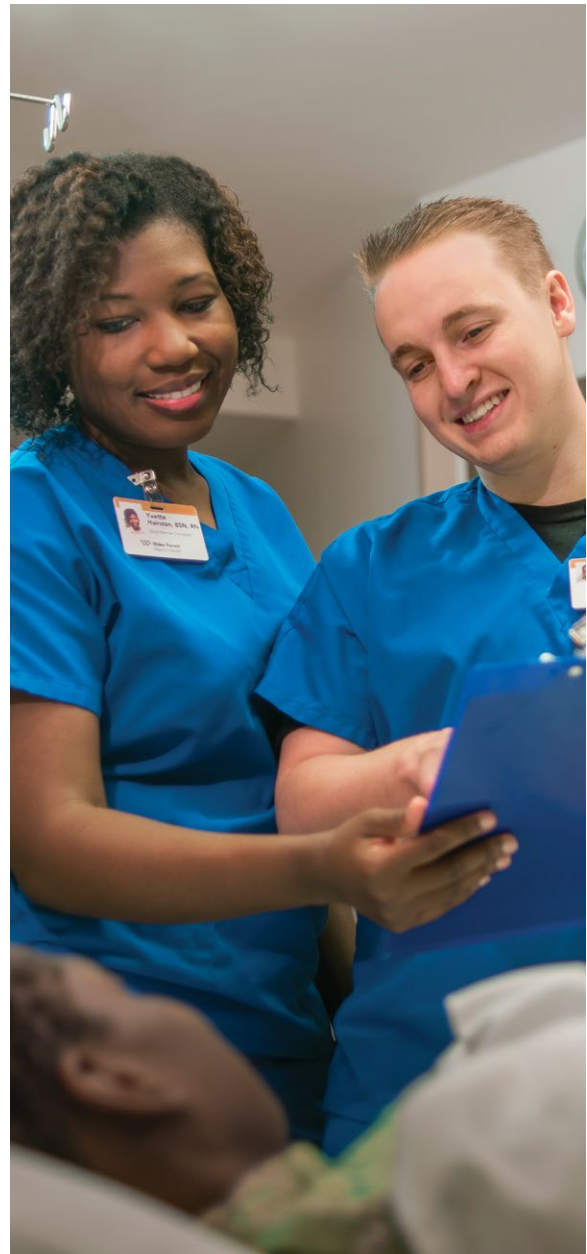
More insights. More innovation.

Wake Forest University School of Medicine currently directs the education of nearly 2K students, residents and fellows, including physicians, scientists and allied clinical professionals.

Throughout 2023, several hundred Atrium Health physicians and researchers who work in the Greater Charlotte Market joined Wake Forest University School of Medicine as faculty, and plans are underway to expand the number of School of Medicine faculty appointments in our Southeast and Midwest Regions.

Attracting students from coast to coast

The 145 students in our MD Class of 2027 reflect diversity in multiple forms. While 39% are from North Carolina, 61% hail from outside the state, including Illinois, Wisconsin, California, Florida, Hawaii and Puerto Rico. Students range in age from 21 to 36, with most 24 or younger, and 7% are first-generation college graduates. More than a third are from diverse backgrounds, defined as Black/African American, Hispanic or economically disadvantaged.





Educating tomorrow's leaders

To be true to our goal of preparing the next generation of health care leaders, we're teaching them to balance science with compassion, and we're providing opportunities that matter in the real world. For example:

- Through our Standardized Patient Program, students interact with actors portraying patients. This year about 600 students, working with 120 patient actors, practiced collecting patient histories and conducting physical exams, managing patients in outpatient and inpatient settings.
- At our November Share the Health Fair, students provided health screenings, educational services and community resources to individuals and families who may otherwise not have access to health care.

Increasing health equity through Alzheimer's disease research

Our commitment to advancing health equity plays an integral role in our mission and is reflected in our programs and services, and most certainly in our research.



Running with the Panthers

Fourth-year Wake Forest University School of Medicine medical student Alexis Restrepo has joined an exclusive team: the National Football League's Diversity in Sports Medicine Pipeline Initiative. She was chosen to be among a handful across the country — 32, to be exact — who are benefiting from the program's goal, which is to increase and diversify the supply of students interested in sports medicine.

Ultimately this will help diversify the medical staffs of NFL teams. For Alexis, this meant getting support and mentorship from the staff of the Carolina Panthers for her budding career in orthopedics. Touchdown!

Goldie Byrd, Ph.D., a professor of Social Sciences and Health Policy and director of the Maya Angelou Center for Health Equity at Wake Forest University School of Medicine, has focused much of her research on Alzheimer's disease in Black people, who, as a demographic, are diagnosed with the illness at a rate twice as often as their White counterparts. She is also leading the national community-engaged research, outreach and recruitment for a \$46M grant from the National Institutes of Health, examining the genetics of Alzheimer's in people of Hispanic and African ancestry to see what biomarkers might predict the disease.





Nursing

From compassionate healers to innovators, nurses are the heart and soul of the organization

Advocate Health nurses stand as resilient leaders, caring healers, mentors and educators. The impact of our nurses is immeasurable, and through their commitment, passion and expertise, they have changed countless lives. United by a shared dedication to innovation and evidence-based practice, our nurses represent the best and brightest in the profession.



Elevating patient outcomes

In the pursuit of delivering exceptional patient care, nursing plays a pivotal role in driving innovation, quality improvement and patient satisfaction across our enterprise. Nursing-led initiatives and programs include:

- **Hypertension equity initiative:** The Midwest Health Equity Council established a unique nursing care model, combining technology and interprofessional teamwork, to aid Black and Hispanic individuals with hypertension in achieving controlled blood pressure. It enrolled more than 450 patients, achieving high engagement rates, particularly when nurses engaged with patients in community interactions.

Nursing by the numbers

Nearly
42K
nurses strong

11
Magnet-designated hospitals

98
podium, posters and publications

7
nursing grand rounds presented as part of nursing scholarly work

[Learn more about Magnet designation in the Midwest and Southeast Regions.](#)



“At the Well-being and Practice: Renewal Day, there was space to reflect on why I became a nurse and what motivates me to provide the care I do. It made me feel valued that my organization recognizes this, knows that its employees work to serve a higher purpose and wants us to connect with that.

This day proved to me that my company doesn't see me just as a number on a staffing grid, but instead wants to provide opportunities for me to grow spiritually so that I might become a better nurse. I left the Well-being and Practice: Renewal Day feeling heard, appreciated and refreshed.”

MARGARET WALDOCH,
Aurora West
Allis Medical Center

- **Innovative triage solution:** Psychiatric emergency rooms often have long wait times, causing agitation and dissatisfaction. In response, Atrium Health introduced Provider in Triage in our Greater Charlotte Market, which reduces redundancy and wait times, resulting in shorter door-to-discharge and door-to-admission times, a significant decrease in patients leaving without being seen and improved efficiency and timely treatment.
- **Central line success:** Atrium Health's Virtual Critical Care partnered with one critical care site to reduce central line infections through a proactive quality improvement approach, resulting in zero infections and almost \$100K in cost savings, with potential for expanded implementation.



- **Pursuit of excellence:** A multi-site study by our Midwest Region team found discernible differences in nursing values and care quality across Magnet, Magnet-journey and non-Magnet institutions. The study affirms that Magnet recognition positively impacts higher standards and patient experiences, suggesting that the pursuit of this accreditation can significantly enhance patient care through evolving nurse values.



Bolstering workforce stability

The Enterprise Workforce Integration Team achieved significant progress in strategic alignment. Notably, the team bolstered workforce stability through new hires, reducing contingent labor by 1.4K+ full-time equivalents and yielding an enterprise-wide cost reduction of \$100M through September. Furthermore, cross-regional synergies were adopted to maximize virtual nursing care, integrating a comprehensive program across the organization.



