




2024

SUSTAINABILITY REPORT

Our Commitment to Wholeness


Advent Health



“How many are your
works, Lord! In wisdom
you made them all;
the earth is full of
your creatures.”

Psalm 104:24 (NIV)

This report may contain statements and information that could be considered “forward-looking statements.” These statements are generally identifiable by the terminology used such as “plan,” “expect,” “estimate,” “budget” or other similar words. Forward-looking statements are not historical facts but instead represent only our beliefs regarding future events, many of which are inherently uncertain and outside our control.

Forward-looking statements include, among other things, statements regarding our future financial performance, business prospects, future growth and operating strategies, objectives and results.

Actual results, performance, achievements or developments could differ materially from those expressed or implied by these forward-looking statements. With the exception of fiscal year-end information included in our audited financial and community benefit statements, the information we are presenting is unaudited. AdventHealth does not plan to issue any updates or revisions to the report information, including, but not limited to any forward-looking statements contained therein if or when changes in its expectations, or events, conditions or circumstances on which such statements are based, occur.

Unless otherwise indicated, all data and figures in this report are for calendar year 2024.

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INTRODUCTION

01





MESSAGE FROM THE PRESIDENT AND CEO

Since AdventHealth's founding in 1973, our mission of Extending the Healing Ministry of Christ guides our care for people and communities, as well as our brand promise to help those we serve feel whole.

It continues to serve as our North Star today and underscores our belief that every individual has infinite value and is deserving of whole-person care for their body, mind and spirit.

Our commitment to the sustainability of our people, community and environment is shaped by our mission and influences many of the ways we put wholeness into action. This is why we strive to effectively and compassionately steward the people and resources entrusted to our care.

As stewards, we recognize and honor the humanity, diversity and individuality of the people we serve—including our team members, consumers and communities. We also value our resources and endeavor to apply them with thoughtful intention and effectiveness in ways that protect our environment. We believe this perspective is critical as we continue to witness and navigate challenging economic, industry and environmental headwinds.

Our sustainability journey began several years ago, along with a commitment to strategic and ongoing improvement. In our 2024 report, you'll read about the ways we are continuing to integrate sustainability across our organization through our facility councils, industry benchmarking and governance frameworks.

Thank you for your engagement as you read through this report, which reflects long-term sustainability strategies that will advance our vision of becoming a preeminent, faith-based, consumer-focused clinical care company helping those we serve feel whole.

In His Service,

KEY 2024 HIGHLIGHTS ACROSS OUR NATIONAL FOOTPRINT

8.6M+

Patients served annually

54

Hospital campuses in nine states

100K+

Team members

16

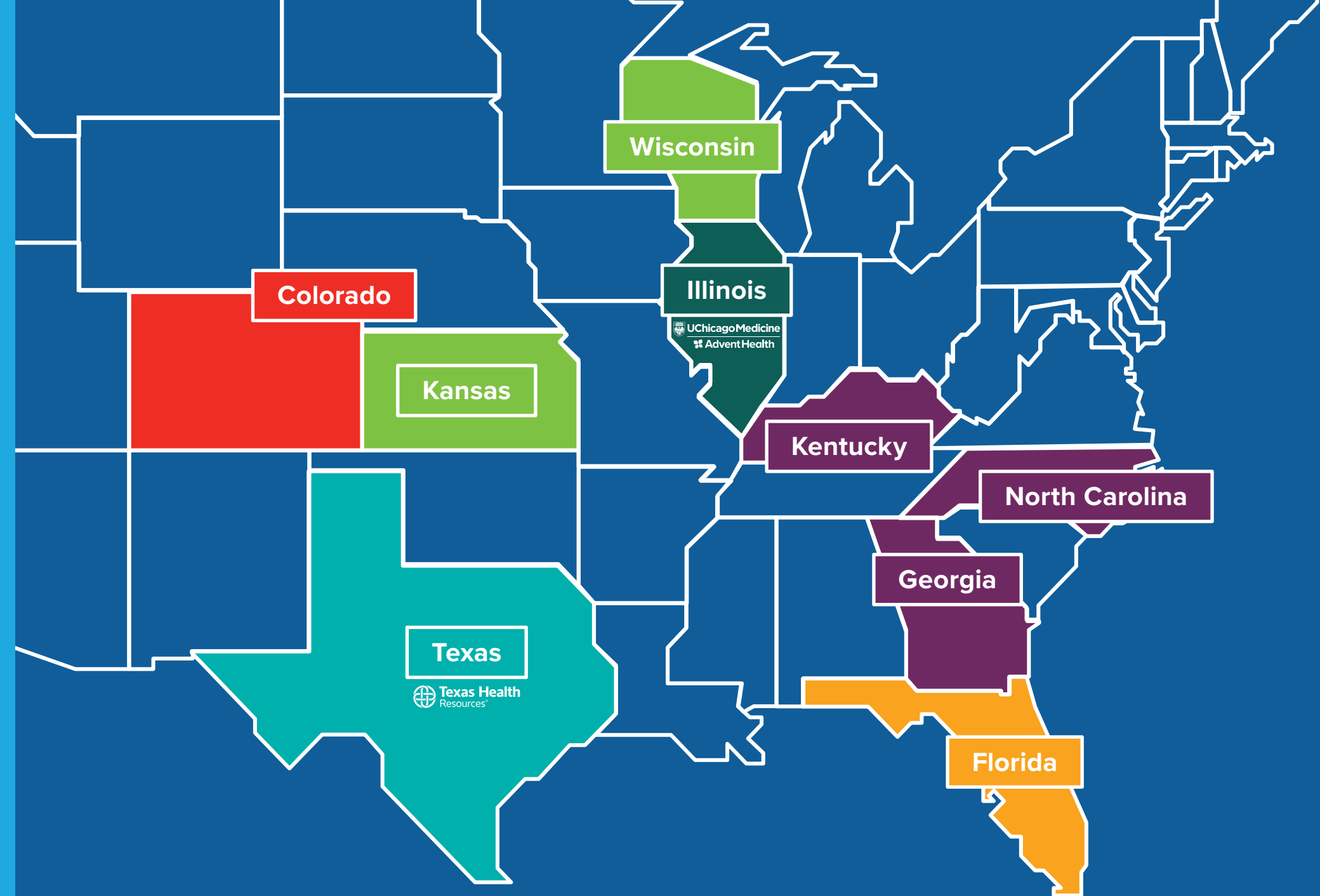
Home health and hospice facilities

4.5K+

Employed providers

84

Offsite emergency departments
and urgent care facilities



WHO WE ARE

AdventHealth is committed to delivering whole-person health across our communities. Our cultural framework—mission, values and services standards—serves as the lens through which we approach our day-to-day work and our care for others.

OUR MISSION

Extending the Healing Ministry of Christ

OUR VALUES

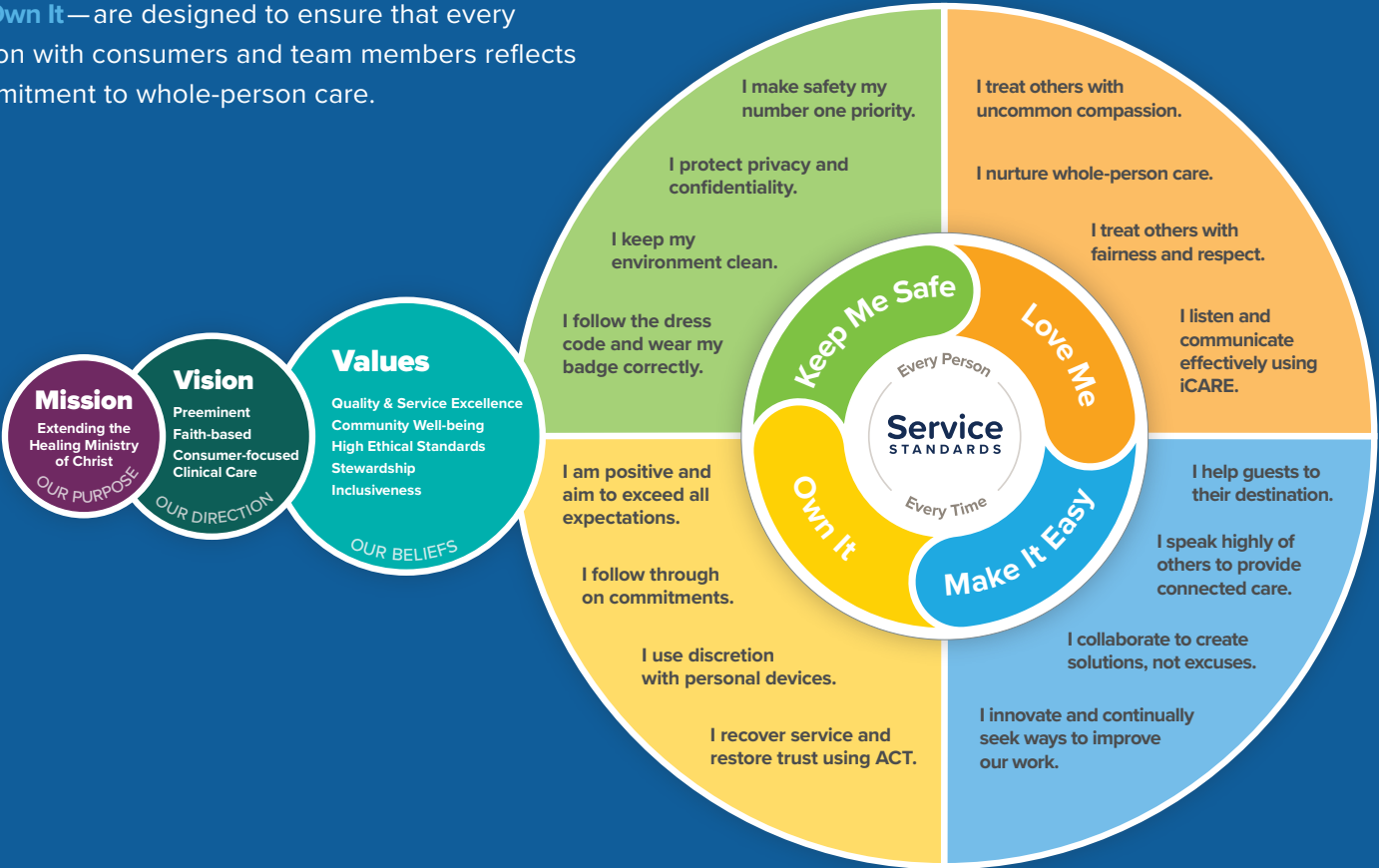
Our values align us around a common set of beliefs and standards that inform our work and guide our behavior.

- **Quality and Service Excellence.** We consistently deliver exceptional care and strive for excellence in all we do.
 - **Community Well-being.** We are committed to improving the well-being of our communities.
 - **High Ethical Standards.** We are called to uphold the highest standards, with integrity driving every decision we make and every action we take.
- **Stewardship.** We are guided by relentless stewardship in the management of the resources entrusted to us.
 - **Inclusiveness.** We celebrate the diverse backgrounds, cultures and experiences of our patients, visitors and colleagues and embrace opportunities to learn and grow from new perspectives.

These five values reflect the principles and standards that guide our work, including our sustainability initiatives. As you read this report, you'll see these values reflected throughout our practices, approaches and strategies. For instance, our value of inclusiveness is reflected in the way we care for our team members, consumers and members of our communities.

OUR SERVICE STANDARDS

Our service standards—**Love Me, Keep Me Safe, Make it Easy, Own It**—are designed to ensure that every interaction with consumers and team members reflects our commitment to whole-person care.



