



2023

# COMMUNITY IMPACT REPORT

 **CHS** Community  
Health Systems





## A Message from Tim L. Hingtgen, Chief Executive Officer

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Our foundational purpose – *to help people get well and live healthy* – is more than a description of our daily work. It is a vow.

It's also a clear mandate that we do our part to ensure a healthier and more sustainable future for all. At Community Health Systems, we work to protect the environment, address social issues and inequities and conduct our business with personal integrity and effective governance.

Our 2023 Community Impact Report demonstrates the many ways we are achieving these goals. We are proud to highlight initiatives that address social determinants of health and improve the quality of life for citizens of our communities. New investments to support our workforce illustrate that we respect and value our colleagues. And, because the magnitude and pace of change is accelerating in our industry, we detail recently implemented innovations to enhance patient care and support our clinicians – now and in the future.

There is no business that requires trust more than one in which lives hang in the balance. Taking care of people is never *just* business and that's why I am forever thankful for the women and men working in our healthcare systems. They inspire me. They inspire the essential confidence of their patients. And, they actively participate in endeavors that support the communities we serve.

Healthcare providers have abundant opportunities to improve the human condition and make a positive impact in the lives of others. This is what motivates us day after day. It is also why I am certain that we will continue to meet the inseparable responsibilities that come with building healthier communities, a healthier planet and a better future for everyone.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Hingtgen'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**Tim L. Hingtgen**  
*Chief Executive Officer*

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OUR  
**COMMUNITY**





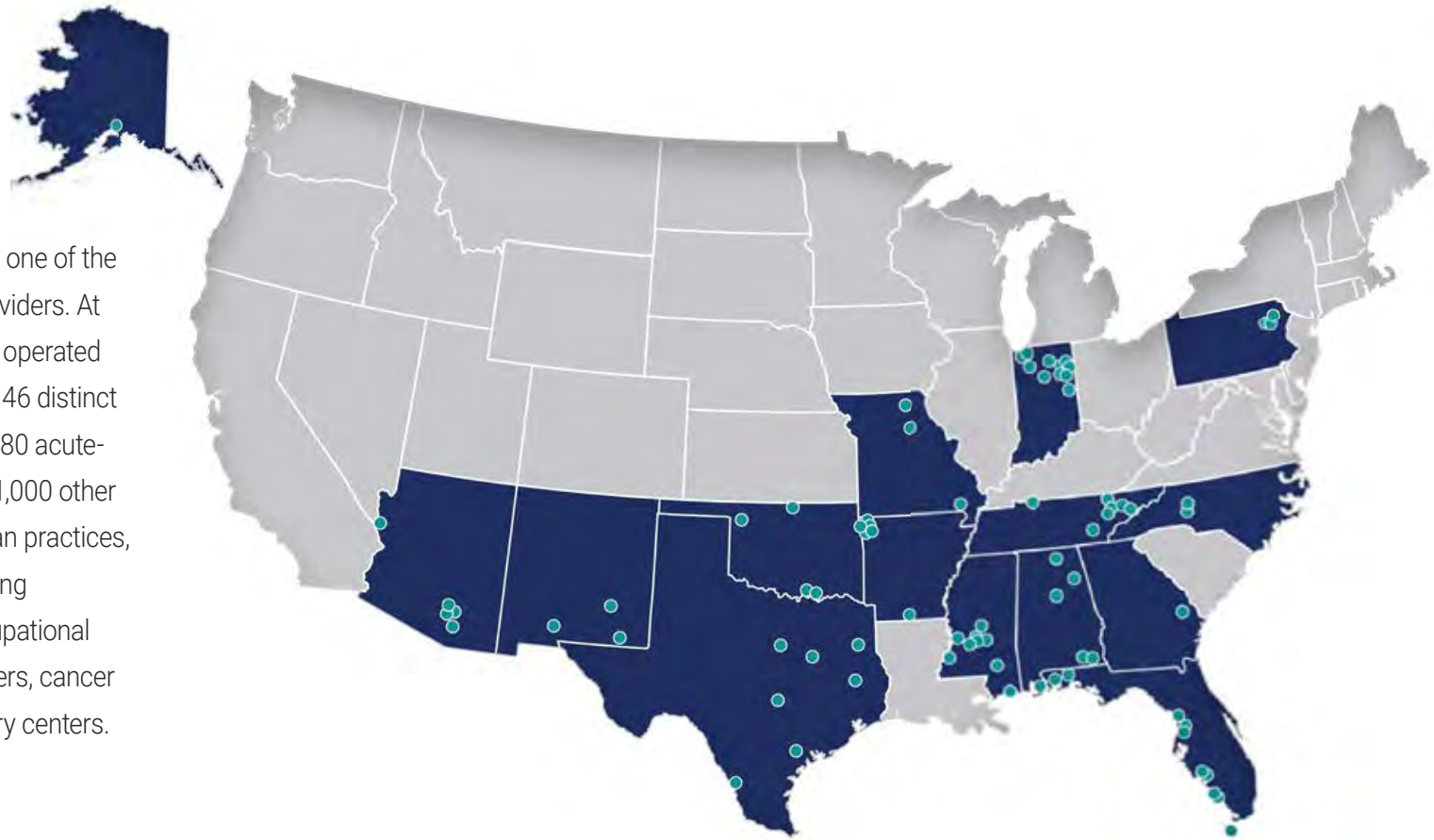
## Our Purpose

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

# Company Profile

*Providing quality care for our communities*

Community Health Systems is one of the nation's leading healthcare providers. At the end of 2022, CHS affiliates operated healthcare delivery systems in 46 distinct markets across 16 states with 80 acute-care hospitals and more than 1,000 other sites of care, including physician practices, urgent care centers, freestanding emergency departments, occupational medicine clinics, imaging centers, cancer centers and ambulatory surgery centers.





## More than 1,000 sites of care

**80** Hospitals

**600+** Practice Locations

**60+** Urgent Care, Walk-in and Retail Clinic Locations

**17** Freestanding Emergency Departments

**52** Ambulatory Surgery Centers

## More than 15 million patient encounters

**435,000** Annual Admissions

**2.2 million** Emergency Room Visits

**12.8 million** Outpatient Visits

**54,000** Babies Delivered

*Results for year ending December 31, 2022.*





CARING FOR OUR  
**PATIENTS**



# First, Do No Harm

## *Our commitment to patient safety*

More than a decade into our efforts to create inherently safe healthcare systems, CHS hospitals reached a major milestone in 2022 – achieving an 89% reduction in the Serious Safety Event Rate compared to the baseline established in 2013. This equates to thousands of patients spared from preventable harm.

CHS was one of the first healthcare organizations to create a PSO (Patient Safety Organization) in 2012. The PSO enables conversations about safety concerns along with ongoing data analysis in a legally protected environment to identify opportunities for continuous improvement.

**89%** reduction in the Serious Safety Event Rate since 2013.

*Results for year ending December 31, 2022.*

By embracing the concepts of a High Reliability Organization (HRO) and focusing on sustainable results, CHS hospitals are able to deliver better outcomes for patients, reduce risk and liability, and build trust in the communities we serve. We pursue our ultimate goal of zero events of preventable harm by creating processes that reduce the potential for accidents and errors, reinforcing behaviors that promote safety, and analyzing the root cause of every serious safety event to help prevent future occurrences.



*Thanks to our clinicians, caregivers and support teams who have made safety a core value and competency, CHS has one of the largest, longest-running and most successful patient safety initiatives in the industry.*





# High-Quality Patient Care

*Patients trust our affiliated hospitals to deliver quality outcomes*

To continuously deliver the best possible outcomes, physicians, nurses and other caregivers in our hospitals use evidence-based medicine and clinical judgment in the treatment of their patients. Our acute-care hospitals are regularly surveyed by accrediting organizations, including the Joint Commission, to confirm their ability to deliver safe, quality healthcare services. CHS-affiliated hospitals have obtained numerous other accreditations and awards, underscoring how important quality is to our organization.