Supporting our nurses

Advocate Health is advancing a culture of well-being for all nurses, using trauma-informed care frameworks and innovative support resources. This commitment fosters physical, mental and spiritual health, as well as joy and meaning in work, while enhancing professional engagement.

The well-being of our nurses is prioritized through a comprehensive approach, including:

- Workplace safety tools, trauma recovery support, Employee Assistance Program and Mission and Spiritual Care
- Integrative medicine offerings, such as mindfulness and meditation

425
nurse peer-to-
peer ambassadors

15K Midwest Region teammates,
physicians and APCs trained
in peer-to-peer support

1K+ nurses participating in full-
day renewal programs

NURSING EMPOWERMENT THROUGH SHARED GOVERNANCE

“We believe Shared Governance is foundational to the professional practice of nursing. It’s about so much more than ‘input’ alone – rather it is grounded in practicing nurses’ accountability and ownership for nursing standards and clinical decision-making. Ultimately, having a robust Shared Governance model improves care and benefits for all – our organization, our nurses and those we serve.”

MARY BETH KINGSTON,
Executive Vice President,
Chief Nursing Officer



Shared Governance in action

60

decisions made impacting nursing practice

91

nursing policies authored and reviewed with specialty nursing practice teams

11

workgroups stemming from Nursing Practice Councils involving clinical nurses

Virtual Nurse Observation program

Atrium Health nurses are improving patient care by expanding their nationally recognized Virtual Nurse Observation program. The expansion includes a new innovative care model that uses bedside registered nurses virtually for one of their three 12-hour shifts each week, bringing additional opportunities, increased job satisfaction and enhanced well-being for our patient care teams.

Innovators in nursing

At our Center of Nursing Excellence, we're melding best practices from the Midwest and Southeast to create a robust research infrastructure, aligning with our enterprise commitment to becoming an academic learning health system. Led by a team of eight nurse scientists across both regions, we foster collaboration with site clinical nurse co-investigators, a venture underscored by milestones, including more than 120 peer-reviewed scholarly publications and presentations, plus monthly nursing grand rounds attended by nurses throughout our organization.



• CONNECT TO PURPOSE •

"Carolyn was caring, professional and completely on task from the second we arrived until my husband's discharge. Her excellent nursing care is the reason that my husband's stroke deficits are minor after having a massive stroke. Carolyn took the time to explain everything she and the other staff were doing, while listening and answering the questions we had. I honestly believe that Carolyn's care and attention to detail is the reason my husband is alive today. We will forever be grateful for the amazing nurse she is." — Aurora Medical Center – Burlington

"I wanted to send an email about one of your resource (Float Pool) nurses who went over and beyond for my daughter. That morning a new nurse came on and introduced herself to myself and my daughter. My daughter started to go downhill and required more respiratory support and ended up being intubated by lunchtime. This nurse worked so hard helping my daughter, then comforting me, and even prayed with me while I sat there crying. She came back the next day to check on me even after my daughter got moved off PICU. Thank you for keeping nurses like her around to care for children like mine." — Atrium Levine Children's Hospital



Diversity, Equity and Inclusion

Advancing a culture of inclusion and belonging

Our diversity, equity and inclusion (DEI) strategy is anchored in delivering safe, consistent and equitable health outcomes and experiences for all the patients and communities we serve.

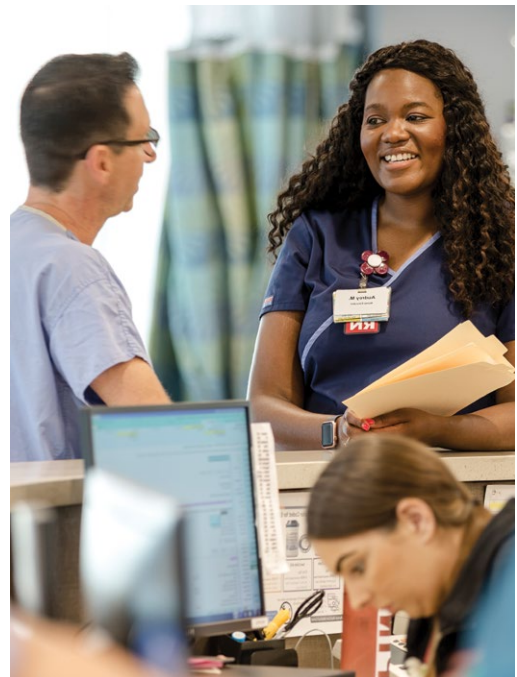
We know we're better able to serve our communities when we take time to acknowledge our differences, reflect on our unique strengths and come together to foster a culture of inclusivity and belonging.

An all-encompassing approach

By not only supporting but being proactive in pursuing DEI initiatives, we broaden our perspective into the lived experiences of patients and teammates, leading to more informed, personalized care and improved outcomes for our patients and a more unifying environment for our teammates.

Engaging our teammates and leaders

- In August, we launched our DEI Learning Center, which is an enterprise platform for on-demand learning. It includes 10 categories, 34 topics and 80+ learning resources covering anti-racism, cultural humility, hidden biases, aging in the workplace and more.





- Our Who We Are series is a centralized and inclusive platform to recognize and celebrate our cultural and heritage observances. In 2023, we hosted nine sessions with 2.3K+ live views.
- Our six-week Diversity Certificate Program is open to all teammates and leaders. More than 100 teammates participated in a unique learning experience that enhances cultural competencies and increases DEI awareness. Participants examine how to minimize the impact of unconscious bias, enhance interpersonal effectiveness and develop inclusive leadership skills.

Boosting hiring and training

We're focused on recruiting, developing and retaining a diverse group of teammates throughout every level of our organization because we know empowering diverse perspectives leads to innovative solutions.

Expanding supplier diversity

We committed to increasing spending with minority- and women-owned businesses, local and employee-owned, cooperatively owned and nonprofit-owned enterprises. We are expanding beyond supplier diversity to develop a business diversity ecosystem that seeks to include minority, women, LGBTQ+ and veteran business owners.

Making it happen

Through our Center for Supplier Diversity and Entrepreneurship, several businesses are progressing through our supplier pipeline.

Words AND actions

With 4.2K+ registrants, our 2023 Advocate Health FOR ALL Conference was our first major enterprise-wide event. This year marked the 21st conference, and its theme, Dare to Be: From Safe Spaces to Brave Spaces, prepared the groundwork for sharing and learning. Teammates engaged with some of the nation's leading DEI experts on topics that included neurodiversity, social justice and faith.



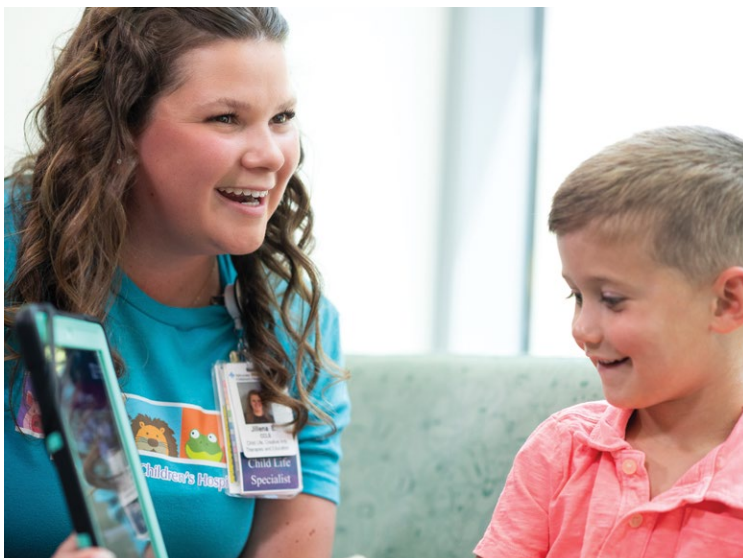
Best Place to Care

Focused on being the best place to receive and provide care

We're working to enhance physician and APC/APP support to positively impact daily practice, particularly around points that interrupt or distract from patient care, to be the best place to give and receive care.