SUSTAINABILITY AND STEWARDSHIP OF RESOURCES

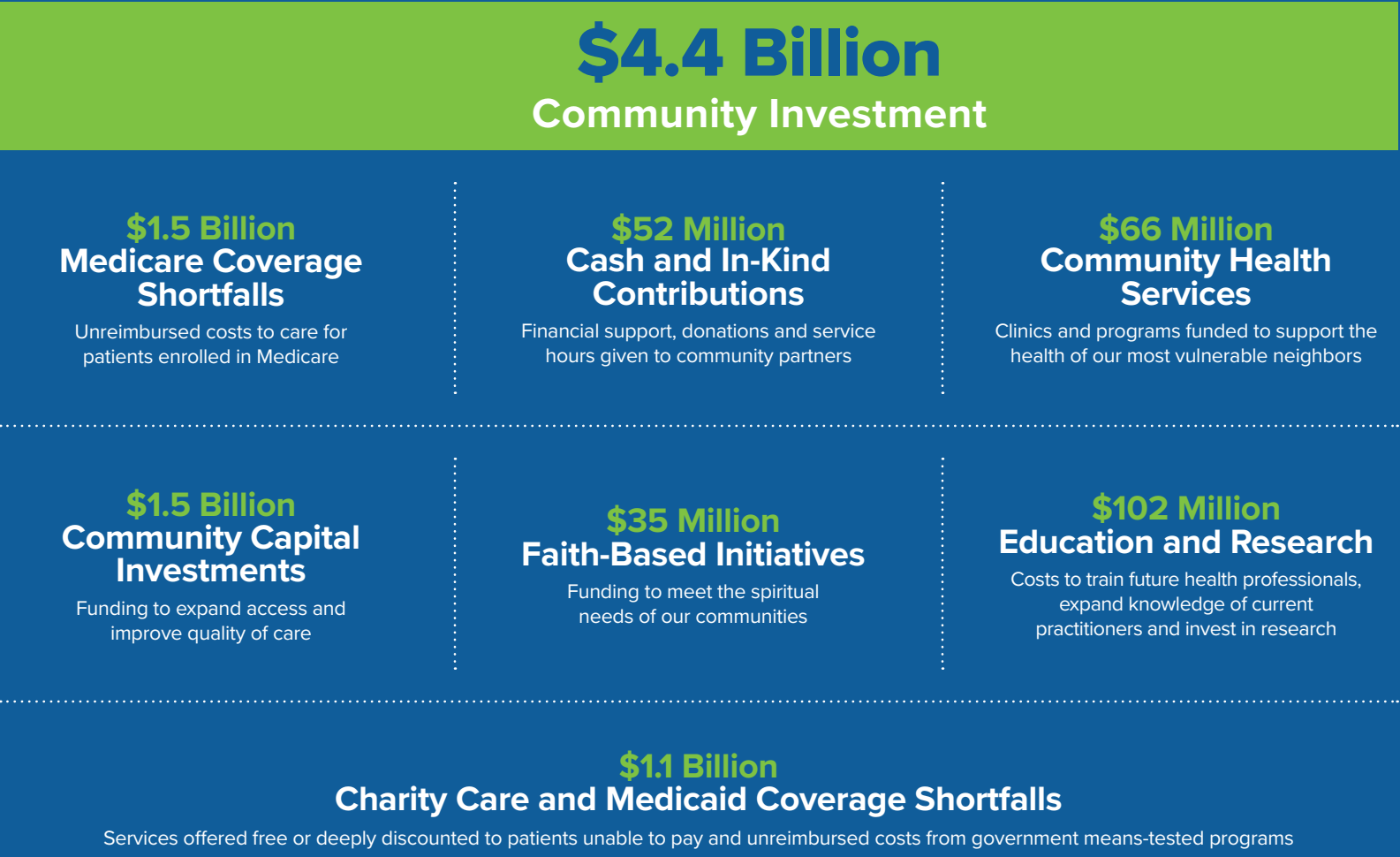
In seeking to extend the healing ministry of Christ, we accept our roles as stewards of His creation, prepared to responsibly care for the people and planet around us.

For many years, our sustainability initiatives have been core to that stewardship.

- We hosted listening sessions with team members and consumers to better understand the needs and interests of our diverse community.
- We launched a health equity priority that led to health equity plans at every facility.
- We created—and enhanced—governance structures to oversee our system and sustainability work.
- We released our first climate resilience plan.

Through these efforts and so many more, we are investing in strategies that demonstrate the strength and long-term importance of our commitments.

Our financial stewardship model ensures stable operating performance and a strong financial foundation—both necessary to ensure our viability today, and as we continue to extend whole-person care across our markets. Responsible stewardship is core to every aspect of our work, from our continuous efforts to eliminate inefficiencies to our ongoing initiatives to reinvest our resources into the people, facilities, technologies and partners that will help our communities feel whole.



**The community investment dollar amounts on this page include AdventHealth's joint ventures in its Texas and Illinois markets, and therefore differ from the community investment dollar amounts included in our audited financial statements and related footnotes prepared using generally accepted accounting principles.*

2024 HIGHLIGHTS

COMMUNITY

Completed two-year health equity plans at facilities across our system and began organizing for the next phase of health equity planning and implementation.

Received 10+ employer of choice awards, including being certified as a "Great Place to Work" for the first time.

Designed a new, affordable health insurance plan that will go into effect in 2025 through a pilot with many Florida-based team members, focused on preventive care and whole-person health.

Awarded more than 65 contracts to diverse suppliers, including women, minority-owned and small business suppliers.

Began our fifth Community Health Needs Assessment cycle to help us better understand the needs of our communities.

ENVIRONMENT

On track to achieve 100% renewable electricity across our system by 2026 through two Virtual Power Purchase Agreements. These projects are expected to generate over 1 million megawatt-hours of renewable electricity annually (equivalent to the annual electricity consumption of 130,000 homes).

Began an onsite solar project at our corporate campus, one of the largest privately owned solar projects in Florida, that will supply approximately 30% of the campus' electrical needs.

Developed data insights on inhaled anesthetic emissions and collaborated with clinical leadership across the system to educate teams and implement carbon reduction strategies.

On track to achieve the 2030 emission reduction target set forth by the U.S. Department of Health and Human Services' Health Sector Climate Pledge.

GOVERNANCE

Supported a diverse, multidisciplinary, 24-member Corporate Board.

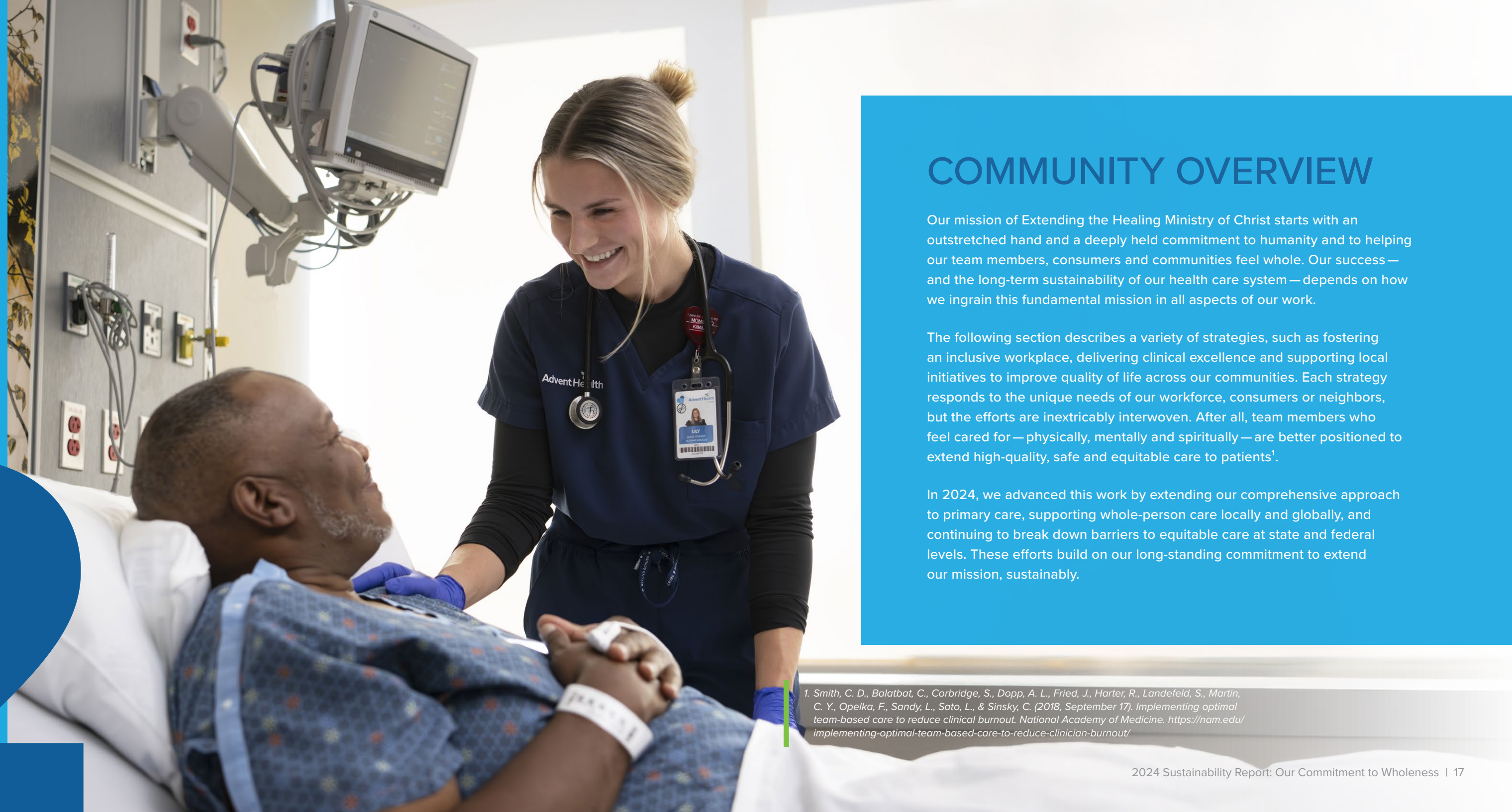
Deployed new technologies to ensure patient safety and operational efficiency in the face of growing cyber challenges.

Invested significantly in Workday technology, a pivotal step expected to enhance operational efficiency, streamline processes and foster a more sustainable and adaptable business model.

Formed an Artificial Intelligence (AI) Advisory Board consisting of clinical thought leaders and external experts to steer us on the most responsible path when considering AI innovations.

Conducted cybersecurity tabletop exercises with the full Cabinet, practicing our response to cyber attacks.





COMMUNITY OVERVIEW

Our mission of Extending the Healing Ministry of Christ starts with an outstretched hand and a deeply held commitment to humanity and to helping our team members, consumers and communities feel whole. Our success — and the long-term sustainability of our health care system — depends on how we ingrain this fundamental mission in all aspects of our work.

The following section describes a variety of strategies, such as fostering an inclusive workplace, delivering clinical excellence and supporting local initiatives to improve quality of life across our communities. Each strategy responds to the unique needs of our workforce, consumers or neighbors, but the efforts are inextricably interwoven. After all, team members who feel cared for — physically, mentally and spiritually — are better positioned to extend high-quality, safe and equitable care to patients¹.

In 2024, we advanced this work by extending our comprehensive approach to primary care, supporting whole-person care locally and globally, and continuing to break down barriers to equitable care at state and federal levels. These efforts build on our long-standing commitment to extend our mission, sustainably.