Our hospitals share best practices and use enterprise-wide data science and analytical capabilities to measure, benchmark and improve clinical results. Additionally, our hospitals submit performance data related to processes of care, mortality rates and patient experience to the Centers for Medicare and Medicaid Services.





# Every Minute Matters

## *Faster treatment for stroke patients*

### **Oro Valley Hospital – Northwest Healthcare • Oro Valley, Arizona**

In 2022, Oro Valley Hospital was selected by CHS to pilot a new quality improvement methodology focused on door-to-needle time, a key measure in the treatment and outcomes of stroke. The team, which included Oro Valley's Chief Nursing Officer, Julie Hunt, RN, implemented several process changes and quickly saw significant improvements. They didn't know it at the time, but these improvements were going to impact the care they provide in a very personal way.

Two months into the pilot, Julie found her sister, Jolyn Pinzl, at home with symptoms of a suspected stroke. She called 911 and asked the ambulance driver to take Jolyn to Oro Valley Hospital. EMS alerted the hospital, which in turn activated the "BAT," or Brain Attack Team. With BAT on standby and ready to go when Jolyn arrived, they conducted the necessary tests and quickly began treatment, resulting in a door-to-needle time of 26 minutes, well below the national benchmark of 45 minutes.

After Jolyn was stabilized, she was transported by air to a comprehensive stroke center for further treatment. But, by the time she arrived, all of her symptoms had resolved. Thanks to Oro Valley's process improvements and quick work by caregivers, Jolyn had a successful outcome and was able to return home two days later.

"Knowing how prepared Oro Valley is for stroke patients was a tremendous comfort in what was otherwise a terrible situation," said Julie. "I was so confident in our team and so sure that Jolyn would get the right care that I actually asked EMS to bypass a hospital that was five minutes closer just so she could receive the enhanced protocols at Oro Valley Hospital."

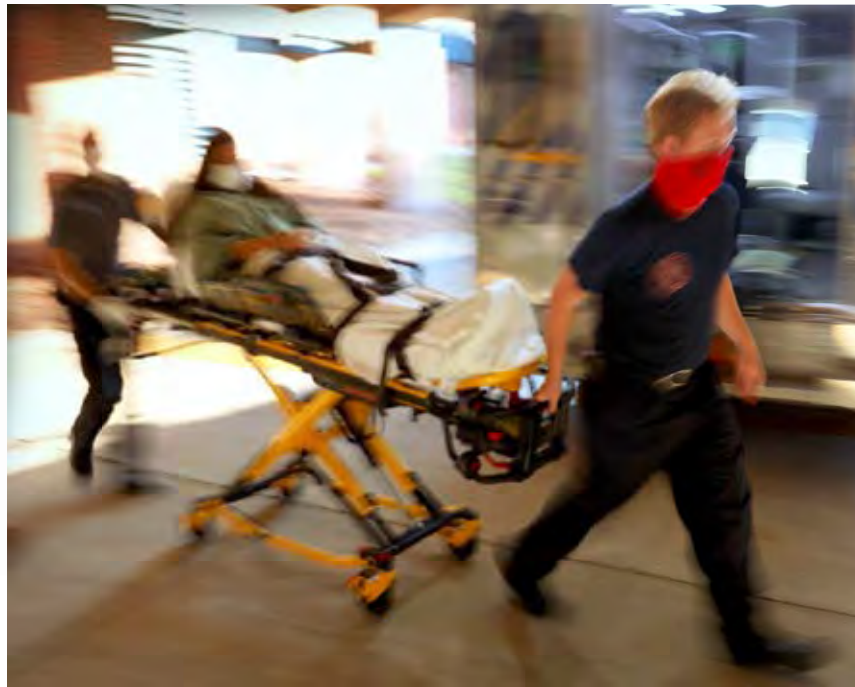


*Oro Valley's Chief Nursing Officer Julie Hunt, RN, with her sister, Jolyn Pinzl*



# Acuity and Access

CHS has adopted a balanced approach to care delivery – investing both in hospital and outpatient services. Patients often benefit when they receive care in comprehensive healthcare networks where they are more likely to find care continuity and better communication between healthcare providers.



## Inpatient Services

Our high acuity medical and surgical services keep patients close to home when they must be hospitalized. Sophisticated heart care, advanced surgical services, medical care for severe illness and specialty treatments in areas such as neurology and orthopedics often make our hospitals the first choice not only for patients, but also for referring hospitals that need to transfer patients to higher acuity settings.

## Outpatient Services

We also have expanded outpatient services to create greater access, more convenience and a connected care experience for our patients. Many lower acuity health services can now be provided safely, and at a lower cost, in an outpatient setting. Our offerings include primary care and specialty physician practices, urgent care centers, freestanding emergency rooms, ambulatory surgery centers, cancer centers and imaging centers.

**More than  
100,000 patients**  
*were navigated by the  
CHS-operated transfer  
center in 2022.*

**53.2% of net  
revenue** *was derived  
from outpatient services  
in 2022.*

# Healthcare Innovation

*We can see where healthcare is headed*

Innovation in healthcare requires leadership and trust. A willingness to consider new ideas is essential in order to accelerate the pace of change and deliver better healthcare experiences for patients and clinicians. CHS is intentionally incorporating emerging technologies, artificial intelligence and other innovative solutions to advance patient care, to improve the work environment and to help address workforce challenges.

## Data Science Capabilities

CHS is building internal data science capabilities and a clinical data warehouse that will leverage machine learning and artificial intelligence to help improve outcomes by supporting clinical decision making and operations. This work enables “innovation from within” as well as the ability to partner with other organizations to co-develop new and innovative solutions.

## Investments in Emerging Companies

From time to time, CHS invests directly in select companies that are disrupting or enhancing current healthcare delivery models. We are also a limited investment partner in Heritage Group, a healthcare-focused private equity firm with more than \$700 million in assets under management. We have relationships with several other venture capital firms investing in healthcare, providing us with a broad view into emerging companies and investment opportunities that address our most highly prioritized business opportunities.

As a result of the work already underway, the infrastructure being developed, and the trust we are building with clinicians and leaders, innovation is becoming a core competency – part of our DNA, a component of our culture.





# Innovation in Action

## *New ways to advance patient care*

In hospital and outpatient settings, CHS is successfully implementing innovative care models and technology solutions with rapid adoption and robust results. Physicians have commented that these programs “help me be a better doctor” and nurses says they “improve team communication and patient care.” Here are some of the innovative programs recently deployed across CHS healthcare systems.

### **Remote Care for Chronic Conditions**

Through our physician practices, daily remote monitoring for patients with certain chronic conditions is enabling earlier interventions when needed and giving physicians more insight into how patients are doing between office visits. Enrolled patients with hypertension, heart failure and Type-2 diabetes use cellular-enabled devices to capture daily vital sign information which is transmitted to a virtual care team that provides day-to-day monitoring and additional care support when needed.

### **Virtual Sitters to Reduce Falls**

Our virtual sitter program supports the patient care team by providing remote monitoring for hospitalized patients at risk for falls. The remote caregiver collaborates with the bedside nursing team to advise when a patient needs an intervention. In addition to reducing the number of falls, this technology frees up staff that would normally be assigned to “sit with the patient” so they can focus on other patient care needs.



### **Warning System for Safer Births**

An AI-based maternal-fetal early warning system and clinical decision support tool designed to create safer birthing experiences has been installed across CHS hospitals offering obstetrical services. The technology continuously monitors maternal vital signs, fetal heart rate, uterine contractions and labor progression to help identify and alert birthing teams of potential issues for faster intervention during labor and delivery.

# Birth Days

## *Using artificial intelligence for safer deliveries*

CHS hospitals welcome about 54,000 babies into the world each year. Most of these deliveries are safe, successful, joyful events. But, childbirth is not without risk, and it is never just routine. That's why CHS invested in an automated early warning system that uses artificial intelligence to continuously monitor maternal vital signs, fetal heart rate uterine contractions and labor progression to help identify potential issues.