Leveraging technology

We know clinical documentation is a primary barrier to work-life balance. We're using virtual scribes and artificial intelligence options to reduce the documentation time required for our physicians and APCs/APPs. Ultimately, this technology affords them more quality time with patients and less time charting. Some of these initiatives are seeing an average reduction of time spent in documentation of more than 25 minutes per day.



Focusing on three key areas:

- **Workflow efficiency:** Maximize physician and APC/APP time with patients by improving the electronic health record experience, removing unnecessary tasks and ensuring adequate teammate support.
- **Recruitment, onboarding and retention:** Improve the care-delivery experience and professional fulfillment by removing system barriers and processes.
 - "DocuVault" – piloting a central repository with our Medical Staff Services and Managed Health teams so documents for initial credentialing can be housed in a single platform for all support teams to access in lieu of multiple and duplicate requests for documentation
- **Culture and well-being:** Drive culture change by cultivating trust, appreciation and respect among our physicians, APCs/APPs and teammates.



Taming the time monster

- **Electronic health record (EHR) experience enhancements:** With so much of our physicians' and APCs'/APPs' time devoted to managing patient care in EHRs, we're continually seeking solutions to reduce the hours they spend outside of working hours on documentation. In some areas, we've saved 6K physician and APC/APP hours annually by improving the chart closure process and, through artificial intelligence in-basket management, have removed 20K messages from manual processing per month.
- **Inbox wrangling:** We're making intentional changes to how we handle messages from patients so they receive the answers they need, and physicians and APCs/APPs can stay focused on providing care. These efforts yielded a 7-9% reduction in patient messages to them, as well as overall message volume reductions. We've achieved this by restructuring how we handle patient messaging, using artificial intelligence to help direct it appropriately, and tapping into nurse, call center and other resources.

Increasing physician and APC/APP professional development

Encouraging and supporting ongoing learning and professional development empowers our physicians and APCs/APPs to lead and deliver the best care for patients. To achieve this, we offer opportunities across our organization, including an annual leadership institute, specialized leadership and engagement sessions, courses on health equity and diversity specifically for physicians and APCs/APPs, and an annual Women's Leadership Conference for physicians and leadership.





Supporting emotional well-being

We're redeveloping a sense of community through connection, meaningful recognition and events, with an eye on intentionally measuring well-being, and using feedback to monitor and adjust programs.

All eyes on us

We've been recognized for all we're doing to build a Best Place to Care, including the highest level of recognition with the Joy in Medicine Gold Award, recognizing Atrium Health for its demonstrated commitment to preserving the well-being of health care teammates by engaging in proven efforts to combat work-related stress and burnout.

[Learn more.](#)

How it's happening

- Providing seed funding for local well-being committees
- Offering extensive well-being resources, including financial assistance, counseling, exercise, peer support and more
- Training 1.5K+ teammates, including 200 physicians and APCs/APPs on trauma-informed care, providing tools that help attendees give colleagues immediate support after a crisis
- Training in the concept of moral distress

Spreading the word

- The American Medical Association has twice highlighted Atrium Health for its Best Place to Care work.
- Dr. Mila Felder, vice president of Teammate Well-being, presented on Advocate Health's well-being initiative during the American Conference on Physician Health. Advocate Health was one of four health systems recognized for best practices in implementing and sustaining robust well-being programs. Dr. Felder shared the success of our Midwest Region's well-being grant program in which teammates, physicians and APCs apply for grants, totaling \$23K, to improve their teams' well-being.
- We were accepted to the Healthcare Professional Well-being Academic Consortium and completed a baseline well-being survey as part of a national benchmarking and collaboration in research, advocacy and publications to advance physician and APC/APP well-being.





Culture and Teammate Recognition

Recognizing and celebrating our vibrant workforce



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Recognition and building a shared culture are integral to our commitment to our teammates. In 2023, we established the Culture Coalition, an assembly of leaders throughout our enterprise dedicated to defining our unified Advocate Health culture framework. And, as we align and enhance our recognition programs enterprise-wide, our teammates enjoy continuous appreciation through a variety of initiatives, such as e-cards, kudos, peer-to-peer honors and service awards. Additional supporting initiatives to recognize and build a culture where all teammates belong and feel recognized include:

Advocate Health Has Talent

Keeping our teammates energized and inspired to be part of Advocate Health – while bringing out the very best of our people – is at the heart of this long-time recognition program, now known as Advocate Health Has Talent. Teammates revealed their hidden talents, including singing, dancing and other awe-inspiring qualities.

160

teammates auditioned across the enterprise

13

finalists selected for the grand finale

12.2K

votes for The People's Choice Award





Teammate Appreciation Week

This year marked our first time coming together as an enterprise to express gratitude to our nearly 155K teammates during Advocate Health's Teammate Appreciation Week. The comprehensive plan delivered fun, daily themes and activities to foster well-being and gratitude, prize drawings and much more.

185K+

teammate touch points and participation across all events and activities

56.1K

e-cards and kudos sent

37.8K

daily prize drawing entries

27.8K

teammate appreciation webpage views

• CONNECT TO PURPOSE •

“Advocate Health has optimal care not only for its patients, but also its employees.

Our company's combined inclusivity and diversity, intertwined with unlimited growth opportunities, makes me realize how amazing our organization is. Being a finalist in Advocate Health Has Talent has opened my eyes to the many intricate areas our company possesses.

This makes me even more proud to say I love AND work for Advocate Health.”

WILLIE DAVIS,

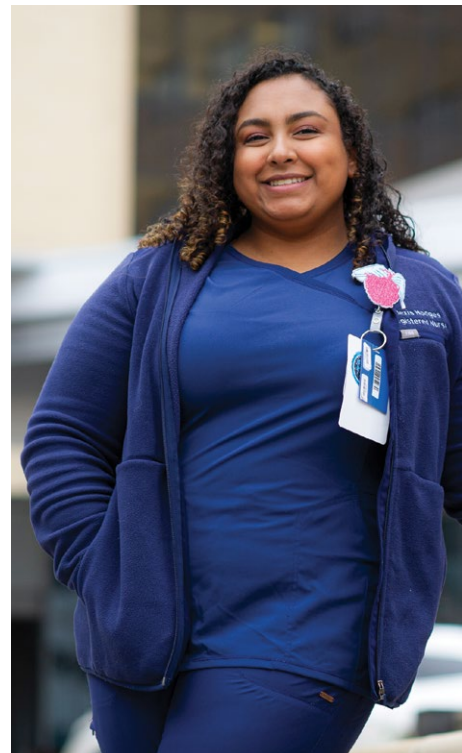
Advanced Laboratory Assistant,
Southeast Region

Anniversary Survey

As we continue to build our Advocate Health culture, listening to our teammates and acting on their feedback is the linchpin of being a best place to work. Our Anniversary Survey is now offered throughout our enterprise as of August.

- Southeast Region Teammate Experience performance year over year has increased 11.9%. All six survey questions are above health care benchmark.
- Midwest Region had a 50% response rate in its initial phase rollout of the Anniversary Survey, which is well above the industry standard of 30% for pulse surveys.