1. Smith, C. D., Balatbat, C., Corbridge, S., Dopp, A. L., Fried, J., Harter, R., Landefeld, S., Martin, C. Y., Opelka, F., Sandy, L., Sato, L., & Sinsky, C. (2018, September 17). Implementing optimal team-based care to reduce clinical burnout. National Academy of Medicine. <https://nam.edu/implementing-optimal-team-based-care-to-reduce-clinician-burnout/>

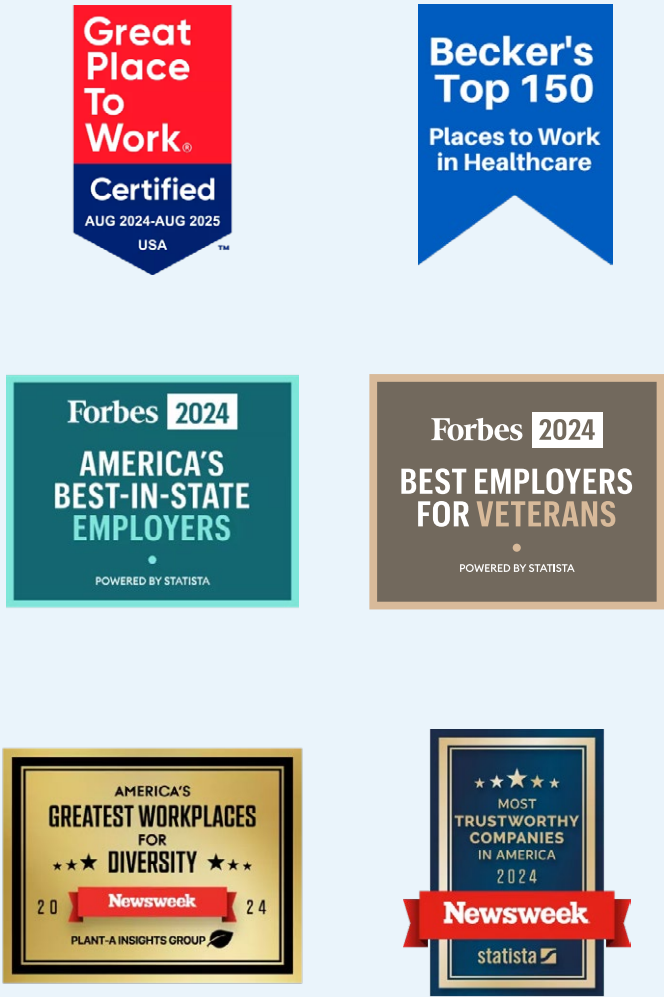
CARING FOR TEAM MEMBERS

Becoming a preeminent, faith-based, consumer-focused clinical care company would not be possible without our team members. Over the past five years, we have attracted, engaged and retained valued talent, despite shortages and rapid turnover across the labor market and in the health care industry, specifically. In 2024, our workforce grew to more than 100,000 team members. Through our Team Member Promises, we are committed to providing physical, spiritual and mental care to each of our team members, ensuring they feel whole.

100K+ Team Members

This milestone required not only attracting and retaining extraordinary talent across the organization, but also redesigning key aspects of our infrastructure, including our investment in Workday technology, to support ongoing and future growth.

We are honored by recognitions received in 2024 for our workplace efforts, including:



OUR TEAM MEMBER PROMISES

Our Team Member Promise strategy, which began in 2019, focuses on recruitment and retention efforts, including initiatives that attract, engage and retain our diverse workforce and that demonstrate our commitment to the whole-person health of our team members. We describe the six promises below:

Family from Day One

AdventHealth team members—including the more than 25,000 who joined us in 2024—have access to benefits beginning their first day on the job.

Competitive Pay

To ensure competitive pay, we engage in twice-a-year salary reviews and annual pay equity analyses, which in 2024, showed no significant disparities based on gender, race or ethnicity. We also standardized basic premium pay eligibility and tiers to create a more consistent team member experience across the system.

Choice of Benefits

Responding to team member feedback for more affordable health care options, the 2024 enrollment period introduced enhanced offerings to help team members save on costs while prioritizing whole-person health. In select Florida zip codes, for example, a new health plan was offered focusing on primary care and prevention, with the over 5,000 enrolled team members seeing lower copays.

Informed and Heard

AdventHealth prioritizes listening to team members and gathering input from focus groups, such as the Team Member Advisory Group, Leader Advisory Group and Influencer Panel, to help shape our culture strategies. These and other efforts have consistently placed AdventHealth in the top 10% for team member engagement within our industry¹.

Lighted Career Path

According to internal data, we have over 12,000 team members who use educational assistance. Preliminary findings indicate that team members who participate in the program are more likely to move to different roles within AdventHealth compared to their peers, underscoring our commitment to professional development and workforce mobility.

Wholistic Leader

Through various leader-development offerings, we continuously strive to equip our leaders with the skills they need to guide our team members and help them reach their full potential. Over the past year, 48% of AdventHealth leaders improved their leader-effectiveness scores².

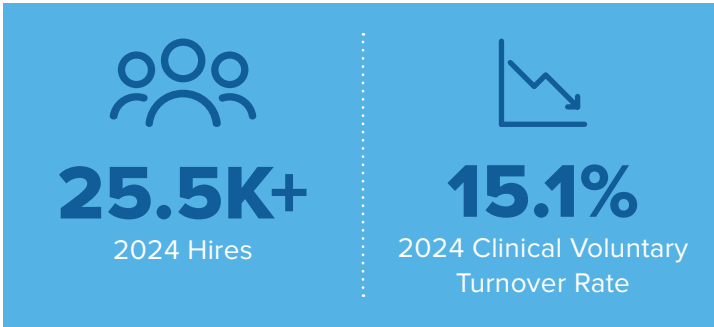
1. & 2. October 2024 Glint survey

ONGOING TRANSFORMATION

In 2024, we commenced a new phase of our journey to enhance our team members’ experience—a multi-year transformation to modernize our internal operations, systems and services, ensuring support for current and future generations of AdventHealth team members. We aim to streamline the team member experience and introduce the supporting technology necessary to meet our organization’s evolving needs. This transformation will include enhancements to health benefits, retirement contributions, paid time off accrual, holiday schedules, shift differentials and more—all designed to be more competitive and ensure a consistent experience across the system.

RECRUITMENT AND RETENTION

In 2024, we continued to leverage internship and residency programs, partnerships with high schools and post-secondary institutions—locally and internationally—as well as our own AdventHealth University to bring new talent into our culture of care.



Diverse Workforce and Inclusive Workplace

Creating a diverse, equitable and inclusive environment for our team members is essential to enhancing their experience and upholding our service standards. After activating a systemwide strategy between 2022 to 2023, we entered a new phase of our journey in 2024, focused on integration.

This entails embedding inclusive practices, processes and policies into our operations—including strategies related to talent lifecycle, consumer experience, community engagement and environmental stewardship—to advance a healthier workplace for everyone that is deeply rooted in our mission.

Diversity in Numbers

Overall Workforce

AdventHealth’s racially and ethnically diverse team member population is 50%, which is well above the representation in the health care industry and the overall U.S. labor force¹.

In 2024, 77% of AdventHealth’s team members were women. This is consistent with benchmarks for an industry powered by a predominantly female nursing workforce².

1. We are an equal opportunity employer and do not tolerate discrimination based on race, color, creed, religion, national origin, sex, marital status, age or disability/handicap with respect to recruitment, selection, placement, promotion, wages, benefits and other terms and conditions of employment.

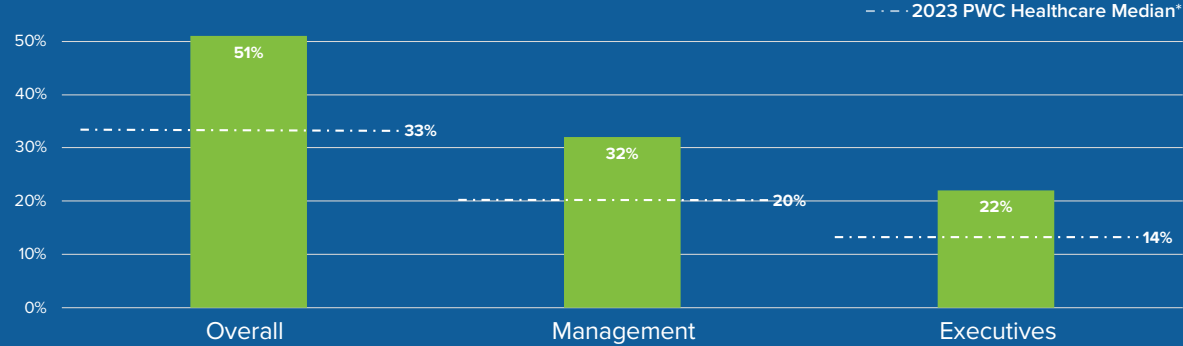
2. December 31, 2024 HRIS Data

Leadership Workforce

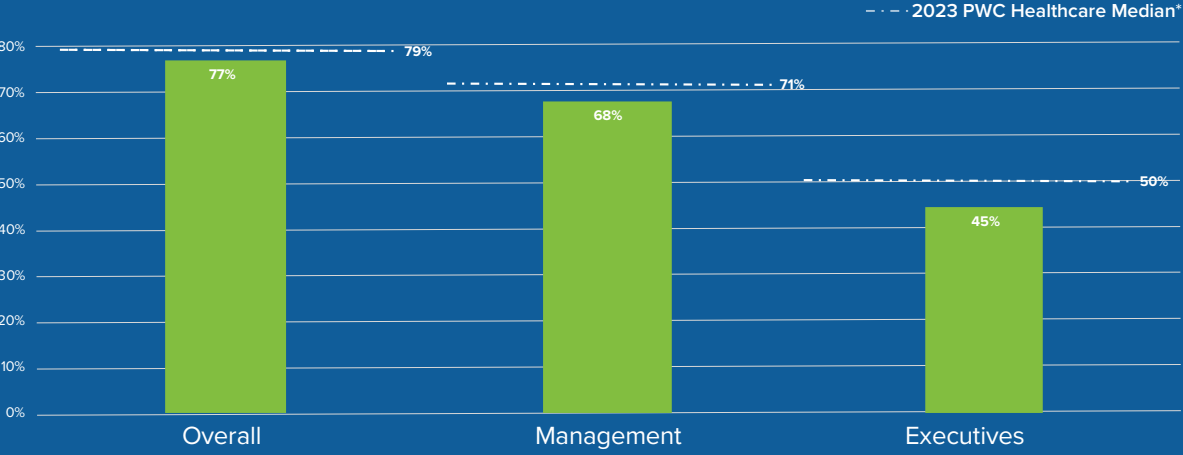
AdventHealth embraces diverse perspectives, backgrounds and experiences at all levels of the organization. Recognizing our diverse internal pipeline of talent, we engage in various initiatives, including leadership development and mentoring programs,

designed to equip all team members with the tools necessary to grow their careers at AdventHealth. We have observed the impact of these programs across all leaders, including those who are women and/or racially and ethnically diverse.

Racially and Ethnically Diverse Representation



Women Representation



*PwC Saratoga is the world’s leading source of workforce measurement and uses the PwC Saratoga Benchmarking tool to gather a wide range of diversity data insights that show how organizations measure up against peers within the hospitals and health systems industry.

INCLUSIVE WORKPLACE CULTURE

Our intentional focus on cultivating inclusiveness has generated positive results. In 2024, Modern Healthcare recognized AdventHealth as one of eight national leaders demonstrating a commitment to diversity through executive leadership, board makeup and company-wide initiatives. Among our initiatives promoting an inclusive culture are:

Facility councils promote and cultivate workforce belonging and health-equity priorities in each of our local markets. The councils exist at each of our facilities, led by the local CEO.

Leadership advisory committees foster environments that enable current and aspiring leaders from all backgrounds to maximize their full potential and achieve professional and personal goals. For example, the AdventHealth Diversity Forum and the Women’s Leadership Forum provide supportive and inclusive spaces for team members from all racial and ethnic backgrounds and all genders to connect, learn and grow, including through networking opportunities with diverse senior leaders across the organization.

Special observances and heritage months, as part of The Whole You Belongs Here campaign, allow us to promote learning and engage in meaningful activities that recognize, examine and value the historical legacies of diverse identities.

Our Inclusive Dialogue series spotlights team members who elevate timely and relevant topics, expanding awareness and deepening understanding of each other and our communities.

Multigenerational Workforce

As older workers delay retirement and younger generations enter the health care field, we employ team members representing five generations, responding to their needs, expectations, learning preferences and benefits priorities.

<1%

SILENT 1925-1945

13%

BABY BOOMER 1946-1965

21%

GEN X 1966-1976

46%

GEN Y 1977-1994

20%

GEN Z 1995-2012

ADVANCING A DYNAMIC LEARNING ORGANIZATION

The National Center for Health Workforce Analysis projects a shortage of physicians, nurses and other health care professionals across the U.S. over the next 15 years¹. To create pipelines of future health care professionals, our educational partnerships, our workforce development programs and our own AdventHealth University are as critical as ever. Operating as a dynamic learning organization is key to creating an environment where current and future team members have opportunities to grow and develop, ensuring the long-term viability of our workforce, talent and communities.