Dr. Frank Kolucki, an obstetrician at Moses Taylor Hospital in Scranton, Pennsylvania, says the technology provides an extra layer of close monitoring, which can be especially helpful during more complex deliveries. "Things can happen fast in labor and delivery, and timing is everything. If there is a problem, the sooner you evaluate and act, the higher the likelihood you'll keep mom and baby healthy."

When a pregnant physician was giving birth recently, the early warning system alerted Dr. Kolucki and his team of a concerning fetal heart rhythm indicating the baby wasn't getting enough oxygen. Armed with this important information, the team and patient made the shared decision to expedite delivery and move ahead with a cesarean section. Because of this timely intervention, the baby didn't suffer injury and was delivered healthily.

"Patient safety supersedes all – it's the most important thing," says Dr. Kolucki. "Our team is highly skilled but also appreciates the incredible value technology brings to patient care, especially when it promotes patient safety and better outcomes."





# Financial Assistance

*Financial support for those who qualify*

## **Price Transparency**

Our health systems are committed to price transparency initiatives that help patients understand their financial responsibility and payment options. Patients have two options to obtain an estimate for services – a price estimator tool publicly available on each hospital’s website or a personalized estimate from a financial counselor. Standard charges on each hospital’s website include negotiated rates with health insurers and discounted cash prices.

## **Discounts and Charity Care**

All of our hospitals offer charity care programs for those who qualify, significant uninsured discounts and long-term flexible payment plans.

Many of our hospitals also partner with a third-party organization to offer discounted, upfront cash payment options for a variety of services. This option is especially useful for patients without insurance or with high-deductible plans.

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

Efforts to help qualified patients enroll in available medical coverage, such as Medicaid, can provide access to preventative care and ongoing medical support. Each CHS hospital has an ESS team to help eligible patients identify and enroll in federal, state or local programs that help pay for medical services.

**63,015 patients  
obtained new  
insurance coverage**

*with the assistance of  
our patient access and  
financial assistance  
teams in 2022.*



*Cedar Park Regional Medical Center Eligibility Screening Services Representative Helen Contreras*

## Making Care More Affordable

### **Cedar Park Regional Medical Center • Cedar Park, Texas**

At every CHS hospital, our Eligibility Screening Services (ESS) team can help people identify available options for healthcare coverage plans and complete their applications for financial assistance, including Medicare, Medicaid and insurance plans available through the Affordable Care Act. Many people return to our facilities each year for help exploring affordable options for healthcare insurance.

Helen Contreras, an ESS representative at Cedar Park Regional Medical Center in Cedar Park, Texas, shares the story of a family of six that has been reaching out for assistance for many years.

“This family has been coming to see me for ACA Marketplace insurance since 2015,” says Helen. “The head of household is self-employed. When I helped the family last December, they told me they were thankful to have insurance because the father discovered he had cancer last year. Without ACA insurance, they didn’t know how they would have paid for his treatments and medications.”

Thanks to Helen’s expertise in navigating the Marketplace, the family found a plan that included affordable coverage and offered necessary benefits to cover cancer treatments and medications. The family has expressed gratitude to CHS and ESS for providing a needed service to help alleviate some of their financial stress during such a challenging time.



## More than Medicine

*It is always about compassionate care*

Sometimes, patients need more than the medical services provided by our healthcare systems.

In late 2022, Piercen Burchfield, a registered nurse at Bravera Health ER in Citrus Hills, Florida, demonstrated just how much of an impact healthcare professionals can have on their patients. When one of his patients came in wearing shoes without soles, Piercen went to his car to retrieve a special pair of shoes he had been saving – his first pair of nursing shoes. Knowing the patient was in need and struggling, Piercen handed over his shoes. Later, that patient came back to express gratitude for Piercen’s kindness and to thank all of the emergency department staff.

Inspired by his compassion, the ER team created “Piercen’s Picks,” a cabinet with donated clothing, shoes, socks and more for patients in need. Of the cabinet, Piercen says, “This is about helping people who need and deserve more – and a team of people who are willing to step up and do what we can to bridge that gap.”



*Bravera Health Emergency Room Nurse, Piercen Burchfield, RN*

# COVID-19

## *Moving beyond the pandemic*

Since the onset of the COVID-19 pandemic in early 2020, our hospitals, medical clinics and employees have been actively caring for COVID-19 patients. Initial work included creating safe care environments for patients and staff, testing options and hospital access for those who needed life-saving care. As the pandemic continued, we effectively addressed other industry issues, including changes to infection prevention guidelines, workforce shortages, capacity constraints and the need to balance available services for COVID and non-COVID patients.

As we move beyond the pandemic, lessons from the COVID years have made our healthcare systems more agile, more resilient and more ready for future public health crises.



**Nearly 87,000 COVID patients** received treatment in CHS hospitals from the onset of the pandemic through the end of 2022.





## Life Goes On

*A reunion for NICU babies*

### **Longview Regional Medical Center • Longview, Texas**

Following a two-year hiatus caused by COVID-19 restrictions, Longview Regional Medical Center resumed its annual Neonatal Intensive Care Unit Reunion in 2022. The Halloween-themed event included NICU graduates and parents wanting to remember the triumphs, relationships and miracles of life that happened in the NICU – and to reconnect with the dedicated caregivers who helped get them through these incredible experiences.

Children were invited to wear their Halloween costumes and enjoy the bounce house, petting zoo, face painting, games and other family activities while visiting with the NICU team.

“We always enjoy seeing our NICU graduates and families,” said Kelly Chambliss, maternal child director at Longview Regional. “The reunion is a special time of celebration. It’s an honor to be a part of each child’s journey and great to see how strong and healthy they are as they grow.”



SUPPORTING OUR  
**PEOPLE**



# Clinicians, Caregivers, Colleagues

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## *Our people make the difference*

Our ability to provide high-quality patient care is made possible by the amazing women and men who work across our organization – on the front lines, behind the scenes, shoulder-to-shoulder and from remote locations. A strong and engaged workforce is vital in healthcare. So, we devote significant resources to recruit, develop, and retain the people who choose to work across our organization, and we strive to support them with the benefits and recognition they deserve.

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**66,000** Employees

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**6.38** Years Average Tenure

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**26%** of Nurses Have 10+ Years of Service







# Diversity, Equity and Inclusion

We recognize that each employee brings a unique background, experience, knowledge, perspective and self-expression to work. When combined, these individual differences can make us all better – and our organization stronger.

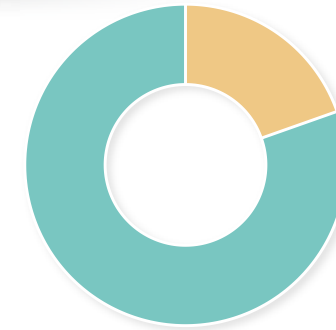
In our effort to build a diverse talent pipeline, foster an equitable culture and create a sense of belonging for everyone, CHS has advanced its Diversity, Equity and Inclusion (DEI) initiatives. In 2022, our team deployed new DEI training, created an employee DEI resource center and promoted awareness of historical events and celebrations recognizing our diversity.

CHS also is working with the American Hospital Association on their #123forEquity Pledge and the Federation of American Hospital's Health Equity Task Force.

*CHS-affiliated entities are equal employment opportunity employers.*

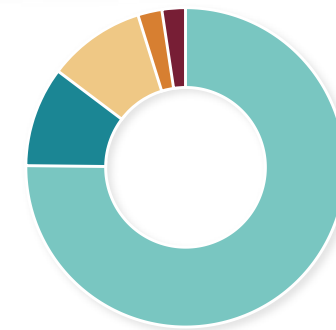
## Workforce by Gender

Female • 80%  
Male • 20%



## Workforce by Ethnicity

White • 74%  
Black • 11%  
Hispanic • 11%  
Asian • 2%  
Other • 2%



# The Pathways Program

## *Investing in programs that support our colleagues*

In 2022, CHS introduced the Pathways program – a suite of significant, new benefits to help employees achieve their educational, career, and financial goals. Among the enhanced benefits are a student loan refinancing and repayment program that helps pay back existing student debt, an expanded tuition and educational assistance program for employees who want to gain additional education and advance in their careers and fee coverage for job-related certifications and licensures.