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Elevating teammate engagement

To maintain our vibrant and engaged workforce, we implemented a series of transformative programs and initiatives reflecting our commitment to the well-being and satisfaction of our teammates. They include:

- A dedicated well-being council and teammate website, with more than 200 resources available; the site had a 30% increase year over year, with nearly 95K visits.
- A teammate engagement taskforce to activate Voice of the Teammate – a Southeast Region listening strategy that includes feedback from teammates through engagement surveys and onboarding and exit surveys. This is being piloted at Atrium Health Navicent.



Assisting teammates in crisis

Across Advocate Health, four funds have been established to provide financial assistance for teammates who face emergency situations that make it difficult for them to provide basic needs for themselves or their families. Thanks to the generosity of donors, this year:

1.2K

teammates assisted
by Advocate Health

\$1.6M+

distributed

The Teammate Help NOW program provides support via Community Health Workers to connect Southeast Region teammates with resources to address food insecurity, housing education, emergency housing, digital connectivity and basic financial needs. More than 1.1K teammates received support this year, and we have plans to expand organization wide.

Empowering executive excellence

With the creation of our Executive Center, we provide dynamic and comprehensive executive life cycle services, with strategies, solutions and support that enable executives to empower their teams, lead the enterprise and establish Advocate Health as the employer of choice in the health care industry. The center includes executive relations, recruiting, total rewards, operations and development.

We've realized

\$3.3M

in cost savings by insourcing a large majority of executive recruitment and placement needs.



Giving

Reaching out to lift others up

As a nonprofit organization, Advocate Health relies on philanthropy to expand access to care, enhance patient experience, enable innovation and improve health outcomes as we break ground on new, state-of-the-art facilities, reduce health disparities, expand research and promote workforce development, just to name a few.

\$71M+
raised

*Year to date through June 2023

Teaming up to help people live fully

This year, we launched Advocate Health Gives, with teammates across both regions joining together to give \$7.6M+ to help even more people live fully.

Turning discoveries into extraordinary care

Charitable gifts help us translate innovative research into extraordinary care.

- More than \$43M was raised toward the ENVISION Campaign, a multi-year campaign launched in November with a goal of \$100M, supporting Atrium Health Wake Forest Baptist and Wake Forest University School of Medicine biomedical research.
- More than \$15M was raised by Advocate Charitable Foundation and Aurora Health Care Foundation to support research in

health equity, cancer, Alzheimer's disease, heart disease and more.

- A \$7.5M gift to Atrium Health Foundation from The Leon Levine Foundation will fund cancer research and education to build the new radiation therapy facility at Atrium Health Carolinas Medical Center.

Improving access to care, reducing health inequities

- Atrium Health implemented Meaningful Medicine, a partnership with Charlotte-Mecklenburg Schools and Bank of America. The program was created by a \$10M gift from Bank of America and is dedicated to reducing health inequities in the Greater Charlotte community.
- The Advocate Charitable Foundation and the Aurora Health Care Foundation raised \$7.8M to improve access to care and reduce health disparities by providing fresh food to patients with chronic conditions, providing trauma-informed care to survivors of intentional trauma, dentistry to special needs and medically complex patients and transportation for appointments.
- The newly established Atrium Health Floyd-Polk Foundation began its work in 2023, managing an endowment of \$160M+ used to address social drivers of health and mitigate inequities in health care and health access, including \$420K to provide virtual care equipment to 37 schools in northwest Georgia and northeast Alabama.



- More than \$493K was invested in local community health initiatives through the Wilkes Medical Center Foundation.
- \$217K was invested in a pilot program that provides certified peer support specialists in the Wilkes Medical Center Emergency Department to ensure substance use disorder patients have access to treatment and social services information about behavioral modifications. Wilkes Medical Center is part of Atrium Health Wake Forest Baptist.

Learn more about health equity efforts.

\$5.5M campaign expands Advocate Adult Down Syndrome Center

A three-year, \$5.5M campaign led to the hiring of an additional physician and social worker for Advocate Health's Adult Down Syndrome Center, additional resources on the center's expansive online resource library and 450 virtual patient and caregiver activities, classes and programs and research. Linda and Mike Mussallem, who both had brothers with Down syndrome, kicked off the campaign with a lead gift of \$2.75M.

Learn about the new David L. Conlan Rehabilitation Center opening, thanks to \$30M gift.

Midwest fast stats

- \$235K+ raised for Aurora Healing and Advocacy Services at the 10th annual Hope Shining Blue fundraiser.
- \$65K+ supported Advocate Children's Hospital's Child Life program to focus on emotional and developmental needs through art therapy, music therapy, education, pet therapy and more.
- \$46K+ spent to support teammates' emotional, physical and mental health.
- \$220K donated to Aurora Health Care by American Family Insurance Institute, expanding the Returning Citizens Program providing primary care to individuals recently released from incarceration.

Southeast fast stats

- \$250M raised by Atrium Health Foundation's Giving Hope Campaign. The campaign, the largest in Atrium Health and Charlotte's history, enhances community health, education and research and supports state-of-the-art facilities.
- \$10M gift activated from the C.D. Spangler Foundation to enhance women's care by reducing infant mortality and preparing children for a healthy start in life.
- \$20M+ raised by corporate gifts from Ally Bank, Truist, Towne Bank and Bank of America to support access to health care, as well as workforce development programs that ensure diversity and access to careers in health care.
- \$4M+ raised to help fund a \$17M capital project to renovate the Esther R. Culp Women's Center at Atrium Health Wake Forest Baptist High Point Medical Center.
- \$309K in grants awarded through the Cabarrus Healthcare Foundation to 23 departments to improve health, elevate hope and advance healing for all.
- A \$400K custom-built ambulance for Neonatal Intensive Care patients and their mothers purchased by Floyd Healthcare Foundation, thanks to its teammate giving club, SPIRIT.
- Eight new scholarships established to support Wake Forest University School of Medicine students, with 78%+ in honor or memory of an alumnus.



Market Highlights

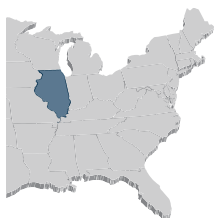
Harnessing the collective force of our legacy
to build a better tomorrow





Illinois

Advocate Health Care



With 11 hospitals and more than 250 sites of care across Illinois, Advocate Health Care – one of our legacy organizations – is a recognized national pioneer in clinical innovation, health outcomes, patient satisfaction and value-driven care. Advocate Health Care is a market within the Advocate Health organization. [Learn more.](#)

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• CONNECT TO PURPOSE •

“I couldn’t go for my walks. I really missed that. I didn’t go to family parties. I was either tired or had a headache...I had given up. I was really depressed and thought this may never go away. But Dr. Sheehan listened to me. She was so thorough. It was just a miracle.”

CAROL PICK,
Virtual Post-COVID
Recovery Program patient

Making a difference

For patients who have recovered from COVID and are continuing to experience symptoms of the virus, we launched a Virtual Post-COVID Recovery Program across the Midwest Region.

The program adds to our Consumer First virtual health offerings and expands on our in-person COVID recovery programs at Advocate Christ Medical Center, Advocate Illinois Masonic Medical Center, Advocate Lutheran General Hospital and Aurora Sinai Medical Center.





• CONNECT TO PURPOSE •

“We’re kind of in a food desert, so I’ve been waiting for my time to get my fresh vegetables and fresh fruit. It’s quick and convenient...and so fresh, it’s still dripping with water.”

ADRIENNE AFFLALO, Food FARMacy patient

From farm to community

A hospital with a farm on its property? It’s not common, but Advocate Good Shepherd Hospital is leading the way in this innovative offering. This past growing season, the Smart Farm accomplished an extraordinary feat by growing and donating nearly 8 tons of organic produce, equating to more than 14.5K meals. Food-insecure patients at Advocate Trinity Hospital on Chicago’s South Side received some of the farm’s bountiful harvests. The Smart Farm delivered fresh produce to Advocate Trinity’s Food FARMacy at regular intervals throughout the growing season.