Dynamic learning impact



8,558

leaders embraced AdventHealth’s leadership framework — Lead Self, Lead Others, Lead Results.



12,170

team members received educational assistance.



973

nurses completed the Coaching Skills for Nurse Leaders program.



1,433

team members advanced their career through a workforce development certificate program with AdventHealth University.

PREPARING FUTURE TALENT

Through AdventHealth University, students learn how to care for the whole person — in body, mind and spirit. With a total investment of \$55 million, the university continues to expand its offerings. In 2024, we opened a new site in Tampa, Florida, and continued planning for a new, multi-story simulation lab at our flagship campus in Orlando, Florida, to open by the end of 2025. By offering students the opportunity to learn from leaders in the health care field, we equip the next generation of skilled professionals and provide current health care professionals with opportunities to advance their knowledge and careers.

1. Health Resources and Services Administration. (2024, March). Health workforce projections. <https://bhwh.hrsa.gov/data-research/projecting-health-workforce-supply-demand> (Data cumulative through August 2024)

As part of our work to inspire future talent, we rolled out an 11,000-square-foot immersive showcase in Summer 2024, featuring high-tech simulation labs, virtual and mixed reality stations and more. Its first stop was the AdventHealth Pathfinder Camporee, which reached more than 24,000 young people from around the world.



KEEPING OUR TEAM SAFE

Across the U.S., health care workers experience a disproportionate frequency of workplace violence. While they comprise 13% of the national workforce, they experience 60% of all workplace assaults¹. AdventHealth prioritizes the physical security and safety of everyone at our facilities, and non-violent crisis intervention training is an important part of that effort. This training is included in our new hire orientation and is mandatory for all team members, volunteers, onsite vendors, agency staff and students in our facilities. Its goal is to equip individuals with the skills needed to handle stressful situations effectively, safely and with nonviolent intervention strategies.

Since this education program launched, more than 89,000 team members have been trained to effectively and safely handle unexpected situations.

We also created a proprietary physical security framework to enhance the safety of our workforce, patients and visitors with an emphasis on standardizing the organization's approach to key practices such as visitor management, weapons detection and other safety measures. This work includes signs displayed prominently throughout our hospitals, including entrances, elevators and other public areas, alerting anyone entering the facility of our zero-tolerance stance toward workplace violence. Our overarching goal is to provide a safe and healing environment for everyone through consistent application of these key practices.

1. Hargreaves, C., & Wax, J. R. (2024). Violence in the healthcare workplace. *Current Opinion in Obstetrics and Gynecology*, 36(4), 234-238. <https://doi.org/10.1097/GCO.0000000000000961>





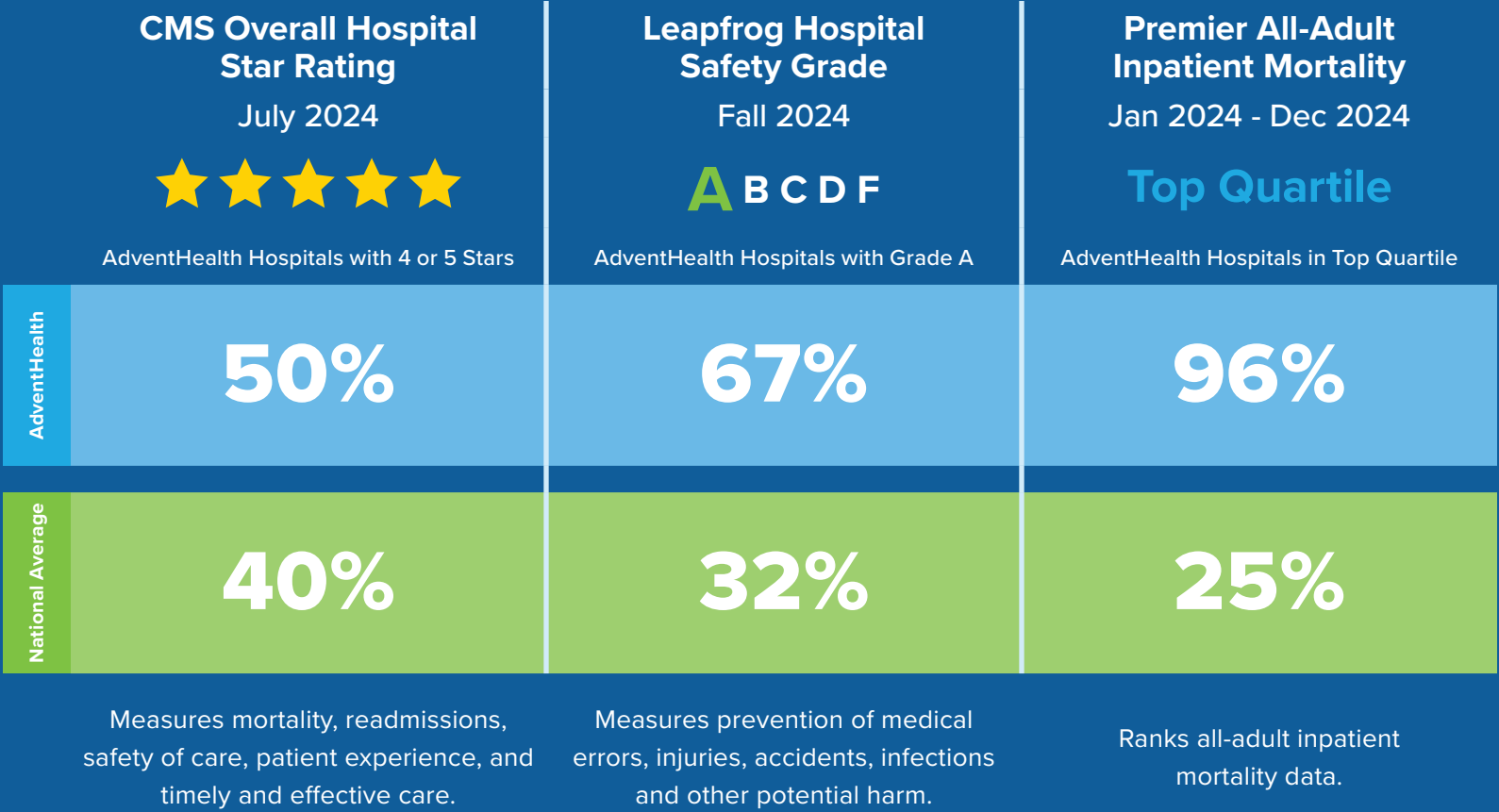
CARING FOR CONSUMERS

PROVIDING CLINICAL EXCELLENCE

We strive to provide clinical excellence at each point of care, exceeding expectations throughout our patients’ journeys to physical, emotional, mental and spiritual health.

This kind of excellence requires the highest clinical quality and safety, which we measure through the leading industry benchmarks: the Centers for Medicare & Medicaid Services (CMS) Overall Hospital Star Rating, Leapfrog Hospital Safety Grade and Premier All-Adult Inpatient Mortality.

In 2024, AdventHealth ranked significantly higher than the national average in each benchmark, underscoring the impact of our commitment to clinical excellence and safety across our system.



ADVANCING HEALTH EQUITY

At AdventHealth, we are committed to breaking down barriers to quality health care, providing equitable care to all and addressing disparities in health outcomes across populations. Through concerted efforts, many of our hospitals have identified and responded to factors within and beyond facility walls that affect the health of patients and communities. These efforts recognize that addressing health disparities effectively requires a deep understanding of local contexts and a well-planned approach and methodology.

In 2024, facilities completed implementation of their two-year health equity plans that leveraged data-driven insights and strong community partnerships to drive meaningful change across our communities.

The following are two examples from across our system focused on how we provide care to underserved populations.

AdventHealth Manchester: Reducing the Left-Without-Being-Seen Rate

The left-without-being-seen rate is the percentage of patients who leave the emergency room before receiving care, often because of long wait times or other barriers to accessing care. To address this issue, **AdventHealth Manchester**, located in Manchester, Kentucky, partnered with Volunteers of America — a nonprofit organization that provides essential services to vulnerable populations, to reengineer workflows, train staff and provide follow-up care at the hospital, particularly for Medicaid patients. These efforts successfully reduced the hospital’s left-without-being-seen rate to less than 1% in 2024, ensuring that all patients receive the timely and effective medical attention they need.

Reduced left-without-being-seen rate at AdventHealth Manchester to <1%

“You can see the excitement in the mothers’ faces when they realize we care about them and their safety after they’re discharged.”

Erike King, “Fourth Trimester” program coordinator

AdventHealth for Women: Providing Care for Mothers After Birth

At **AdventHealth for Women in Orlando, Florida**, the Fourth Trimester Coordinator Program supports mothers and newborns during the “fourth trimester,” the critical period following childbirth. Specifically, the program serves Black and African American mothers with hypertension who recently had C-sections. Aligning with our commitment to whole-person care, mothers receive essential post-discharge services tailored to their unique needs, including lactation consulting, mental health resources and community referrals.

288 mothers completed the 12-week program



SPOTLIGHTING VITAL AREAS OF CARE

As part of our continuous push for clinical excellence, our teams placed significant focus on three vital areas of care — sepsis, perinatal care and telemetry — in 2024.



Sepsis

Sepsis has been one of the leading causes of death in U.S. hospitals and a key focus for AdventHealth¹. At least 1.7 million adults in the U.S. develop sepsis², and in 2024, we aimed to reduce mortality in AdventHealth patients with sepsis. Among our efforts, we trained medical directors of emergency medical services to recognize and respond urgently to septic shock in the patients they bring to the hospital by ambulance. Our emergency departments treat septic shock with the same rigor and promptness as a heart attack or acute stroke. To enhance safety in our facilities, our teams assign specific clinician roles, stage equipment and aim to complete key clinical protocols within one hour of a patient’s arrival to the emergency department. In 2024, our related mortality rate was within the top decile in the nation, exceeding our own goals.

1. Balch, Bridget. (2023, October 10). Sepsis is the third leading cause of death in U.S. hospitals. But quick action can save lives. Association of American Medical Colleges. <https://www.aamc.org/news/sepsis-third-leading-cause-death-us-hospitals-quick-action-can-save-lives>

2. National Institute of General Medical Sciences. (2024, July). Sepsis. <https://www.nigms.nih.gov/education/fact-sheets/Pages/sepsis.aspx#:~:text=patient%20can%20die.,The%20Importance%20of%20Studying%20Sepsis,Diseases%2C%20National%20Institutes%20of%20Health.>



Perinatal Care

To improve health outcomes for expectant mothers and their newborns, AdventHealth developed a perinatal collaborative focused on improving quality measures, reducing maternal mortality and equipping caregivers with tools to improve care. In 2024, AdventHealth supported 44,346 live births and met our perinatal quality measure goals in the following areas:

- 2.1% for episiotomy rates with a goal of ≤5%
- 25.48% for C-section rates with a goal of ≤30%
- 2.9% for unexpected complications to newborns with a goal of ≤5%