### **In 2022, the Pathways Program:**

- Paid \$6.5 million in student loan payments on behalf of 2,500+ employees
- Refinanced more than \$2 million in student loan debt
- Covered more than \$1.1 million in professional healthcare license or certification fees



*Registered Nurses at Grandview Medical Center gather to talk at shift change.*

**More than 90% of employees** overwhelmingly like their work and consider it meaningful.

**More than two-thirds of employees** feel supported by the company in their work-life balance.

*Source: 2022 Employee Satisfaction Survey*



# Educational Programs

## *Providing more opportunities to learn and grow*

- The **Advanced Learning Center** offers more than 2,250 free online education programs, serving employees in almost every line of work.
- **Community LEADS**, our Leadership Excellence and Development Series, launched in 2022 with more than 3,000 hospital directors, managers and supervisors participating. Content for the series includes topics such as effective communication, coaching others and building team resilience.
- **Executive Development** tracks are available for those who aspire to leadership-level positions in operations, finance and clinical functions. Through these programs, CHS is able to develop qualified candidates and promote from within to hospital CEO, CFO, COO and CNO positions.
- **Graduate Medical Education and Nursing School** programs provide clinical pathways for people pursuing careers as physicians and nurses.

## Value of the Advanced Learning Center

**112,513**

full- and part-time employees and contractors used the ALC

**3.84 million**

ALC courses were completed\*

**34 courses**

completed on average per user

**18.23 hours**

of training on average per user

**\$42.00**

cost on average per user

**\$4.7 million**

investment to fund the ALC

*Data for year ending December 31, 2022.*

*\*Courses includes computer-based learning modules, instructor-led training classes, resuscitation training, skills validation checklists, etc.*

# Professional Development



*Woodland Heights Medical Center Administrative Specialist and former intern Fallon Phillips*

## **Fallon Phillips**

*Administrative Specialist and Former Intern  
Woodland Heights Medical Center*

Fallon Phillips is one of many young leaders who worked in a CHS hospital in 2022 as part of an internship in healthcare administration. Interns were mentored by hospital CEOs who are excited to help develop a more diverse group of future healthcare leaders.

Fallon's goal to become a hospital CEO and provide equitable care for all is representative of her peers in the program. At Tennova Healthcare in Clarksville, Tennessee, she rotated through a number of departments, gaining operational knowledge and supporting the hospital's work to advance patient care and experience.

Today, Fallon works as an Administrative Specialist at Woodland Heights Medical Center in Lufkin, Texas, where she has responsibility for therapy services, environmental services, food & nutrition services, volunteer services, property management and the employee engagement committee.

"Working in healthcare is extremely rewarding; it is a field that allows you to see the fruits of your labor, day-in and day-out. I am thrilled to be working under leaders that pour into young talent and empower calculated risks – locally and at the corporate level," said Fallon. "I am looking forward to continuing to grow with CHS and serving its communities in our pursuit to provide compassionate and comprehensive healthcare."



# Professional Development

## **Grace Mayoral**

*Assistant Administrator, Cedar Park Regional Medical Center  
CHS/Trinity University Scholarship Recipient*

From an early age, Grace Mayoral knew she wanted to pursue a career in healthcare. Inspired by her parents, who both work in medicine, Grace began her career as a medical scribe and quickly realized her passion for working in a hospital. Grace applied and was accepted to Trinity University's Master of Science in Healthcare Administration program. She was awarded the CHS scholarship and a spot in our CEO development program which is designed to develop the next generation of CHS hospital executives.

Recipients of the CHS scholarship are placed in year-long residency programs where they learn how to operate a hospital, manage capital and other growth projects, and receive direct coaching and mentorship. For her residency, Grace was assigned to Merit Health Wesley in Hattiesburg, Mississippi. As an Administrative Specialist, she managed environmental services, food and nutrition services and the hospital's GME program.

After graduating from Trinity University in late 2022, Grace was hired full time as Assistant Administrator at Cedar Park Regional Medical Center in Cedar Park, Texas, with the goal of one day becoming a hospital CEO.

"As a woman in healthcare, this program has opened the door to incredible career opportunities," Grace says. "I absolutely love working with the hospital team and seeing the positive impact they have on our patients."



*Cedar Park Regional Medical Center, Assistant Administrator, Grace Mayoral*

*Approximately **40%** of executive leadership positions at CHS hospitals were filled via internal promotions in 2022.*



## Nursing

### *The truest and most trusted healthcare heroes*

Nursing has been recognized as the most ethical and honest profession in America for 21 years straight according to Gallup's annual poll on the most trusted professions – an absolute testament to how much we respect our nurses. They are hardworking and reliable, courageous and compassionate, offer hope and healing, and they make a difference in our lives.

To support our nursing team, we continuously recruit registered nurses who will complement our existing staff. In 2022, we were able to place 6,655 RNs into CHS hospitals – an increase of more than 17% over the prior year. We also introduced a new Care Team Model in about half of our hospitals. The Care Team Model utilizes licensed practical or licensed vocational nurses (LPNs and LVNs) along with patient care technicians to support RNs, enable them to practice at the top of their licenses, and reduce burnout. Work to roll out this model further is underway, as are our plans to expand virtual nursing pilots and other investments in nursing services.

CHS hospitals celebrate the service and accomplishments of our nurses through the DAISY Award, which is dedicated to recognizing nurses for compassionate care and through our Nursing Excellence Awards, which are presented to one nurse from each CHS hospital and to ten national winners each year.



*Tennova Health Clarksville cath lab nurse Kip Sikes-Lindsey, RN*





*North Okaloosa Medical Center and 2022 National Nursing Excellence Award Winner Bert King, RN*

## CHS Nursing Excellence Awards

### **Bert King, RN**

*National Nursing Excellence Award Winner*

*North Okaloosa Medical Center, Crestview, Florida*

Bert King, RN, a charge nurse at North Okaloosa Medical Center in Crestview, Florida, is one of 10 CHS National Nursing Excellence Award recipients for 2022. Bert has worked at the hospital for 22 years and is known for his exceptional patient care, positivity and proactive leadership.

Described as an “everyday hero” by his coworkers, Bert continuously puts the needs of his patients and teammates above his own, especially during times of crisis. When a resurgence of the COVID-19 pandemic hit Florida, Bert jumped into action, helping his team overcome challenges related to staffing, supplies and increased patient volumes.

“He just stepped up, did more than was expected every single day, supported our team and took great care of our patients,” said Mike Nordness, CEO of North Okaloosa Medical Center. “We all rest easier when Bert is in the ER.”

Bert started working the night shift in order to spend more time with his three children and never looked back. And that’s perfect because nighttime ER visits often are the most challenging and anxiety-producing for patients. Bert is known for his reassuring ways and for putting his patients at ease during frightening times in their lives.

When we asked Bert about his nursing career, this was his humble and heartfelt response: “I enjoy helping patients overcome their fears. I just want to take care of people.”

And he does just that – he takes care of people – so very well.



## Nursing School Partnerships

*CHS is developing hospital-based nursing schools across the country*

CHS maintains relationships with a number of nursing schools across the country, and in 2021, established a strategic partnership with Jersey College to create hospital-based schools of nursing to provide advanced education for those who desire to work on the front lines of patient care.

The Jersey College Professional Nursing Program is a six-semester curriculum culminating in an associate of science degree in nursing, giving graduates the opportunity to become a registered nurse. By the end of 2022, programs had been established in seven markets and we are actively creating more campuses. The first cohort of nurses graduated in January 2023.

Through relationships with a variety of nursing schools, discounts and deferred tuition are often provided for current employees wishing to pursue a nursing career.

***Approximately 1,000 new nurses*** are expected to graduate annually when our Jersey College partnership is fully deployed.