Why it matters: By creating greater access to fresh produce using organic practices, we aim to narrow the health equity gap among patients who experience high rates of diabetes, high blood pressure and stroke.

We’re innovating

We celebrated the 20th anniversary of a program that gives teenagers a glimpse into the human heart. Live From the Heart is a partnership between Advocate Christ Medical Center and Chicago’s Museum of Science and Industry that provides a live broadcast of open-heart surgeries. Each week during the school

year, high school students from around the world view live heart bypasses, transplants and other procedures, listening in as every step is explained in detail.



Did you know?

During the past two decades, 62K students have watched more than 650 surgeries, asking the medical teams questions in real time and learning about science, heart health and careers in the medical field. Among them is Dr. Oyinkansola Okubanjo, an emergency medicine physician at Advocate Christ who participated in Live From the Heart as a high school student.

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• CONNECT TO PURPOSE •

“Attending Live From the Heart as a high school student 16 years ago is where I discovered the beauty of medicine and was inspired to pursue a career in medicine. This program demystifies the world of surgery and reveals the rewarding and beautiful aspects of healing through hands-on care.”

DR. OYINKANSOLA OKUBANJO,
Emergency Medicine Physician,
Advocate Christ Medical Center



• CONNECT TO PURPOSE •

Christina Riek, an intensive care unit nurse at Advocate Condell Medical Center, experienced the other side of medicine when she became the patient in Advocate Condell's brand-new intensive care unit after a serious car crash nearly killed her. The colleagues she worked alongside were now treating her and helped save her life. After months of care, she returned to work with a renewed appreciation for her profession.

"I completely understand what my patients are going through because I've been there. Next year, our ICU will be twice as big and provide this kind of life-saving critical care for even more people in Lake County. I love what I do, and I'm excited to keep caring for our patients when they need us most."

CHRISTINA RIEK, Advocate Condell Medical Center nurse

Growth and development

At Advocate Illinois Masonic Medical Center, construction began on a \$645M, six-year modernization project that will create more than 330K square feet of new space, featuring:

- 326 licensed beds
- A four-story expansion to the Center for Advanced Care, with a new home for the hospital's Breast Care Center
- A five-story patient pavilion that will create 232 replacement medical/surgical and intensive care inpatient beds
- A modernized Women's Health unit and birthing center
- Expanded cardiology services and renovated operating rooms

Advocate Condell Medical Center hit a new milestone on its multi-year modernization project, opening a technologically advanced addition to its intensive care unit. It features:

- 22 beds
- Negative air-flow rooms, ideal for treating patients who have COVID and other infectious diseases
- A state-of-the-art, 32-bed ICU, which, upon completion, will be nearly twice the size of the original unit

Advocate South Suburban Hospital opened a \$20M behavioral health unit offering patient-centric therapeutic spaces and private rooms with the latest technology.

Advocate Health Care opened a 5K-square-foot imaging facility in Des Plaines. It offers same-day, convenient access to advanced imaging for CT and MRI services.

Illinois Market names new president



Dia Nichols was named president of Advocate Health Care in September after previously serving as president of Advocate Lutheran General Hospital and the Central Chicagoland Patient Service Area. He joined the organization in 2021 and has been instrumental in advancing a culture of safety and recognition, leading to improved health outcomes and enhanced physician and teammate engagement. As Market President, Dia oversees the growth, development and strategic direction of the Illinois Market.



Wisconsin Aurora Health Care



With 17 hospitals and more than 150 sites of care, Aurora Health Care is Wisconsin's largest private employer and a national leader in clinical innovation, health outcomes, consumer experience and value-based care. [Learn more.](#)

Offering the best

One of only 10 health systems in the nation to do so, we completed 100K surgeries using the Da Vinci robotic system, with the 100,000th surgery performed at Aurora Sinai Medical Center.

Better for patients: We're first and foremost a safe clinical enterprise, and for patients, this minimally invasive technology means lower risk of infection, less blood loss, shorter hospital stays and faster recovery.

Innovation in action

Aurora St. Luke's Medical Center performed a heart transplant using the TransMedics OCS Heart, a portable monitoring system designed to keep a donor heart in an active state while in transport.

Discovering the difference: Often referred to as a "heart in a box," the OCS acts as a miniature intensive care unit that keeps organs alive and healthy by preserving them in a natural state that mimics the human body, potentially expanding the pool of eligible donor hearts. This was the first time in Aurora Health Care history the device was used during a transplant.





Expanding horizons

Aurora Medical Center – Sheboygan County celebrated its one-year anniversary of opening.

Exploring the impact: In the last year, the team at Aurora Sheboygan County successfully moved the hospital, completed DNV certification, achieved top decile ranking for teammate engagement and attained a five-star rating from the Centers for Medicare & Medicaid Services.

Highlights include:

- 345K square feet
- 118 beds
- 11 critical care beds
- 13 operating rooms
- 5 procedure rooms
- Level IV Trauma Center
- 115K-square-foot medical office building with 36+ specialty physicians and APCs

Reaching more people

In June, we opened Aurora Medical Group and Urgent Care in Waukesha, offering primary care, pediatrics, OB/GYN, lab services, imaging and a pharmacy.

Unveiling success: This \$23M investment tallied more than 23K ambulatory visits in its first three months.

A decade of support

Aurora Health Care hosted the 10th annual Hope Shining Blue, which honors survivors of sexual and domestic violence. The event raises critical funds to support survivors in times of crisis. During the last decade, Hope Shining Blue has raised \$1M+ and helped Aurora Healing and Advocacy Services care for 10K+ survivors. The event's message is one of resilience.

New president takes the helm in Wisconsin

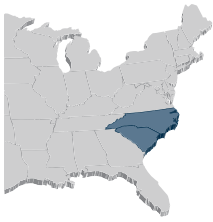


Gabrielle Finley-Hazle was announced as president of Aurora Health Care in October and began her new role in November. Gabrielle previously held leadership roles at CommonSpirit Health and Tenet Healthcare Corporation. She is responsible for the growth, development and strategic direction of the Wisconsin Market.



North Carolina

Atrium Health Greater Charlotte



With 20 hospitals and more than 300 other locations, Atrium Health in Greater Charlotte is renowned for its top-ranked pediatric, cancer and heart care, and its innovations in virtual medicine and impact on health equity. [Learn more.](#)

Historic vitality meets innovative future

Construction of the [Charlotte campus of Wake Forest University School of Medicine](#) – the second campus of the school of medicine – and its surrounding innovation district, [The Pearl](#), broke ground in January. The Pearl is a mixed-use development featuring education, retail and other amenities available to the entire community.

Building on excellence

The David L. Conlan Center at Atrium Health Carolinas Rehabilitation opened its doors, marking the first step in a larger Atrium Health Carolinas Medical Center campus modernization project. The Center was made possible with the help of a generous \$30M gift from Howard C. “Smoky” Bissell, his wife, Margaret, and Bissell Ballantyne to honor the life of David L. Conlan.

Vision becomes reality

The 150K-square-foot facility features 72 patient rooms, a therapy garden, 16K square feet of inpatient and outpatient therapy, and an aquatic therapy program. The Atrium Health Carolinas Medical Center campus transformation continues to progress following a groundbreaking ceremony for a new advanced care facility in summer 2023.



A gem comes to life

The Pearl will create a life-sciences research corridor within the Innovation Quarter in Winston-Salem and drive economic and social impact, advance learning and discovery and strengthen our communities. The project will also bring innovation and advancement to surgical training as The Pearl becomes home to IRCAD North America, a wholly owned subsidiary of Atrium Health. IRCAD’s surgical research and training center trains the world’s best surgeons with the latest technology, innovations and techniques.