Telemetry

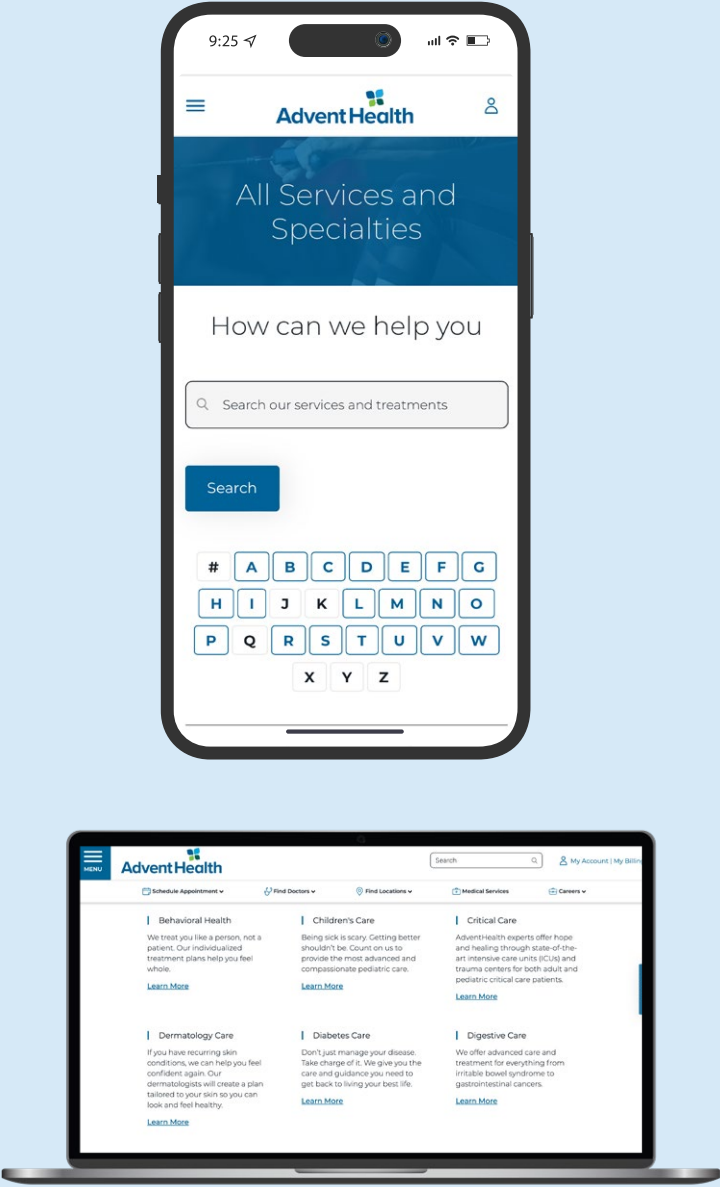
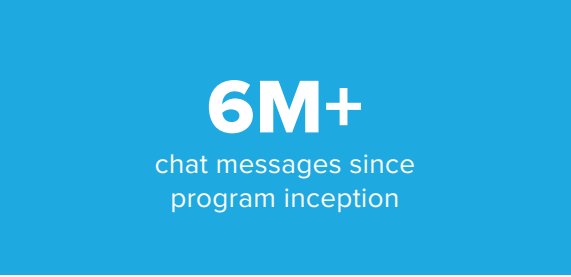
Telemetry—the monitoring of the electrical activity of a patient’s heart — has been an important focus for AdventHealth. In 2023, our systemwide Telemetry Safety Taskforce created a corporate policy outlining best practices in several areas. In 2024, we implemented this standardized telemetry policy, which includes recommended staffing ratios and escalation procedures, across our facilities. An upcoming need to renew systemwide contracts for telemetry hardware and software also sparked a systematic review of AdventHealth’s immediate and projected needs.

CREATING A CONSUMER FOCUSED CONNECTED NETWORK

We want patients, their families, caregivers and anyone seeking information about, or treatment for, health-related issues to view AdventHealth as a health care partner for life. Establishing this lifelong relationship includes ensuring they have positive, seamless experiences in every interaction with our team members and technologies. In 2024, we made progress on creating a Consumer Focused Connected Network in the following ways:

Easy to Access

We updated our telephone response process to help patients reach our care teams and get answers promptly. Compared to the previous year, in 2024, we cut 650,000 duplicate calls — or repeat calls from the same number. This decrease is a result of striving for first-interaction resolution, our use of an intelligent virtual assistant for scheduling appointments, Care Advocacy tailored to help patients and their families easily navigate our system and a strategic effort to reduce the rate at which customers hang up before resolving the reason for their call. This work has led to vast improvements in our consumers’ ability to interact effectively with our team members.



Simple to Use

Allowing users to easily stay updated on their health care needs, the AdventHealth app is designed to help patients find care, message their care team and more. In 2024, 3 million people used the AdventHealth app, surpassing our goal for annual active users. We also implemented an artificial intelligence tool to provide prompt assistance to patients seeking self-service support for medication refills. In 2024, 14,000 callers opted to use the tool, with 2,000 of those calls occurring after hours.

Helps Me Feel Whole

The Whole Care Experience, our signature onboarding experience designed to create a shared foundation for delivering compassionate, whole person care, continues into its sixth year.

Additionally in 2024, over 7,800 leaders engaged in The Uncommon Compassion Journey, a micro-learning series which aims to grow empathy and compassion skills.



iOS (Apple)



Android

Download the AdventHealth App

Scan the QR code to open link to the AdventHealth app in the Apple App Store or Google Play Store.

STRENGTHENING COMPASSIONATE CARE

As part of our commitment to delivering whole-person care, we seek to demonstrate our Love Me service standard to every person, every time. Our inclusive approach to consumer interactions incorporates respect, empowerment, safety, acceptance, acknowledgment and fairness. We implemented the initiatives below with this commitment at the forefront.

Educating Our Team Members

In 2024, MindSnack, our award-winning micro-learning video series, provided content to all AdventHealth team members on better understanding others in an effort to enhance interactions with diverse consumers and support health equity.

Collecting Data in a Culturally Responsive Way

Our Dignity for All team member education program ensures every person in our facilities is treated with respect and dignity. This program also allows us to capture and accurately record patient demographic information, including data that helps provide LGBTQ+ consumers with culturally responsive, patient-centered services.

AdventHealth team members are also trained to collect data on social determinants of health through a comprehensive screening process which covers five key domains: housing, utilities, transportation, food insecurity and safety. The responses are used to assess the living conditions of patients and connect those in need with community resources.

Making Our Website More Personalized and Accessible

A refresh of AdventHealth.com resulted in a more accessible and inclusive digital space that reflects the communities we serve, including those who need alternative text for images, captions for videos and much more. Our website’s accessibility score increased from 87 to > 89. Our goal is to ensure people of all abilities can use our website, mobile app and other online tools.

Protecting People with Policies

Among our continuing updates to ensure our policies and procedures align with our inclusion principles and protect the rights and dignity of our patients and team members are recent changes to our auditing practices to ensure compliance with the Affordable Care Act protections for marginalized communities.

EXPANDING OUR CARE WITH THE PRIMARY HEALTH DIVISION

Our country faces mounting health care challenges, spurred by trends such as inflation in the costs of drugs and supplies, increased use of services and an aging population. One way to confront these challenges is to ensure patients have access to primary health care, which can serve as a preventive measure to more serious health issues. In 2023, AdventHealth launched the Primary Health Division, which includes:

The Primary Care Network

The Primary Care Network offers traditional primary care to communities with ancillary services for both fee-for-service and Medicare risk populations.

Centra Care

Centra Care, a trusted urgent care provider that has served our communities for four decades, offers convenient access to retail consumers and employers with expanded hours, seven days a week.

Primary Care+

Primary Care+ is a retail-focused primary care model with experienced providers offering walk-in/same-day appointments and extended/weekend hours.

Well 65+

Well 65+, a full-risk primary care model designed for seniors enrolled in Medicare Advantage and ACO REACH, focuses on keeping patients healthy and preventing unnecessary hospital admissions to improve quality of life and reduce costs.

Home Health

Home Health provides medical care for illness, injury, post-surgery and post-hospitalization through a team of qualified nurses and therapists with personalized care plans in the comfort of a patient’s home.

Hospice

Hospice provides comprehensive end-of-life care by experienced physicians, case managers, social workers, chaplains and bereavement counselors for patients at home and inpatient settings.

Population Health Services Organization

The Population Health Services Organization builds and manages provider networks, supports value-based government programs and provides population health services to payors, providers and employers to improve quality, coordinate care and reduce costs.

Sustainable Growth

We will deepen the footprint of the division in the following ways:

- Across our Florida and Multi-State markets, **19** new Centra Cares are planned alongside **14** Primary Care+ sites.
- Primary Care Network plans to add or expand **24** sites to better align with the infrastructure needed for efficient and viable care.
- Well 65+ aims to add **three** new clinics in Florida, further expanding our mission-centric, whole-person care offering for seniors.

INCREASING PATIENT ACCESS AND AFFORDABILITY

AdventHealth accepts patients in immediate need of care, regardless of their ability to pay, in keeping with our mission and charitable purpose. Patients who qualify for charity care in accordance with our financial assistance policies can receive services for which no payment is due for all or a portion of their bill.

Recognizing that patient access and affordability continue to be significant unmet needs across our country, AdventHealth facilities offer various kinds of free or subsidized specialized care, ensure bill transparency for patients on our website and through personalized, accurate estimates, and partner with organizations that offer care to patients regardless of their ability to pay.



Examples of our commitment to patient access and affordability include:

- **A community primary health clinic operated by AdventHealth Waterman** in Tavares, Florida. Established in 2000, this clinic expanded its reach in 2024, serving more than 1,800 patients, with a notable growth in new patients in the past two years. The clinic serves uninsured adults in northeast Lake County, Florida, with 95% of patients at or below the federal poverty level.
- **The Community Care program in our East Florida Division.** This effort focuses on frequent users of avoidable hospital services — those who self-pay, the underinsured, Medicaid Share of Cost patients and AdventHealth patients experiencing, or at high risk for, avoidable readmission. The growing Community Care service addresses the social drivers of health that affect health outcomes, helping patients become self-sufficient in managing their own care, reducing unnecessary hospital use and promoting healthier communities.
- **Support from several of our facilities for Federally Qualified Health Centers (FQHC)**, which offer medical care to patients regardless of insurance status, to get patients to the right level of care at a price they can afford. This year, for example, **AdventHealth’s Central Florida Division** partnered with Community Health Centers, Inc. (CHC), and now works with or financially supports all four FQHCs in their market. With CHC, the division is reaching more patients who lack regular access to primary, preventive health and non-emergent care, providing care transition coordination for new mothers and babies at local AdventHealth facilities, and expanding CHC’s work in family medicine, obstetrics and behavioral health.
- **Connections for new mothers to social services and care navigation in Colorado.** Working with a local nonprofit, **AdventHealth Parker** enrolled 556 mothers for free, wraparound social support in their first year after birth, while **AdventHealth Castle Rock** enrolled 150 mothers.
- **Inpatient and outpatient treatment through our Hope and Healing Center** in Sanford, Florida, to help people break the cycle of addiction. We also provided nearly \$1 million through Community Health Improvement Grants to four local nonprofits providing vital mental health services.

CARING FOR OUR COMMUNITIES AND ADVOCATING FOR OUR CONSUMERS

Feeling whole requires not just compassionate health care, but also comprehensive responses to the wide variety of factors and behaviors that affect health outcomes outside of care delivery settings. Public health research continues to demonstrate that up to 55% of an individual’s health is determined by non-medical factors¹. Our call to provide whole-person health compels us to consider these factors, which can include education, economic stability, access to transportation, stable housing and healthy food. AdventHealth engages in advocacy and outreach focused on these types of factors and helping our consumers and communities feel whole.

Our most recent Community Health Needs Assessments, surveys to determine the greatest needs in each area, found that around many of our facilities, high percentages of community members were not eating enough due to cost, and many people were worried about having a stable housing situation within the next two months².

In 2024, many efforts took place to address those concerns. The following are a few examples of ways we are caring for our communities.

Addressing Food Insecurity

To help our communities access healthy foods needed to thrive, we provided food through local outreach, while advocating for state and federal policies that respond to pressing needs.

- **AdventHealth Ottawa** partnered with the Renewed Hope Food Bus, a converted city bus that serves as a traveling food pantry, to provide healthy food to more than 800 people in the Franklin County, Kansas community.
- **AdventHealth West Florida Division’s** Food is Health program distributed more than 95,000 pounds of food to neighbors who participate in nutrition classes.
- **AdventHealth Durand** in Durand, Wisconsin, employed a full-time dietitian who partners with the public library to teach kids about “Eating the Rainbow” advises county agencies on nutrition, and works with hundreds of inpatients and outpatients, regardless of their insurance status, to support healthy eating habits.

Among our advocacy efforts, we partnered with Orlando’s 4Roots to launch a medically tailored meal pilot program in Central Florida, joined Kentucky’s Commissioner of Agriculture to advocate for a statewide Food is Medicine initiative, and engaged in federal lobbying for the Supplemental Nutrition Assistance Program to combat hunger and expand access to nutritious food.

A Focus on Affordable Housing

Addressing affordable housing is part of our commitment to community well-being and to addressing the factors that affect health. In 2024, we approached this commitment in innovative ways.