# Partnering with Physicians

*Shared values and trust are the foundation of our work together*

Successful outcomes depend on our ability to provide patients with excellent care at the bedside, in a surgical suite, or in a clinic setting, so we understand the importance of building trust and working collaboratively with physicians. Our healthcare system and company leaders listen to and collaborate with physicians regularly through day-to-day interactions, physician leadership groups and councils, operational and service line meetings and physician engagement surveys.

**18,000+** physicians and APPs on the medical staffs of CHS hospitals

## Our Physician Practices

In support of community need for healthcare services, we provide practice opportunities for physicians and advanced practice providers who prefer an employment model. Through our affiliates, we offer satisfying career experiences for both primary care providers and medical specialists.

**2,300+** physicians and APPs employed by CHS affiliates

## Medical Staff Development

Working in partnership with healthcare system leaders, our physician recruitment team sources and matches providers to communities that need their services and where the providers want to live and work. Support for newly recruited providers helps ensure that their practices will thrive.

**503** physicians and APPs were recruited to CHS-affiliated healthcare systems in 2022.



# Graduate Medical Education

## *Supporting a future generation of physicians*

Community Health Systems continues to expand its Graduate Medical Education footprint. Under CHS's GME Sponsoring Institution, Health Education Services, four new residency programs successfully achieved new accreditation by the ACGME (Accreditation Council for Graduate Medical Education) in 2022. These new residency programs join 29 active residency training programs operating within CHS hospitals to increase our training presence to 33 active programs across the enterprise.

Further growth is planned for 2023 as Health Education Services pursues the accreditation of several additional primary care residency programs.

*By 2025, CHS expects to offer training spots to more than **600 resident physicians** annually.*



*Klarissa Saldivar, MD, receives her white coat upon induction to Laredo Medical Center's Internal Medicine Residency program.*



# Graduate Medical Education

*There's no place like home*

## **Lindsey French-Hoffman, DO** • AllianceHealth Medical Group

From the time she was a young girl who tagged along to work events with her mother, a marketing director at a small hospital in Madill, Oklahoma, Lindsey French-Hoffman knew she wanted to be a doctor. More specifically, she wanted to be a doctor who would someday treat friends and neighbors in her home community where access to local healthcare was limited due to its rural location.

Not wanting to stray from her Oklahoma roots, Lindsey began preparing for her future by completing her undergraduate degree at Oklahoma State University in Stillwater and her medical degree at Oklahoma State University College of Osteopathic Medicine in Tulsa. She didn't have to go far to find a quality residency program that would provide the training she wanted. She completed her medical residency and internship at AllianceHealth Durant, a CHS healthcare system with an ACGME family medicine residency program in Durant, Oklahoma.

Even though Durant is a non-urban community, the training program afforded Lindsay all of the advantages of an urban teaching hospital. She received training in a mix of specialties including family medicine, obstetrics/gynecology, emergency medicine, ICU/CCU, surgery, pediatrics, pathology, radiology and orthopedics.

Lindsey's career plans came to fruition in 2022 when she joined AllianceHealth Medical Group – and reopened the primary care clinic in Kingston. The clinic had been forced to close a year earlier when its previous physician retired, validating Lindsey's childhood observation about the scarcity of physicians in the area.

The opportunity to return to her home community to help people get well and live healthier is a dream come true for Lindsey. "I love where I come from," says Lindsey. "The family medicine program at AllianceHealth Durant couldn't be any more perfect for someone looking to practice in a tight-knit community with a true need for well-trained and deeply committed physicians."



*Lindsey French-Hoffman, DO, AllianceHealth Medical Group*

# Graduate Medical Education

*Engineering a new career in medicine*

**Ugonna E. Ezeh, DO • MountainView Regional Medical Center**

Originally a mechanical engineer in Nigeria, Ugonna Ezeh had just gotten married and relocated to the United States with his wife when he decided to make a career change. He pursued a pre-med degree from Harvard University, and then completed medical school at the Philadelphia College of Osteopathic Medicine.

When it came time to select a residency program, Ugonna chose MountainView Regional Medical Center's Graduate Medical Education Program in Las Cruces, New Mexico.

While Las Cruces may be thousands of miles from Nigeria (a little over 7,000 to be exact), Ugonna knew from the moment he arrived at MountainView that this was exactly where he belonged.

"Las Cruces reminded me of home, and I just felt comfortable here," says Ugonna. "Add to that the opportunity to work with the deeply talented and skilled physicians who trained and mentored me. My wife and I knew this warm and welcoming community was where we wanted to be."

Ugonna had one more stop before officially completing his career change: a one year fellowship at the Hedley Orthopedic Institute in Phoenix, Arizona. He was so sure about returning to MountainView when he finished, that his family stayed in Las Cruces while he completed the fellowship in Phoenix.

Today, Ugonna is an orthopedic surgeon and a member of MountainView Medical Group where he specializes in minimally-invasive and robotic-assisted hip and knee joint replacement surgery. He's also a tremendous advocate of MountainView's Residency Program and believes it will be integral to expanding the community's network of quality healthcare providers for years to come.



*Ugonna E. Ezeh, DO, MountainView Regional Medical Center*





*Darci Richards, Assistant Chief Nursing Officer, Gadsden Regional Medical Center*

## Employing Veterans

### *Serving the military and their communities*

CHS proudly employs more than 1,300 military veterans. These veterans bring unique experiences and skills to our health systems and we are grateful for their service to our country and our organization.

Darci Richards, RN, a veteran of the U.S. Air Force and Assistant Chief Nursing Officer of Gadsden Regional Medical Center in Alabama, discusses how her military service helped shape her career.

### **Q** *What is your military background?*

**Darci:** I served four years in the U.S. Air Force as an EMT medic. During that time, I worked in several different areas including a med-surg unit, a step down unit, dermatology and immunizations. I was deployed to Afghanistan for seven months. The experience helped me realize I wanted to become a nurse so when my enlistment was done, I enrolled in nursing school.

### **Q** *Did you always want to pursue a career in healthcare?*

**Darci:** My grandmother was a medical tech and she opened my eyes to the medical field at a young age. So, nursing was always on my “wish list” of things I might want to do, and my way of getting there was through the military.

### **Q** *How has your military experience impacted your career?*

**Darci:** While I was deployed I gained invaluable experience that helped me to see the bigger picture and also showed me how teams can effectively work together. To this day, that experience shapes who I am personally and professionally.

### **Q** *How is working in a hospital similar or different to serving in the military?*

**Darci:** In the military, everyone takes an oath to serve our country, and in healthcare, we do the same thing for our patients. In both lines of work, there is unique camaraderie that bonds a team together like a family.

### **Q** *What is your favorite part of working in a hospital?*

**Darci:** I genuinely enjoy interacting with patients and helping them get through something that may be difficult – and watching them as they get well and succeed.

### **Q** *What advice would you give to your younger self?*

**Darci:** Trust your gut and go for it because you’re going to do great!

## We Are All Caregivers

Attention is often and rightly focused on the clinicians and caregivers who work directly with their patients. We appreciate and admire them. We also know that the care and services provided in our healthcare systems rely on all of the women and men who support our team. Sometimes you see them cleaning a floor or serving meals. Sometimes they are repairing equipment or ordering supplies. Sometimes they are in a back office, far, far away.

Whether others see their work or not, we see the entire team – and we know we need each other to do our jobs. That's why at CHS, we are *all caregivers*.





# CHS CARES Fund

## *Supporting one another in difficult times*

Established in 2017, the CHS CARES Fund is administered by a Section 501(c)(3) organization and provides financial assistance to employees who have experienced hardships due to events beyond their control, such as natural disasters, extended illnesses and other types of crises. Grants from the fund help pay for essential living expenses including housing, utilities, food, clothing and other basic necessities.

In 2022, thanks to the generosity of our board of directors, executive team, hospital and corporate leaders, employees, physicians and our business partners, we were able to support more than 700 employees.