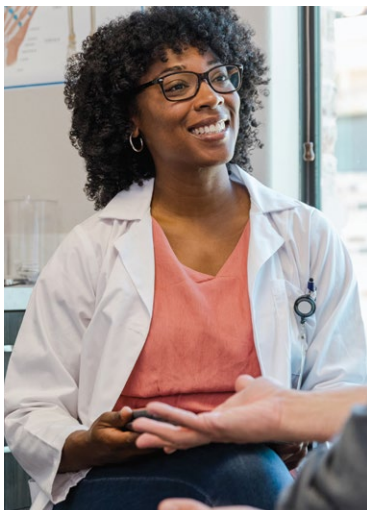
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**The Greater Charlotte Region services South Carolina*



“Atrium Health and its predecessor systems have been the provider of health services for our family since the late ’60s. Having the opportunity to participate in advancing their quest for excellence is, has been, and will always be an honor for our family.”

SMOKY BISSELL,
longtime supporter
of Atrium Health



Atrium Health Levine Children’s opened the Torrey Hemby Center for Cancer and Blood Disorders, a new outpatient treatment center located inside Atrium Health Medical Center Plaza.



A targeted design

The new center provides pediatric patients with access to the latest treatment options, patient programs and medical technology. Every inch of the 20K-square-foot space was designed with kids in mind, from nausea-reducing paint colors and lights to a play area with space to enjoy art, games and music, and interactive features like dry-erase walls and special graphics to help distract patients during treatment.

Blazing the trail

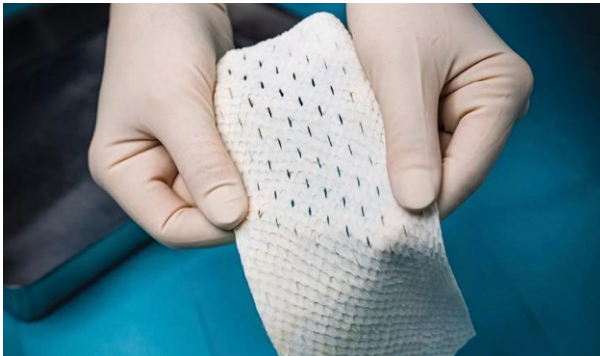
Atrium Health is bringing two new, innovative radiation treatments to children and adult patients with complex tumors with the December 2023 opening of a new radiation therapy facility.

Unparalleled advantages

The highly precise treatments – proton beam therapy and gamma knife radiosurgery – will give patients with complex tumors more options for safe, effective care with limited side effects and improved quality of life. Atrium Health will be the only place in North Carolina and South Carolina where patients can get proton beam therapy – and one of the few places in the country where gamma knife radiosurgery is offered.



The Atrium Health Sanger Heart & Vascular Institute is a national leader in wound recovery and preventing unnecessary amputations, thanks to a leading-edge procedure that uses fish skin.



How it works

Surgeons place fish skin (North Atlantic cod, to be exact) on top of a patient's wound to allow the tissue underneath to regenerate and heal. The creative technique has helped nearly 300 patients avoid amputation.

The Atrium Health Sanger Heart & Vascular Institute established a Center for Women's Cardiovascular Health, the first in the Greater Charlotte Market, to offer expertise in spontaneous coronary artery dissection (SCAD) and fibromuscular dysplasia (FMD).

Gaps filled, needs addressed

SCAD and FMD pose serious risks of heart attacks and strokes in women. Unfortunately, women nationwide often receive diagnoses and treatment for heart disease at later stages compared to men. With the new center's focus on the health needs of female patients, the goal is to eliminate that discrepancy and provide timely care in terms of both prevention and treatment.

“Most of my SCAD patients are women in their mid-40s to 60s who have no other cardiac risk factors. It's a rare disease and many patients have never met anyone else with the same diagnosis. It's very meaningful work to care for them.”

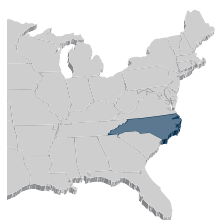
DR. ESTHER (SOO HYUN) KIM,
Nationally known cardiologist and vascular medicine specialist who leads the center





North Carolina

Atrium Health Wake Forest Baptist



Atrium Health Wake Forest Baptist's two main components are an integrated clinical system and Wake Forest University School of Medicine. The clinical system is anchored by Atrium Health Wake Forest Baptist Medical Center in Winston-Salem and includes Brenner Children's Hospital and five community hospitals. Wake Forest Baptist operates three urgent care centers, five emergency departments and more than 350 primary and specialty clinics. [Learn more.](#)

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New president takes the helm



Dr. David Zaas was named president of the Atrium Health Wake Forest Baptist system in August. An accomplished leader in academic medicine, he has executive responsibility for Wake Forest Baptist's clinical enterprise, including all patient care, services, operations, strategy and growth.



A dual role: Dr. Zaas also holds a faculty appointment as professor of internal medicine at Wake Forest University School of Medicine. As a pulmonary and critical care medicine physician, he has an interest in advanced lung disease and lung transplantation. His research is focused on improving outcomes for lung transplantation, and he is actively engaged in the education of students and graduate trainees.

First in the country

This year, Atrium Health Wake Forest Baptist became the first academic medical center in the country to use a new artificial intelligence (AI) tool to better predict and diagnose lung cancer. Through training on more than 70K computerized tomography scans, the AI tool can predict the likelihood of lung cancer based on imaging nodule characteristics, and then classify patients into high-risk, intermediate-risk or low-risk categories.



Targeting the threat: This technology helps pulmonologists and radiologists better detect and track suspicious lung nodules that are cancerous, to identify patients who should receive timely biopsies and treatment, while reducing unnecessary biopsies for patients who are classified at low risk.



Building on a legacy of excellence

We recognized the rich history of North Carolina Baptist Hospital (Atrium Health Wake Forest Baptist Medical Center) as we celebrated its 100th anniversary. A century ago, on May 23, 1923, the hospital opened with a simple commitment: To be a place of healing and teaching. We remain steadfast in our promise to advance that legacy and build on it.

Planning for the future

Work continues on our new \$450M care tower on the campus of Atrium Health Wake Forest Baptist Medical Center, which will include an upgraded emergency department, state-of-the-art operating rooms and enhanced adult intensive care units. Completion is expected in 2026.

Additionally:

- We're moving forward in planning our new Eye Institute, which will be in downtown Winston-Salem's Innovation Quarter. Envisioned as a clinical, surgical, research and education center, it will feature services for adults and children and support the continued growth of Wake Forest University School of Medicine's research and education programs.
- Plans continue to support growth and new clinical services in Greensboro and Guilford County, Winston-Salem and Forsyth County, Davie and Davidson counties, and across the market served by Wake Forest Baptist.

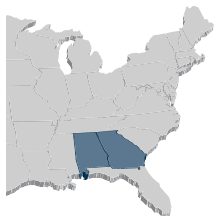
“In addition to providing world-class care, this hospital is a thriving part of research and education for Wake Forest University School of Medicine, and now, as the academic core of Advocate Health, the sky is the limit on what we can accomplish together. We are confident that we will continue to uphold our legacy by adding clinical services, making advancements in research, developing innovations to bring treatments to patients quicker and educating generations of health care leaders.”