- A visit to Capitol Hill with the Health Anchor Network supported various housing and workforce development bills.
- In Kentucky, our team members volunteered to help neighbors make their homes more livable by installing ramps, handrails, grab bars and more through Healthy Homes, a federal, grant-funded initiative; in 2024, we served 63 families through this initiative.



Julie Petry, pictured with AdventHealth volunteers, was one of the 63 households to receive upgrades to her home through Healthy Homes.

- AdventHealth leaders serve in leadership positions for local community-based organizations, such as the Central Florida Commission on Homelessness and Ability Housing, that seek to address homelessness.

1. World Health Organization. (n.d.). Social determinants of health. https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1
2. 2022 Community Health Needs Assessment

Expanding Access to Care

We also worked to ensure state and federal policies respond to our consumers’ needs. In Florida, AdventHealth joined another health care system to pass legislation that will increase the state’s Medicaid obstetrics reimbursement rates. To support access to quality care for patients in rural communities, we advocated for the continuation of telehealth in Kentucky, and for access to non-emergency transportation to primary and specialty care for patients in rural Georgia communities.

We helped enact legislation in Florida to provide Medicaid reimbursement for the Collaborative Care Model, which helps ensure Medicaid patients receive both primary care and mental/behavioral health services. We also advocated for the reimbursement of Z codes, which capture non-disease factors that can affect a patient’s health and well-being, through comments submitted to the Centers for Medicare and Medicaid Services.



AdventHealth Redmond team members promote awareness about stroke identification and prevention at our Strike Out Stroke event.

Community Education

Education can help save lives and promote wellness. At **AdventHealth Redmond** in Rome, Georgia, more than 350 team members participated in a Strike Out Stroke event with the Rome Emperors baseball team to raise public awareness about stroke identification and prevention. In West Florida, we’ve trained over 7,000 community members on life-saving measures through the Hands-Free CPR program. In the Great Lakes Region we rolled out a Mental Health First Aid initiative to train faith leaders on how to identify risk factors and warning signs for mental illness or addiction and how to help someone experiencing a mental health or substance use crisis.

Showing Up in a Crisis

The one-two punches of Hurricanes Helene and Milton over less than two weeks in fall 2024 were devastating to our communities across the southeastern United States. AdventHealth’s response reflected the values driving our work and how we care for our communities.

- **AdventHealth Hendersonville** in Hendersonville, North Carolina, offered refuge—including restrooms, bottled water and security—to about 200 people who were traveling when flash flooding made the roads impassable.
- The supply chain department found creative ways to get fuel, supplies and other essentials to hard-hit areas, including parts of North Carolina that had been ravaged by Hurricane Helene.
- Within hours of the historic flooding across Western North Carolina in the wake of Hurricane Helene, **AdventHealth Gordon** and **AdventHealth Murray**, both located in Georgia, mobilized to send crucial medications, supplies and a respiratory therapist to **AdventHealth Hendersonville**, and continued to partner through more extended relief efforts.
- Before and after Hurricane Milton’s landing on Florida’s west coast, the AdventHealth Centra Care team offered free, virtual urgent care visits to anyone in Florida, extending access to care in a vital moment.
- After Hurricane Milton, **AdventHealth Wauchula** helped distribute food, water and essential supplies to more than 500 families in Hardee County, Florida, in partnership with Florida Farm Share and the Wauchula Seventh-day Adventist Church.
- AdventHealth team members donated to support colleagues affected by the storms, raising more than \$500,000 with a company match, and offering unused paid time off to support those prevented from working by storm-related issues.



AdventHealth Palm Coast team members keep appreciation carts loaded with snacks during Hurricane Milton.



AdventHealth Wauchula partners with Florida Farm Share and the Wauchula Seventh-day Adventist Church to distribute essential supplies after Hurricane Milton.

BROADENING GLOBAL CONNECTIONS

AdventHealth is committed to wholeness beyond our own facilities. We partner closely with hospitals in locations around the world to extend whole-person care. In 2024, we grew the number of countries where we work from 14 to 17, partnering with faith-based health care organizations that share our vision for Extending the Healing Ministry of Christ to communities with limited resources.

This included adding strategic partnerships in Mexico, Kenya and Lesotho, and donating nearly \$1 million in critical equipment—including catheter labs; MRI, CT, X-ray and ultrasound machines; stretchers; hospital beds, and more—to global partners.



DEEPENING LOCAL IMPACTS

OUR COMMITMENT TO SUPPLY CHAIN RESILIENCE

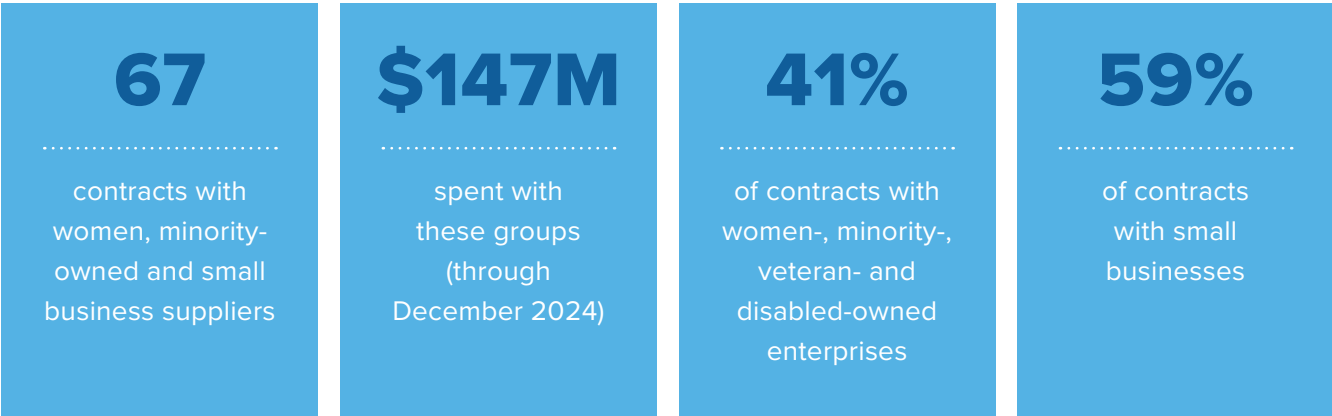
Resilient supply chains are critical to ensuring our operational continuity and sustainable growth. We focus on continuous innovation by strengthening local connections with diverse suppliers, among other strategies.

In 2024, AdventHealth earned the #1 spot on the Gartner Healthcare Supply Chain Top 25, a milestone in our ongoing commitment to supply chain resilience and innovation. Gartner’s analysis highlights an industry-wide focus on risk management, clinical alignment, environmental sustainability and digital integration amid a landscape of ongoing challenges, such as natural disasters and supply chain disruptions.

Supplier Diversity

A key component of our resilience efforts, supplier diversity reduces risk and fosters innovation through partnerships with a wide range of suppliers. A diverse supplier network enhances our ability to respond to disruptions, whether from geopolitical shifts, natural disasters or economic volatility. Working with suppliers from different regions, sectors and backgrounds, we avoid over-reliance on any single supplier or group, promoting long-term supply-chain sustainability.

AdventHealth is committed to fostering a culture of inclusion and diversity within our procurement practices and to creating opportunities for diverse businesses to grow and thrive in our industry. Following are impacts of our commitment in 2024.



Vendor Education Activities

AdventHealth is committed to fostering diversity through active engagement with local and state diversity councils. In Florida, for example, we participated in the State Minority Supplier Development Council’s Business Procurement Summit, and we collaborated with the Orange County Public Schools and the Hispanic Chamber of Metro Orlando on a trade fair and training academy, respectively.

Supplier Diversity Pledge and Recognition

AdventHealth will continue to partner in an industrywide initiative to advance supplier diversity in our sector. In 2024, a local chamber of commerce honored AdventHealth as the Supplier Diversity Corporation of the Year, in recognition of our dedication to supporting diverse suppliers. In 2025, AdventHealth will continue to expand these efforts by implementing a new tool to track supplier diversity.



03

ENVIRONMENTAL OVERVIEW

AdventHealth's commitment to environmental sustainability is rooted in our mission of Extending the Healing Ministry of Christ, and we recognize the critical connection between a healthy planet and healthy people. As we witness unprecedented heat waves, increased frequency of extreme weather events and deteriorating air quality, the health of our communities is increasingly at risk. These environmental changes exacerbate chronic health conditions and strain health care systems.

In 2024, we gained deeper insights into our environmental impact, allowing us to refine and advance our plans more effectively and broadly. Among our accomplishments in 2024, we:

- Enhanced our annual systemwide emissions inventory, improving the data quality and emission category specificity in accordance with the Greenhouse Gas Protocol and leading industry standards.
- Began construction on one of the largest privately owned corporate solar projects in the state of Florida, with an installed capacity of approximately 3 megawatts (MW). This project will be fully operational in early 2025.
- Increased our climate-focused and renewable energy-transition commitments to \$70 million, leveraging financial resources to drive impactful solutions in renewable energy, sustainable infrastructure and emerging green technologies.

This year's accomplishments are practical outputs of our focus on environmental stewardship and integrating operational resiliency throughout the organization. These are vital steps in supporting the whole-person health of our patients and communities.

CARING FOR THE ENVIRONMENT

AdventHealth conducted our third-annual systemwide environmental inventory, made progress on our emissions reduction commitments and continued to fortify our team and industry relationships.

Strategic partnerships are a key focus and help significantly advance this work. These partnerships include local utility companies, industry working groups and a range of sustainability-focused organizations.

LOCAL UTILITY COMPANIES

Florida Power and Light
NextEra Energy Resources
Orlando Utilities Commission
Tampa Electric Company

SUPPLIER SUSTAINABILITY WORKING GROUPS

Healthcare Anchor Network
Environmentally Preferred Purchasing Advisory Council

HEALTH CARE SUSTAINABILITY-FOCUSED ORGANIZATIONS

Practice Greenhealth
Collaborative Healthcare Action to Reduce MedTech Emissions
Health Care Without Harm
Department of Energy’s Better Climate Challenge

Other progress in 2024 includ:

- Established formal process to track Renewable Energy Certificates, improving transparency and accountability.
- Enhanced onsite renewable energy strategies.
- Designated clinical champions to expand inhaled anesthetics education and action.
- Refined estimates for investment-related emissions.

**This is not an exhaustive list.*

2023 ENVIRONMENTAL INVENTORY

Since 2021, we have worked to collect, evaluate and report our progress on greenhouse gas (GHG) emission reduction, energy and water consumption and waste diversion. An accurate and thorough reporting process gives us clarity around our current state of operations, areas for improvement and progress toward our climate-related goals. This inventory aligns with the GHG Protocol and captures AdventHealth’s complete operational footprint across nine states.



ADVENTHEALTH’S 2023 ENVIRONMENTAL FOOTPRINT



Total Water
1.9B gallons

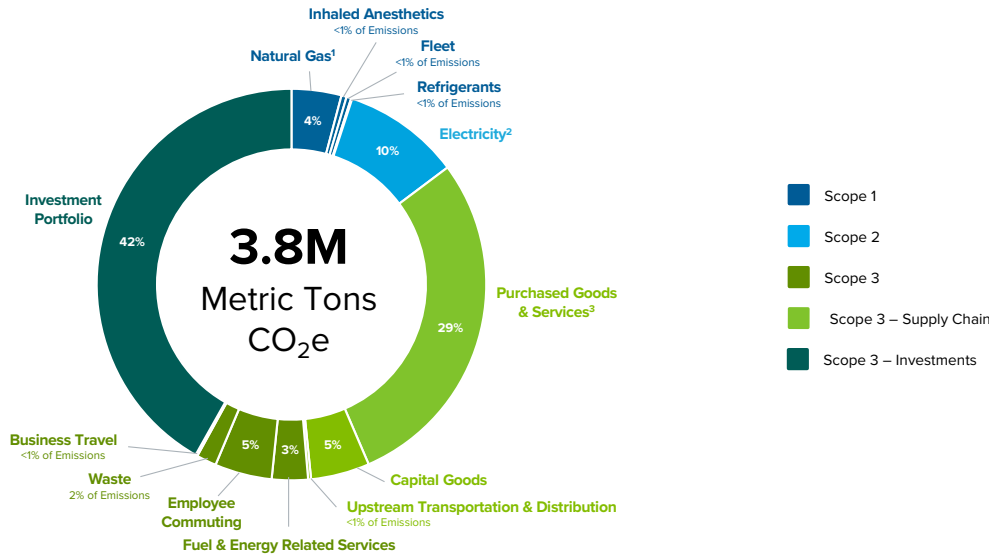


Total Waste
117K tons



Total Emissions
3.8M MT CO₂e

2023 SCOPE 1-3 EMISSIONS FOOTPRINT



OUR CLIMATE PLEDGE COMMITMENTS

To date, AdventHealth has completed all organizational and reporting requirements outlined in the Health Sector Climate Pledge, including a published Climate Resiliency Plan, designation of executive-level leads for this work and a complete emissions inventory (including Scopes 1, 2 and 3). We are also on track to achieve the 2030 emission reduction target—50% reduction of Scope 1 and Scope 2 emissions. Each action outlined in this report contributes to our goals, with short-term progress supporting our long-term climate goals.