**\$7 million** has been distributed to employees in need since the CHS CARES Fund was established in 2017.



## CHS CARES Fund in 2022

Nearly **\$720,000** in funds raised

**\$637,000** in grants provided





MAKING AN  
**IMPACT**





Team CHS members Vice President, Patient Safety Officer, Terrie Van Buren and Senior Director, Patient Safety Officer, Giselle Krieger take a break following the 2022 March of Dimes March for Babies.

## Contributing in Our Communities

*It's about much more than great healthcare*

CHS healthcare systems generate significant economic benefit for the communities we serve. We offer charity care programs, provide good jobs, pay taxes, invest capital and make substantial donations to worthy local causes. These contributions amount to billions of dollars of positive impact and are another way we say – *our communities matter and we're proud to be part of them.*

**\$1.4 billion** provided in charity care

**\$600 million** paid in property, sales and other taxes to support local, state and federal governments, schools and community infrastructure

**\$475 million** of capital invested to improve healthcare facilities and services

*For calendar year ending December 31, 2022.*

# Charity Care

*Providing assistance to help the most vulnerable*

## Charity Care

Charity care policies may vary slightly from hospital to hospital due to state regulations, but every CHS-affiliated hospital provides free care for individuals who are at or below 100 percent of the Federal Poverty Level (FPL) and significant charity discounts for uninsured individuals between 101 percent and 400 percent of FPL. Patients must complete a financial assistance application to qualify.

**\$1.4 billion** in charity care was provided in 2022.

## Presumptive Charity Care

In 2022, most CHS-affiliated hospitals in states that have not expanded Medicaid also implemented presumptive charity care scoring, which uses a third-party credit reporting agency to determine an individual's eligibility for charity care even if the individual does not complete a financial assistance application.

**24,000+** patients received free care through the presumptive charity care scoring program in 2022.





# Capital Investments

## *Expanding to offer more care in our communities*

We make significant capital investments in our facilities each year to expand access and enhance the range of healthcare services we can offer. Every time a new hospital or outpatient location opens, a facility is renovated, or we add medical technology, quality of care and patient experience improves.

In 2022, we opened a new hospital in Tucson, Arizona and expanded other facilities, adding more than 158 beds. Since 2019, we've added more than 500 hospital beds in our markets. Recent capital investments also support the development of 78 new access points including medical office buildings, freestanding emergency rooms, primary and urgent care centers, a cancer treatment center and ambulatory surgery centers.

These investments have far-reaching impact. They contribute to local economies by creating job opportunities in the construction sector and stimulating the purchase of local services and products.

**Invested \$475 million of capital in 2022 to improve healthcare facilities and services**



*Construction of a new patient tower at South Baldwin Regional Medical Center in Foley, Alabama*

# Quality of Life

## *Making a difference in so many ways*

Through health fairs, screenings and educational programs, active participation in civic and charitable causes, sponsorship of community events, volunteerism and much more, our healthcare systems improve well-being for local residents.

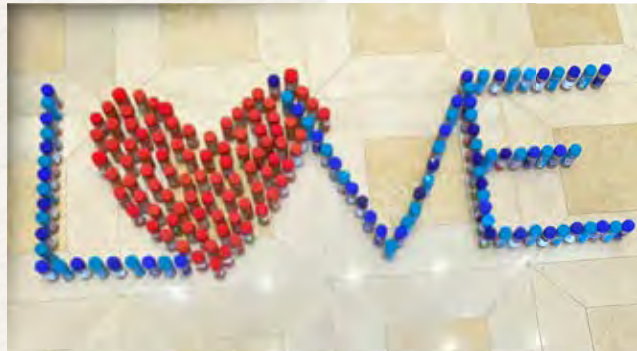
Millions of dollars in donations from CHS affiliates in 2022 supported more than 600 organizations addressing social determinants of health – including causes that fight disease, feed the hungry, shelter the homeless, give children a head start, advance higher education, subsidize the poor and stimulate economic development in low income neighborhoods.

Beyond financial contributions, generous employees across the organization frequently give their time and talent to improve the quality of life in their communities.



*South Baldwin Regional Medical Center Director of Orthopedics  
Drew Johnson*





# Social Determinants of Health

*Giving generously to address health disparities*

## Removing Healthcare Barriers - One Ride at a Time

Sometimes lack of transportation is a barrier to getting healthcare services. Lutheran Health Kosciusko in Warsaw, Indiana is proud to address this issue by providing funding to Kosciusko Community Senior Services. The program, which has been in place since 2016, has provided approximately 14,000 rides to local health care appointments in 2022.

## Jars of Love - One Million Peanut Butter Sandwiches

Even though it is nutritional and has a long shelf life, many food banks report that peanut butter is one of the least donated items. To help fight hunger in our communities, CHS launched its first Jars of Love peanut butter drive in early 2023, and collected enough peanut butter for one million sandwiches, all of which was distributed to local food banks.

## Affordable Housing - Building Stronger Foundations

The CHS team and many of our hospital teams support Habitat for Humanity by contributing funds and helping to construct new homes for low-income families in our communities. Affordable housing can transform lives and improve health equity by providing families with essential shelter, stability and self-reliance.

## Helping in Our Hometown

CHS raises funds for  
charitable causes



The Annual CHS Charity Golf Tournament raises hundreds of thousands of dollars each year for numerous charitable causes. Supported by our employees and business partners, we were proud to raise funds for the following causes in 2022:

- **AbleVoices** – teaches photography to youth and adults to help with self-confidence and self-expression
- **Gracework Ministries** – provides food, shelter and support for low-income individuals and families
- **Habitat for Humanity** – supplies affordable housing and stable living experiences for vulnerable families
- **Safe Haven** – offers shelter to permanent housing options for families experiencing homelessness

Other recent CHS fundraising campaigns have supported worthy organizations including the March of Dimes, American Heart Association, Mercy Ministries, MS Society, Second Harvest Food Bank, mental health support organizations and many more.



# The Learning Curve

## *Inspiring students to pursue their full potential*

Just 35 miles east of Physicians Regional Healthcare System (PRHS) in Naples, Florida, Immokalee is home to one of the largest migrant communities in the nation. For most residents, English is their second language. Finishing high school can be considered a high achievement, and prospects of a college degree and professional career often seem out of reach.

Through a partnership with The Immokalee Foundation, PRHS offers funding and hands-on experiential learning to help prepare teenagers in the community for careers in healthcare. In the summer of 2022, PRHS hosted 12 rising high school seniors for summer internships, exposing students to a variety of clinical areas including nursing, emergency medicine, anesthesiology, pediatrics, neurosurgery, occupational therapy, audiology and more.

One hundred percent of students sponsored by the Immokalee Foundation have graduated from high school and been placed in universities, colleges or technical programs. So, beyond inspiring students to pursue an education, PRHS hopes to help create a future generation of doctors, nurses and other caregivers.



*Rising high school seniors from Immokalee, Florida, are exposed to career opportunities in healthcare during their summer internship at Physicians Regional Healthcare System.*



# Always Prepared

## *We stand ready to help in an emergency*

Hurricane Ian stormed through central Florida's Gulf Coast on September 28, 2022, leaving a wake of destruction for residents and businesses. And when it was over, ShorePoint Port Charlotte was the only hospital operating within a 30-mile radius. Four other area hospitals were forced to close before, during, or after the storm.

In the aftermath of the catastrophic storm, ShorePoint Port Charlotte continued to provide emergency, inpatient and surgical care for local residents at a time when medical services were desperately needed, and for some, a matter of life or death. The hospital team watched their daily volume go from an average of 65 patients a day to more than 180 patients a day, following the storm.

Storm readiness investments enabled the hospital to withstand Ian's torrential rain and winds of greater than 135 mph for more than six hours, with minimal impact to the structure. Unfortunately, many staff members did not fare as well; most homes in the area were badly damaged.

With access to power and basic necessities disrupted, the hospital brought in resources to support its team, including 1,000-gallon gasoline tankers to provide gas to get back and forth to work, food care packages, clean scrubs, on-site laundry facilities and temporary housing for employees, their families and pets.