DR. JULIE FREISCHLAG,
Atrium Health Wake Forest
Baptist CEO, Advocate Health
Chief Academic Officer, Wake
Forest University Executive Vice
President for Health Affairs



Georgia

Atrium Health Floyd



With three hospitals and more than 65 locations, Atrium Health Floyd is a leading medical provider and economic force in northwest Georgia and northeast Alabama. [Learn more.](#)

Expanding access

Atrium Health Floyd opened an \$18.4M stand-alone emergency department in Chattooga County, serving the critical needs of rural residents with limited access to health care. The facility operates like a standard emergency department but is not physically attached to a hospital. The site boasts a helipad, which provides patients quick access to Atrium Floyd Medical Center, the sole Level II trauma center in northwest Georgia.

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Lifesaving care

The more than 10K-square-foot facility includes six treatment rooms along with onsite laboratory and imaging services, including X-ray and CT scanner. The facility also has a new mobile mammography unit to ensure more women have convenient access to lifesaving breast cancer screenings.

**Atrium Health Floyd services Alabama*



Nursing workforce boost

Atrium Health Floyd partnered with Georgia Highlands College to increase the number of nursing student positions at the college and grow the number of nurses entering the workforce in northwest Georgia.

Impact: The multi-year agreement expands the nursing program at Georgia Highlands College by 100 students, adds scholarships, tuition assistance and financial assistance for learning materials, funds a new faculty position and adds simulation equipment for training.



• CONNECT TO PURPOSE •

In a blink of an eye, Andy Turner's life changed after he crashed into a tree at full speed during a motocross race. He was transported to Atrium Health Floyd Medical Center, where he received emergent care. Andy and his wife, Kaci, were so moved by the compassionate care they received that they're actively looking for property in the area to be close to care they trust.



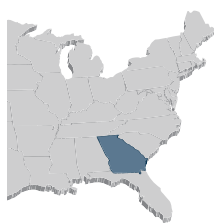
"I feel like I have new family members at Floyd. There were so many situations where we felt so comforted. Every nurse, doctor, hospitalist and physical therapist was just phenomenal. From the nurses to the occupational therapist, and the people who cleaned the floors every day to the technician who gave Andy dialysis, they were all genuinely concerned for his welfare. They just seemed to go out of their way to make us feel comfortable and safe."

KACI,
patient Andy Turner's wife



Georgia

Atrium Health Navicent



With 50 facilities, including five acute care hospitals, Atrium Health Navicent is the leading provider of health care in central and south Georgia and is committed to elevating health and well-being through compassionate care. [Learn more.](#)

Driving meaningful change

Our efforts gained statewide attention when we received the Georgia Hospital Association's Community Leadership Award, which honored Atrium Health Navicent The Medical Center for our Healthy Communities programs and services. These initiatives prioritize community-based health care and provide targeted one-on-one interventions.

Programs and services that matter:

Our Healthy Communities team offers care to high-risk patients while developing innovative forms of outreach to better serve those who face barriers in receiving traditional clinical care. Through Food as Medicine Market and Food FARMacy, we provide access to food and nutrition education for people experiencing food insecurity. In the program's first year, the market hosted 826 visits and distributed 29K pounds of food.

Additionally:

- We provide education and assistance to patients who have congestive heart failure and diabetes, to help them better manage their health and to help prevent the need for hospital readmissions.
- We offer access to on-campus virtual visits with a physician and APP for all Peach County Schools students, faculty and staff.
- Our high-risk obstetrics care coordinator assists high-risk OB clinic patients.





- Virtual care options increase access for patients who otherwise might not receive the care they need.

Partnering with a purpose

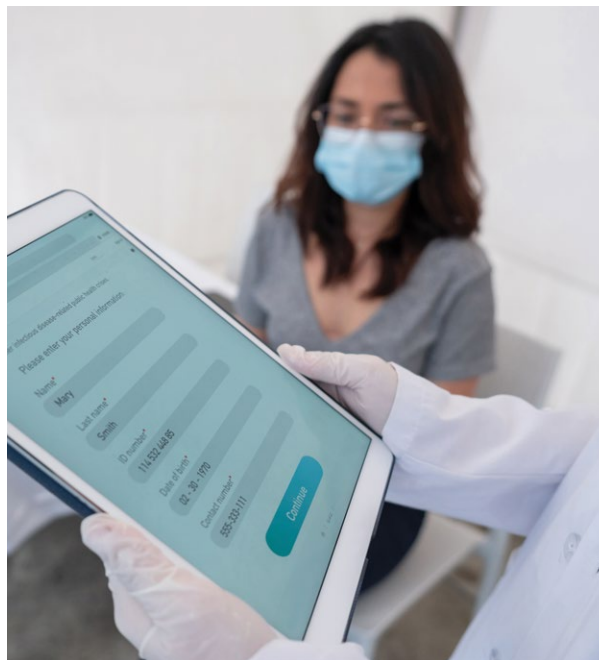
We joined other local organizations in hosting the inaugural Supplier Diversity Summit at Central Georgia Technical College, providing an opportunity for minority, women and veteran business owners to form connections and learn how to become recognized vendors for goods and services at companies in the Greater Macon area, including Atrium Health Navicent.

Connecting the pieces

Providing minority, women and veteran business owners with networking opportunities and resources to expand their reach not only helps them – it strengthens our bonds within the community. As we broaden our scope of suppliers, we demonstrate our commitment to moving forward on our pledge to double minority supplier spending. We already have achieved an increase of more than 12.5% in our active vendor count for minority-owned businesses and a 74% growth in direct spending with suppliers from whom we buy items directly.

Improving access

Our strategy for improving access to breast screenings includes mobile mammography, and this year, we unveiled designs for three new units, featuring all the equipment needed to perform screening mammograms and private areas for changing. These units will be the first of their kind in our part of Georgia and the first for Atrium Health Navicent.



More options, more access

Our mobile mammography units allow us to take our lifesaving breast screenings to more women, including many who might not otherwise have access to these services. By going directly to where they live and work, we're expanding our reach and increasing patient access, delivering on our promise to improve health and well-being. Our new mobile units will be rolling in 2024.

Responding with outreach

We made high-quality health care more convenient this year for students at Central Georgia Technical College and Fort Valley State University when we opened our campus health clinics. Students receive health care with no out-of-pocket cost, as services are supported by their institutions' student fees. Additionally, Central Georgia Tech made history as the first technical college in the state with on-campus student health services.



Care where it's needed

Thanks to our clinics, students can access basic medical services without leaving campus, with care that includes wellness exams, physicals, drug screenings, vaccinations, acute care, primary care and women's health services. Faculty and staff members are welcome as well.

56

Collaborating for kids

Our Beverly Knight Olson Children's Hospital is the only dedicated pediatric hospital in central and south Georgia. In March, Panda Express pledged to raise more than \$400K to benefit the hospital, with funds creating a Panda Cares Center of Hope, improving our outdoor musical playground and addressing patients' needs. Panda Cares Centers of Hope are designed to provide safe and comforting places where children can have fun and play.

A holistic approach

Our pediatric specialists care for infants, children and teens with their clinical expertise and compassionate personalized attention, but we know kids need more to grow and thrive. The playground improvements target the softer side of care by boosting youngsters' mental and emotional well-being.





Medical Groups

Our medical group in Illinois and Wisconsin is composed of 6.2K physicians and APCs, and in the Southeast, our medical groups are composed of more than 6K physicians and APPs caring for patients.

Midwest Region

Investing in the well-being of our physicians and APCs remains a focus as we rolled out new leadership development opportunities, a well-being survey and new digital tools to reduce administrative burden, including licensure, contracting and privileging. By integrating Behavioral Health into many of our primary care clinics, we reduced time to care for new patients by 90%.

We started a virtual chronic condition management program pilot to support our physicians and APCs and offer convenient virtual appointments to patients. In the program's first three weeks, more than 230 patients of the 20 participating physicians and APCs enrolled.

Caring for our patients

We launched Enhanced Scheduling across primary care, creating a consistent consumer experience when scheduling online, by phone or in person. This resulted in an increase in new patients and decrease in days from when they scheduled to when they were seen.