Notes: (1) Natural gas includes a negligible impact of propane, diesel and other fuels; (2) Emissions are location-based (accounts for emissions from energy consumed within a specific location, regardless of where that energy was produced); in future years, AdventHealth will share market-based emissions (emissions from the specific energy sources that a company chooses to use or buy, including renewable energy purchases / contracts) to show progress toward HHS Climate Pledge goals; (3) In the recalculated footprint, procurement emissions include emissions from water.

MATURING OUR EMISSION INVENTORY PROCESS

Throughout 2024, AdventHealth fully transitioned its legacy emissions inventory process to account for improved calculation methodologies and access to a more advanced emissions database, provided by Watershed. These improvements, paired with the growth experienced by AdventHealth since the 2021 baseline emissions inventory, resulted in a significant change to our organizational footprint. AdventHealth leadership decided that it was important, and necessary, to recalculate the 2021 inventory to account for these changes.

At the most basic level, recalculating an emissions inventory applies the present-day organizational structure and inventory best practices to the data available for the prior year. For AdventHealth, this meant modifying the 2021 inventory in three primary areas: real estate portfolio change, data and methodology enhancements and incorporating previously unattainable emissions categories.

Recalculating an organization’s emissions inventory following significant changes is a leading practice and enables AdventHealth to more accurately track progress and develop the best possible strategy towards meeting its 2030 and 2050 goals.

Among our key improvements, we:

- Expanded emission reporting capabilities to include previously unquantified GHG Protocol categories.
- Adopted Comprehensive Environmental Data Archive (CEDA) emission factors for more robust and current global emissions data.
- Increased granularity of procurement emission calculations.
- Integrated supplier-specific emission factors for 143 suppliers in our portfolio.

1. World Business Council for Sustainable Development and World Resources Institute. (2015). The greenhouse gas protocol. <https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf>

In 2024, AdventHealth recalculated its 2021 emissions to account for three sources of variation:

REAL ESTATE PORTFOLIO CHANGES

Accounting for acquired and divested properties

Example: Rocky Mountain Region

DATA & METHODOLOGY ENHANCEMENTS

Reflecting expanded data availability and methodology improvements

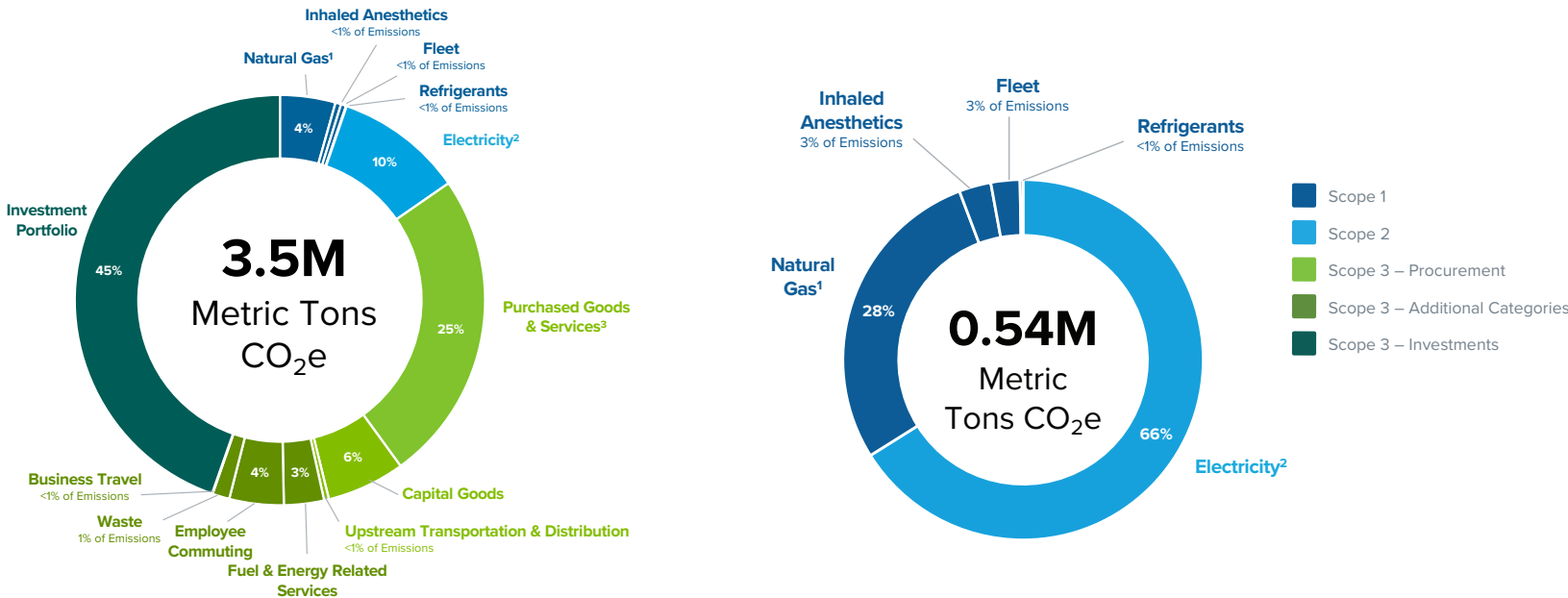
Example: EPA to CEDA (Scope 3)

ADDITIONAL CATEGORIES

Inclusion of previously unaccounted GHG Protocol categories

Example: Refrigerants, Employee Commuting

AdventHealth’s recalculated baseline emissions inventory is below.



Harnessing the Power of the Sun

AdventHealth is working to reduce emissions through multiple avenues, one of which is onsite solar energy generation. The **corporate campus** in **Altamonte Springs, Florida** is nearing completion of a 3 megawatt onsite solar project with a local renewable energy developer. The project is estimated to produce 4,200 megawatt hours (MWh) of electricity annually, enough to power over 550 homes for a year. This project, one of the largest privately owned solar projects in Florida, will supply approximately 30% of the campus’ electrical needs, save about \$20M over the next 20 years and bolster the local grid’s resiliency. Additionally, AdventHealth expects to receive 30% of the construction costs back in the form of a tax credit, in accordance with the Inflation Reduction Act.

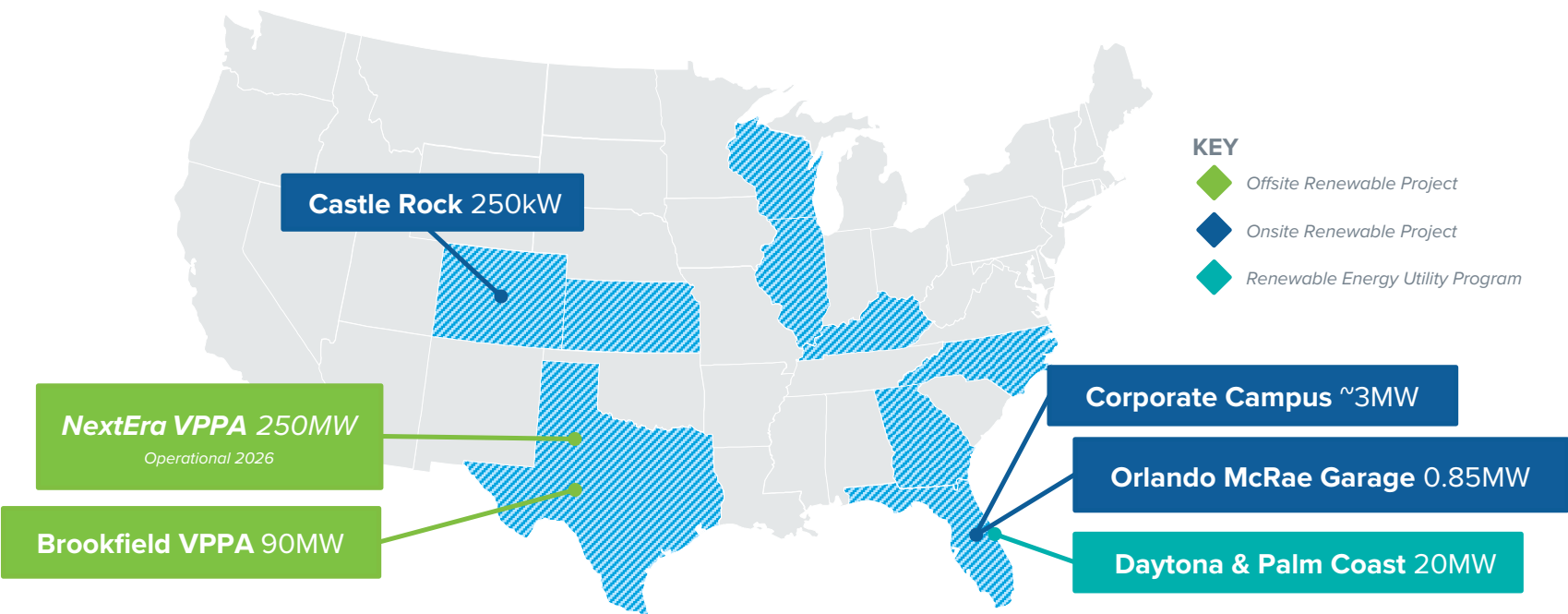


Along with rooftop solar, solar covered walkways and solar parking canopies, the corporate campus project included the installation of 62 new EV chargers. With these additions, our corporate campus can now support charging for 66 electric vehicles at any point in time.

Powering AdventHealth with Clean Energy

In 2023, we signed two Virtual Power Purchase Agreements (VPPAs) which are projected to produce enough renewable electricity to match 100% of AdventHealth’s systemwide electricity usage, following completion in late 2025. AdventHealth’s first VPPA, in partnership with Colorado-based renewable energy developer Scout Clean Energy, is currently operational. This project, named Heart of Texas, supports our health system by matching electricity usage derived from a portion of Scout’s 14,000-acre wind farm located in north central Texas. In its first year of operation, 31% of AdventHealth’s 2024 electricity consumption was matched by the Heart of Texas project. The second VPPA, expected to be operational at the end of 2025, will be a nearly 3,000-acre solar farm, also based in north central Texas. These agreements will increase the availability of clean, renewable energy and subsequently decrease AdventHealth’s organizational emissions from purchased electricity.

Wherever available, AdventHealth works to partner with local utility companies to support renewable electricity generation sourced from utility-managed projects in our communities. This includes Florida Power and Light’s SolarTogether® program. In 2023, AdventHealth received 40,811 Renewable Energy Certificates (RECs) which account for 40,811 MWh of electricity produced, given each REC is equivalent to 1 MWh of electricity consumption. Since AdventHealth enrolled in this program in 2021, we have received 119,961 RECs, enough to power over 11,00 American homes per year¹.