*Hurricane Ian as it makes landfall to central Florida's Gulf Coast.*

***More than 300 employees impacted by the storm received over \$360,000 in financial aid from the CHS Cares Fund.***



# Always Prepared

*Continued*

CHS makes ongoing capital investments to update physical plants for extreme weather preparedness. At hospitals in hurricane prone regions, we have installed docking stations for emergency generator hook-up and secondary water pipe connections for portable chillers, boilers and cooling towers to sustain a safe and comfortable environment for delivering care.

Building envelopes are reinforced with CAT 5 rated roofs and hurricane strapping to keep key equipment in place and prevent water penetration. Hospital exteriors are regularly caulked, sealed and painted with a high performance coating to protect against weather, salts and environmental pollutants.

Our hospital leadership teams develop emergency preparedness plans based on their local risks and conditions. They conduct twice-annual testing and perform regular drills with local emergency management agencies and first responders.

CHS has an established incident response group that includes experienced clinicians, operational leaders, facility and construction managers, emergency response teams, technology and equipment experts and a communications team. This group helps hospitals maintain critical services when their communities have been severely affected by hurricanes, storm surge, severe winter storms, flooding, tornadoes, wildfires and other disasters.



*CHS colleagues rallied to provide relief supplies and to assist in post-hurricane clean up.*



*CHS Chief Executive Officer Tim Hingtgen tours ShorePoint Health Port Charlotte following Hurricane Ian.*



# Miracle On - and Off - the Ice

## Lutheran Kosciusko Hospital • Warsaw, Indiana

EMS, police and the community of Warsaw, Indiana, came together on November 12, 2022, to respond to an overturned school bus. The bus was carrying a junior varsity hockey team from St. Ignatius High School in Chicago, Illinois, when it was hit by an impaired driver after running a red light.

Within minutes, EMS personnel from Lutheran Kosciusko Hospital arrived at the scene, jumping in to aid the injured players. While good Samaritans used social media and their personal cell phones to track down parents of the players, first responders treated injuries and began transporting patients to the hospital emergency room.

Of the 26 passengers on the bus, 16 sustained injuries including broken bones, internal injuries and concussions. Three players were critically injured, including one who was ejected. But thanks to the immediate action of first responders and hospital medical staff, the injured players were all expected to make full recoveries.

Just two months after the crash, the team made their triumphant return to the ice, winning their first game back 5-0.



*Overturned school bus carrying 26 hockey players and coaches from St. Ignatius High School*





PROTECTING THE  
**ENVIRONMENT**



# Reducing Our Carbon Footprint

In meeting our purpose to help people get well and live healthier, we recognize the importance of using the earth's resources rationally and protecting the environment for the good of future generations. We work to effectively manage our environmental impact through building sustainable facilities, the reduction of our carbon footprint, water and energy usage and material waste. Achieving these objectives can often be cost-effective as well as important for environmental sustainability.

CHS is committed to energy efficiency. Since 2012, our overall energy consumption as measured in BTUs per square foot (gas and electricity) has been reduced by 20.1% on a same-store basis. Through energy conservation measures achieved through building operation best practices, our hospitals have saved over 12 million kWh from 2021 to 2022. This is the equivalent of powering a 200,000 square-foot hospital for over 1.5 years.



## 2022 Cumulative Improvement Over Prior Year

- Reduced energy consumption by **12 million kWh**
- Reduced natural gas consumption by **131,122 MCF**
- Reduced water consumption by almost **70 million gallons**



# Building for Sustainability

For new buildings and certain renovation projects, we establish sustainability requirements for architectural design, facility construction, equipment and waste management during construction. Building commissioning (Cx) by third-party engineering firms before and during new construction and renovation verifies all (or a portion) of the subsystems for mechanical (HVAC), plumbing, electrical, fire/life safety, building envelopes, sustainable systems and lighting to ensure buildings are designed and built to meet sustainability standards to operate at peak performance from initial occupancy onward.

Requirements for our architects and contractors in connection with new buildings and significant renovation projects include:

- Assistance with Green Globes certification
- Site and building design to minimize environmental impact
- Recycled content for building and finish materials
- Low-emitting VOC finish materials, paints and furniture
- Verification of environmental product declarations, third-party certifications and lifecycle assessment calculations
- Tracking of waste materials diverted from landfills



*Northwest Medical Center Houghton, Northwest Healthcare, Tucson, Arizona*

# Continuous Infrastructure Updates

We invest approximately \$30 million annually in the infrastructure of our affiliated hospitals to reduce energy consumption and emissions. Projects include:

- Installing high-efficiency LED lighting at our hospitals.
- With 5 million square feet (approximately 25% of our overall hospital square footage) converted to LED as of December 2022, the annual estimated energy reduction is more than 67 million kWh, and average CO<sub>2</sub>e reduction is 31,128 tonnes each year.
- By December 2023, we will have converted over 37% of our overall hospital square footage (8 million square feet) to high-efficiency LED lighting.
- More than 6,500 non-LED light fixtures replaced in 2022 were recycled.
- Replacing older HVAC systems (air handlers, chillers, boilers, etc.) with more efficient equipment; materials from old systems are repurposed/recycled.
- Implementing smarter building technology and automation systems to cycle equipment on and off and automatically adjust set points based on occupancy and outdoor temperature and humidity
- Improving building envelopes (exterior roofs, windows and walls) to provide better thermal and moisture barriers to the outdoor environment

## Sample Project: Central Energy Plant Optimization

A project to improve the central energy plant operation and achieve better control of the OR suites was conducted at Merit Health in Natchez, Mississippi. The project included adding a dedicated chiller for the OR suites that could be operated independently from the central energy plant allowing the existing energy plant to operate more efficiently and at higher temperatures. Piping modifications to improve flow and new variable speed drives were installed on the pumps, cooling towers and a new chilled water plant control system installed to improve overall energy performance.

Energy savings from the project resulted in an annual energy savings of 1.2 million kWh of electricity and 7,000 MCF of natural gas. Water savings of 23% or approximately 5 million gallons per year due to less cooling tons produced and improved chiller plant performance. The environmental impact was also significant with 1,236 metric tons less greenhouse gases released into the atmosphere per year, which may have the same approximate environmental impact as the carbon sequestered by 1,462 acres of mature U.S. forest per year.

Merit Health – Natchez, Mississippi – Central Plan Optimization					
Project Results	kWh	MCF	Water Reduction	Reduction in Greenhouse Gases	Environment Impact
Savings	1.2 million	7,000	23% / 5M gallons	1,236 metric tons less	Same as carbon sequestered by 1,462 acres of mature U.S. forest



## Reducing Water Usage

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Our chemical treatment program for infrastructure systems at all affiliated facilities is based on best practices and industry standards for water quality. A sustainable and green chemical treatment program assures that piping systems are cleaned of undissolved solids and algal growth, increasing the efficiency of pumped water systems. Refinements are made continuously by our vendors and the program is updated on an as-needed basis. Quarterly meetings are conducted with chemical vendors to document lessons learned and apply the findings to future programs.



*Through infrastructure improvements in 2021-2022, we realized a **14% reduction** (70 million gallons) over a 12-month period in water consumption.*



Governance

Risk

Compliance

EFFECTIVE

GOVERNANCE



# CHS Board of Directors



Wayne T. Smith  
Non-Executive Chairman



John A. Clerico  
Lead Director



Susan W. Brooks



Michael Dinkins



James S. Ely, III



John A. Fry



Joseph A. Hastings, DMD



Tim L. Hingtgen



Elizabeth T. Hirsch



William Norris Jennings, MD



K. Ranga Krishnan, MBBS



H. James Williams, PhD

The Board of Directors at Community Health Systems, Inc. is comprised of a diverse, experienced group of individuals who actively oversee the company, upholding principles of organizational integrity, ethical practices and transparency. The Board of Directors convenes at least quarterly to assess the company’s progress and receive updates from leaders within the organization, placing particular emphasis on ensuring compliance with financial, accounting and regulatory standards.