Our teammates continue to connect with our patients to ensure high-quality, convenient care.

Their efforts are reflected in these successes:

- We increased our visit closure rate by 20%, ensuring our patients are conveniently scheduled for important follow-up care within 24 hours of their visits. We also increased the rate we offer that follow-up scheduling by 17%.
- Midwest Medical Group schedules almost 60%* of identified orders before patients leave their appointments, and the opportunity to schedule before they leave is presented 80% of the time. This represents improvements of 20% compared with 2022, and improvements of between 40% and 50% compared with our 2021 baseline.

We improved our Quality Performance for our population health index score, with more than 200K* care gaps closed.

With our Cancer Precision Medicine program in Wisconsin, we used patients' genetic profiles to deliver targeted therapies, generating more than \$3.4M in cost savings. We are avoiding unnecessary therapies for our patients and ensuring the best possible care with limited side effects.

*Denotes through August 2023



Recruitment and retention

We continued to elevate recruitment and retention as top priorities for our Medical Group.** We experienced a record number of new hires, with 300 physicians and 317 APCs. This represents an increase of 15% for physicians and 10% for APCs compared with the comparable figures for 2022.

We also experienced a lower turnover rate compared with comparable figures for 2022, with 4.34% for physicians and 5.08% for APCs. Of the offers to physician candidates, nearly 71% accepted the role, with a time-to-fill rate of 158 days. The recruitment team has created and shared 222 unique email templates, which were sent to physicians in all specialties across the nation, and approximately 1K physician interviews were coordinated.

*** Recruitment and retention numbers are year to date through July 2023*

42

physician hires in
hospital medicine

82

physician hires in
primary care

250

specialty-based APC
hires





Southeast Region

We're making it easier for patients to see their doctor for routine and specialty care, and to get the answers they need – when they need them. By launching new consult and scheduling processes, increasing depression screenings and closing care gaps, we're improving access to care.

We created a new virtual access point for consumers by launching eVisits with 700 physicians and APPs now offering eVisits, which can cover 27 medical conditions. In the first six months, 600 eVisits were completed across 120 practice locations in the Carolinas and Georgia.*

Simplifying consults, scheduling and improving call center experience

We developed a standard eConsult process to increase access to specialty care and connect care teams across the region, with more than 7K eConsults within 34 specialties for adults and pediatrics.**

By launching automated referral routing and referral text management, we reduced referral completion time from 11 days to 6 days on average across the medical group.***

We implemented our Fast Pass specialty scheduling program for adult medical specialties, booking more than 13.8K patients and improving the time it takes to be seen by 39 days on average across specialties.***

Our contact center has reduced teammate time spent on calls, on average, by more than 1K hours per week. At the same time, we improved patient experience by increasing resolution on the first call from 85% to 90.4%, generating \$3M+ in savings from the previous year.***



Recruitment and growth

We're growing – both our ranks of talented physicians and APPs and our patient volumes.

- Our physicians and APPs recruitment (excluding Wake Forest University School of Medicine faculty) has increased 14% in total positions filled.****
- Our ambulatory visit volume growth is up 5.7%, and our deliveries are up 6.7%.***
- Plans were finalized for the creation of a Center for Digestive Health and Surgery, bringing the number of additional specialty physicians to more than 30 over the next five years. The center will incorporate an integral model of care unique to the Greater Charlotte Market and beyond by delivering next-level care and service expansion in current and new markets and enhancing our reach and reputation.

At the same time, we're focused on making sure patients have the care they need by increasing depression screenings and follow ups by 15% and closed more than 143K other care gaps.*

**Denotes through August 2023*

*** Annualized results using data through August 2023*

**** Figures reflect year to date through August 2023*

*****Figures reflect June to August 2023, when comparing to baseline*

******Figures reflect year-over-year data, July 2022 to July 2023*



Brand Partnerships

Creating memorable moments with strategic brand partners



250+

winning moments for patients,
teammates and the community

\$5M+

in earned media generated

15M

social impressions through our
brand partner experiences

With more than 30 brand partnerships across six markets, Advocate Health aligns with sports teams, races and festivals to create winning moments that drive awareness and support growth priorities through storytelling, activation and engagement.

Whether it's a first pitch at a baseball game, a meet-and-greet with a musical artist or an all-expenses-paid trip to an away sports game, the opportunities we create with our partners allow us to share the stories of our patients and the care teams behind them. Through this work, we improve brand awareness, foster meaningful community impact, deliver memorable experiences and nurture inclusivity.





Combining forces and going abroad

To expand our brand partnerships' reach and foster connections with teammates and patients across regions, we organized select enterprise-wide events with our brand partners.



In June, three Advocate Health nurses (two from the Midwest Region, one from the Southeast Region) experienced the trip of a lifetime when we sent them on an all-expenses-paid trip to London for the Chicago Cubs' London series against the St. Louis Cardinals. Additionally, Cubs players sported an Advocate Health Care patch throughout the series, generating 47M in television impressions. In November, when the Chicago Bears hosted the Carolina Panthers, we brought a patient from Atrium Health Levine Children's up to Soldier Field and connected her with another patient from Advocate Children's, bringing rival teams together for common good.



Accolades

Delivering the very best for our teammates,
patients and communities today

Advocate Health accolades

CLINICAL CARE DISTINCTION



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

- Advocate Children's Hospital and Atrium Levine Children's Hospital ranked among the **best in the nation for pediatric care**
- Atrium Health Carolinas Medical Center **ranked #1** in Charlotte metro
- Aurora St. Luke's Medical Center **ranked #1** in Milwaukee metro
- **19** nationally ranked specialties



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

35 hospitals recognized by **American Heart Association's Get with The Guidelines** program for heart failure, stroke and/or diabetes based on clinical excellence, patient outcomes and adherence to the latest research-driven guidelines and measurements.

[Learn more](#) about Magnet designations in the [Midwest](#) and [Southeast Regions](#).

TOP EMPLOYER / DIVERSITY LEADERS

Advocate Health Care, Aurora Health Care and Atrium Health named by **Forbes** as **Best Employer by State** in five states recognizing diversity, advancement opportunities and working conditions.

Advocate Health was named to **Modern Healthcare's 2023 class of Top Diversity Leaders** honoring the top diverse health care executives and organizations influencing policy, care delivery and public health, and promoting DEI in their organizations and the industry.



EXCELLENCE IN SUSTAINABILITY

18 hospitals honored with **Sustained Performance Award** by **The American Society for Health Care Engineering** recognizing excellence in sustainability and reduced emissions.



4 hospitals of 10 nationwide named **2023 Sustainability Champions** for strong leadership in sustainability and use of saved resources to support patient care.

Regional accolades



Newsweek's America's Greatest Workplaces for Diversity list recognized the diverse workforce, inclusive hiring practices and robust DEI action plans of Advocate Health Care and Aurora Health Care.

Best Place to Work by Disability Magazine:

In recognition of Atrium Health for its robust DEI action plans.



23 Advocate Health Care and Aurora Health Care hospitals recognized by **Practice Greenhealth for Environmental Excellence** honoring our commitment to environmental stewardship and sustainability achievements. The fifteenth consecutive year of being recognized with the **System for Change Award**.



Newsweek's American's Greatest Workplaces for Women list recognized the compensation, work-life balance and diverse workforce of Advocate Health Care and Aurora Health Care.

Atrium Health recognized by the Environmental Protection Agency with the **Energy Star Partner of the Year – Sustained Excellence Award** for our commitment to environmental stewardship.

Forbes' America's Best Employers for Diversity list honored Atrium Health for its diverse workforce, resource groups and robust DEI reports.