1. United States Environmental Protection Agency. (2024, February 27). Green power equivalency calculator – calculator and preferences. <https://www.epa.gov/green-power-markets/green-power-equivalency-calculator-calculations-and-references>

Engaging in Energy Efficiency Initiatives

AdventHealth recently completed a Facility Condition Assessment for nearly 40 hospitals. One focus of this initiative was evaluating the current state of energy usage and existing equipment capabilities. This information helped develop a prioritized roadmap, improving the energy efficiency of our hospitals. Some opportunities for improvement include installing energy-efficient LED lighting, building automation upgrades and proactively planning for the replacement of major infrastructure (e.g., chillers, cooling towers, boilers and generators) prior to the end of their useful life with electric or more energy-efficient alternatives.

Reducing Emissions from Inhaled Anesthetics

The health care industry has focused on reducing emissions from inhaled anesthetics for many years. In 2024, we gained deeper insights into how we use various gases within our operations, particularly desflurane and nitrous oxide, and how we can reduce the emissions associated with their utilization. AdventHealth launched a coalition of clinical leaders to provide continued education about the release of these gases to chief clinical officers, chief medical officers and facility leaders, equipping them to better understand their environmental impact and develop plans to reduce use or find alternatives.

AdventHealth is actively working to finalize our 2024 environmental inventory. We plan to disclose this inventory within our 2025 CDP report. In the interim, we are proud to highlight our significant progress made in 2024 against our emissions goals: AdventHealth’s first Virtual Power Purchase Agreement (VPPA) came online in 2024 and has resulted in notable emissions reductions for that year. This progress is supported by robust data showing a substantial portion of our energy needs were offset by renewable sources (e.g., this VPPA in the Heart of Texas). In addition, we are excited to share our plans to reduce the time lag between inventory data year and report years in future sustainability reports.

In April, AdventHealth’s corporate campus initiated a phased implementation of onsite composting, working toward minimizing food waste. From April to December 2024, composting food waste from the main cafeteria kitchens led to approximately 3 tons of waste diverted from local landfills. By the end of 2025, composting will expand beyond the kitchens and every team member will be educated and empowered to compost across the corporate campus.





GOVERNANCE OVERVIEW

At AdventHealth, our governance structures ground our work, ensuring we remain faithful to our mission and values.

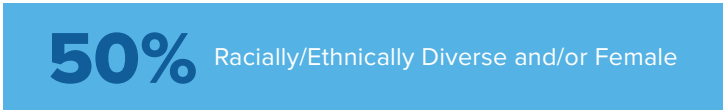
Our ability to deliver whole-person care requires consistently strong business practices and operations, compliance with government regulations, strategic responses to evolving challenges and opportunities and an unshakable commitment to remaining accountable, ethical, compliant and effective in managing risks.

We will ensure the long-term viability of AdventHealth through two key channels: tried-and-true approaches in areas such as auditing and financial reporting, and innovative strategies that respond to emerging areas of interest, including advancements in artificial intelligence and cybersecurity. Both approaches are — and will continue to be — essential for the sustainability and well-being of our enterprise.

We ensure robust oversight across the key areas described in this report.

OUR BOARD STRUCTURE

AdventHealth’s 24-member parent governing Board provides oversight of our strategic direction, financial performance, quality of care and mission fidelity. Its members, consisting of leaders from the health care industry and our sponsor organization, the Seventh-day Adventist Church, play key roles in ensuring that everything we do remains rooted in our mission and values. With their diverse skills and experiences, our Board members guide the activation of our culture, strategic focus, management of risks and opportunities and effectiveness in the marketplace. Our current Board is comprised of 50% racially/ethnically diverse and/or female members and 50% white and male members.



OUR ETHICS AND COMPLIANCE

AUDITS AND FINANCIAL REPORTING

AdventHealth’s financial reporting practices prioritize accuracy and transparency. Our process is governed by the Board Audit and Corporate Responsibility Committee (BACRC), which provides oversight and evaluation of the effectiveness of our external financial reporting, internal and external auditors, and corporate responsibility program.

AdventHealth’s BACRC includes members with financial and health care industry expertise to provide strong governance. In addition, our internal audit department completes an annual audit plan and obtains an external audit of our annual financial statements from an independent accounting firm.

ENGAGING IN CORPORATE RESPONSIBILITY

AdventHealth’s mission and fundamental values shape our approach to corporate responsibility, calling us to high levels of ethical conduct and integrity. We accomplish this by focusing on corporate policies, documentation and reporting, the protection of patient privacy and compliance with government laws and regulations.

In 2024, our priorities in this area included the following.

Training Our Team Members

All AdventHealth team members are required to complete CORE (Commitment, Obligation, Responsibility, Ethics) code of conduct, privacy, compliance, fraud, waste and abuse training annually. In 2023, we engaged

a new partner who allows us to zone in on any needs for additional education and offer targeted training interventions by market. In 2024, we rolled out this focused training approach and implemented a dashboard to help leaders and team members track and encourage 100% training completion. Concerted efforts around team member engagement helped build a culture of compliance.

Our corporate responsibility department also prioritizes its own learning and continuing development, particularly through an annual three-day conference that includes internal and external speakers who provide continuing education on a variety of compliance, privacy and ethics topics, including recent federal settlements and other regulatory actions, cybersecurity, working with physicians, and leading through change and uncertainty. In 2024, we also created a series of playbooks focused on areas such as compliance investigations and documentation, review of contracts with physicians and privacy and security walkthroughs to help the team provide guidance and support across the organization.

Protecting Our Patients’ Privacy

AdventHealth’s corporate responsibility team works with departments across the system to protect the privacy and security of patient health information and ensure compliance with federal and state regulations. In 2024, we implemented a new patient-protection system that leverages artificial intelligence to provide alerts about potential privacy breaches. This added safeguard supports our already robust monitoring system to ensure our operating environment is focused on protecting of our patients’ private health information.

Our Commitment to Ethics and Compliance

Our corporate responsibility team oversees compliance with federal and state health care regulations, providing education, responding to questions and investigating any reports of concerns. A 24-hour, toll-free hotline, known as the Guideline, allows individuals to anonymously report compliance or ethical concerns or questions for review.



ENHANCING OUR CYBERSECURITY STRATEGY

Across the health care industry, 2024 was a challenging year for cybersecurity, with data breaches and ransomware attacks against hospitals, health systems and third-party providers. In 2024, AdventHealth made strategic investments to continue safeguarding our patients, people and technologies.

With a focus on business continuity and resilience, we took strategic steps—including diversifying supply chains, enhancing response capabilities and deploying artificial intelligence (AI)—to ensure patient safety and operational efficiency in the face of growing cyber challenges. This ongoing commitment is pivotal to our comprehensive sustainability efforts.

Going forward, we will look at new and improved ways of hosting our cloud-based electronic health record environment and prepare for the Workday enterprise resource planning solution, while focusing on building a

level of resiliency that allows us to respond and recover quickly in the event of a successful attack. We will do this by moving away from a reactive and defensive approach to a proactive and adaptive one, where we anticipate and prepare for potential scenarios and incidents.

Improving Our Information Security Infrastructure

When enhancing our cybersecurity strategy, we consistently seek new partners, processes and technologies to support our resilience against cyber-related challenges. In 2024, we added a new suite of best-in-class applications that further safeguard our organization, making our system easy to use with increased security. Many of our acquired technologies incorporate AI to help combat cyberthreats with precision and efficiency. Our goal is to create a zero-trust environment, ensuring no person or company is trusted by default in our security processes.

HITRUST Certification

HITRUST provides a framework for information security in health care inclusive of HIPAA (privacy law), PCI-DSS (payment card industry rules), state laws and best practice guidelines. AdventHealth has been certified by HITRUST since 2021, and we renewed our certification for an additional two years in 2023. In coming years, we will confirm certification from the National Institute of Standards and Technology (NIST) to validate our commitments to information security.

Diversifying Our Vendors

We diversified our pool of vendors to limit the volume of potentially compromised data should a cybersecurity attack occur.

Email Protection

We use AI technology to enhance our ability to block and respond to email-based threats.

Active Directory Identity Security

Should our active directory data become compromised, we have acquired technology to decrease recovery time and restore privacy and safety for our team members.

Other investments in AI technology will allow us to combat malicious attackers, who also use AI technology, for:

- **Deep Visibility:** provides instant visibility into anomalous user activity and lateral movement by potential threat actors.
- **Threat Intelligence:** offers deep insight into the attack paths executed by threat actors.
- **Identity Security Assessment:** helps identify vulnerabilities in our system and potential threat actor attack paths.
- **Identity Protection:** protects team member identities and enforces multi-factor authentication when suspicious user activity is detected.

Cyber Event Simulation

We continue our use of a tabletop simulation exercise with AdventHealth’s full Cabinet leadership to help ensure an organized response to real cyber events and affirm good practices.

Incidence Response Plan

We revamped our incident response plan playbooks to be implemented faster, easier and with clearer roles and responsibilities. Various exercises also allow our team members to practice how to respond to cybersecurity attacks.

User Activity Monitoring

Through newly adopted technology, we analyze how users access key information or suggest suspicious activity within a patient’s medical record. This information helps us detect potential privacy violations.

RESPONSIBLY HARNESSING THE POWER OF ARTIFICIAL INTELLIGENCE

Our ability to harness the power of artificial intelligence (AI) in safe and ethical ways as the field evolves will continue to transform how we provide whole-person care, support front-line caregivers, engage with consumers and increase operational efficiency.

A 2023 technology audit concluded that AdventHealth has more than 44 systems that include AI technology and over 60 AdventHealth-developed AI data analysis models. Each system and model was rigorously evaluated before adoption, part of our strategic orchestration of People, Process and Technology. Rather than implementing the newest AI solutions, we select technology carefully, adapt our workflow accordingly and strive to enable our team members to reach their full potential as they use AI to care for our patients and communities.

AI Governance and Oversight

To ensure the use of AI supports — and does not interfere with — our mission, values or vision, we established governance structures to guide the responsible use of these technologies. In 2024, AdventHealth created an AI Governance Committee staffed by senior leaders from our information technology and clinical domains departments. Supporting this group is the AI Technical Committee staffed by technical experts in the areas of AI and machine learning from across AdventHealth. These governing bodies evaluate AI technologies for potential use on our campuses, weighing their risks and benefits, and determining the level of validation and testing needed before they can be used in our work.

Our senior leadership has also sponsored an internal AI Advisory Board that pairs clinical thought leaders with outside experts. Presenters and contrarians include academic experts, med-tech firms, big tech partners, such as Microsoft, and representatives from other industries, such as sports and entertainment, which use AI in a variety of ways. These substantive conversations about capabilities and limitations help us steer the most responsible path when considering AI innovations.

ADVANCING AI AT ADVENTHEALTH

Understanding the potential AI has to increasingly help us extend our mission, we are continuously collaborating with our technology partners (including our key vendors, such as Epic, Microsoft and other AI thought leaders) to create a strategic AI roadmap that allows us to continue bringing new AI innovations to our campuses safely and thoughtfully.

Improving Diagnostics Earlier, more accurate diagnosis, improving outcomes.

Expanding Access AI chatbots and remote health monitoring to provide convenient access and navigation to providers.

Enabling Preventive Care Individualized predictive risk of chronic disease.

Optimizing Clinical Workflows Process automation and scheduling optimization to reduce delays.

Reducing Waste and Errors Identification of non-value-added tests, treatments, procedures and admissions; prevention of harm and near misses with real-time predictions.

By harnessing the power of AI, AdventHealth is not only enhancing operational efficiency but also paving the way for a more sustainable and resilient future.



LOOKING AHEAD

In 2025, AdventHealth is deepening our commitments by establishing sustainability councils in all facilities, chaired by the local CEOs. These councils will drive local and systemwide actions to create a more resilient and equitable approach to care delivery, leading to healthier lives and a healthier planet for future generations. We will continue to prioritize initiatives that promote health equity, community advocacy and environmental sustainability, customizing our engagements to align with regional interests ensuring that our efforts contribute to a healthier future in each of our communities and across our network of care.

To learn more about how we are paving the way for a more sustainable future, visit [AdventHealth.com/Sustainability](https://www.adventhealth.com/sustainability).

“The Lord bless you and keep you;
the Lord make his face shine
on you and be gracious to you;
the Lord turn his face toward
you and give you peace.”

Numbers 6:24-26 (NIV)



Corporate Headquarters

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