Our Code of Conduct, variations of which have been in effect since 1997, is endorsed by the Board and extends to directors, officers and all employees affiliated with CHS. Additionally, the Board examines our enterprise risk management report

– compiled annually with input from hospital and corporate executives – to identify potential risks to the organization along with comprehensive plans to mitigate and address these risks.

The Board and each of its committees conduct an annual self-assessment. The Board also evaluates the CEO through an annual review process.

- 10 of 12 directors are independent members of the Board
- 3 directors have joined the Board over the past five years
- 42% Board diversity based on gender and ethnicity
- All Board committees – Audit and Compliance, Compensation, and Governance and Nominating – are solely comprised of independent Board members

Additional information about the company’s Board of Directors, including our Board’s governing guidelines, committee charters, our Code of Conduct and a biography of each director can be found on our [chs.net](http://chs.net).

# Ethics and Compliance

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Community Health Systems has a comprehensive, longstanding Compliance Program to help ensure adherence to the numerous regulatory requirements applicable to healthcare organizations. Our commitment goes beyond compliance with the law; it revolves around doing what is right, acting with integrity and embodying our company's core values.

At the heart of our Compliance Program lies our Code of Conduct. Every employee affiliated with CHS acknowledges and signs the Code of Conduct, underscoring their individual commitment to ethical behavior. Additionally, our annual compliance training program ensures that all employees are well-informed and equipped to navigate compliance responsibilities.

We actively encourage employees to voice any compliance concerns they may have by reporting them via our online reporting system or to their supervisors or the compliance officers at their respective hospitals. We also maintain a dedicated Compliance Hotline available to employees, patients, their families, business partners, vendors and anyone else who wishes to report a concern or make a confidential disclosure. Callers have the option to either identify themselves or remain anonymous, ensuring a safe and secure reporting process.



## Annual Compliance Training Completion Rate

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- 100% of the Community Health Systems, Inc. Board of Directors
- 96% of CHS-affiliate employees



# Responsible Supply Chain Management

As a significant purchaser of equipment, supplies and various products, Community Health Systems recognizes the value of supplier diversity and the importance of procurement practices that promote environmental sustainability.

We actively seek fair consideration for minority, women and veteran-owned businesses and also engage with small and emerging businesses that often bring innovative solutions to the table.

Whenever possible, we prioritize sourcing environmentally sound products to reduce our impact on the planet. Additionally, we embrace responsible practices by purchasing reprocessed

single-use medical devices and opting for reusable materials, effectively minimizing waste.

To further advance these efforts, Community Health Systems collaborates with the HealthTrust Purchasing Group. As an engaged member, we actively participate in the HealthTrust Supplier Diversity Council and the HealthTrust Environmental Sustainability Council. Through this partnership, we benefit from HealthTrust's policies that mandate suppliers, subcontractors, and manufacturers to consistently comply with relevant labor and employment laws. These regulations encompass child labor, forced labor, working conditions that are unsafe or unsanitary and human trafficking.



## Reducing Opioid Usage

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In line with the guidelines set by the American Hospital Association and The Joint Commission's Standards for Pain Assessment and Management, our affiliated hospitals have implemented various strategies to effectively handle controlled substances, particularly opioids. The hospitals have established dedicated opioid management teams that focus on raising awareness, providing guidance, and spearheading initiatives related to pain assessment and management.

A significant portion of our affiliated hospitals have integrated reminders within their electronic medical record systems. These reminders prompt healthcare providers to ensure documentation of their query of the state's prescription drug monitoring program (PDMP) database before prescribing specific controlled substances. The remaining hospitals are planning to incorporate PDMP documentation alert reminders as part of their future electronic medical record upgrades.

In order to minimize unnecessary usage, more than half of our healthcare systems have implemented a default three-day supply for opioid prescriptions intended for acute pain management. Furthermore, standardized clinical order sets for pain management have been developed, incorporating practices such as multimodal pain management for post-operative procedures, reduction of opioid dosages, and the inclusion of opioid overdose rescue medication (naloxone). These measures aim to enhance patient care and mitigate the risks associated with opioid usage.





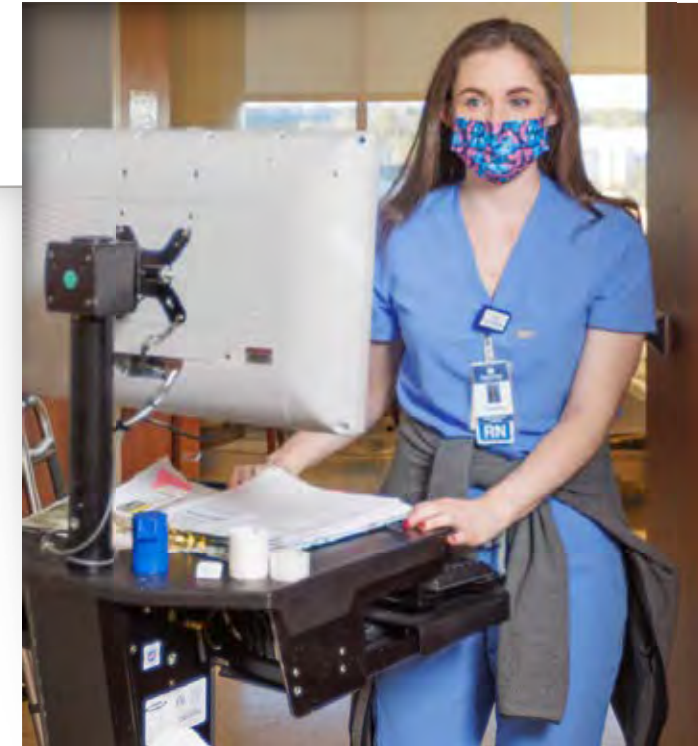
# EHR & Promoting Interoperability

The CHS organization has been leveraging technology and electronic medical records (EMRs) for over a decade to enhance clinical practice and improve patient care. Our team of clinical informatics experts and information technology specialists consistently evaluate clinical systems and collaborate with frontline providers to implement necessary policy, procedure and workflow modifications.

One hundred percent of CHS-affiliated acute care hospitals eligible to participate in 2022 successfully met all requirements, indicating they are Meaningful Users of electronic health records and offer a patient portal for online access to health information.

## The Five Promoting Interoperability Objectives are:

- **E-Prescribing:** Percent of discharge prescriptions transmitted electronically (not including controlled substances)
- **Support Electronic Referral Loop by Receiving and Reconciling Health Information:** Percent of external clinical documents received that were added to the electronic record and reconciliation of medication, allergies and problems was completed
- **Support Electronic Referral Loop by Sending Health Information:** Percent of discharged patients for which a transition of care document was electronically transmitted to the follow-up provider
- **Provide Patients Electronic Access to the Health Information:** Percent of discharged patients for which their clinical information was available electronically (in a Patient Portal) within 36 hours
- **Engagement in Bidirectional Exchange through Health Information Exchange (38 CHS hospital eligible):** percent of eligible hospitals that engage on bidirectional exchange with an HIE to support transitions of care



## Promoting Interoperability Usage during the 2022 Attestation Period

E-prescribing:	83%
SERL by Receiving and Incorporating HIE	47%
SERL by Sending HIE:	26%
Provide Patients Electronic Access to Health Information:	100%
Public Health Reporting:	100%
Security Risk Assessment:	100%

*Data reflects acute care hospitals within the CHS network on December 31, 2022.*

# Data Security

CHS affiliates manage millions of patient health records and sensitive files annually. To protect this valuable information, we have implemented a comprehensive set of policies, capabilities and services that comply with federal and state privacy laws, including HIPAA's Privacy Rule, Security Rule and Breach Notification Rule.

We conduct annual reviews of our policies to ensure their effectiveness, and our cybersecurity program is continuously evolving to stay ahead of new threats. With industry best practices, we have robust capabilities to identify, protect, detect, respond to and recover from security incidents.

In 2022, we completed more than 200 vendor assessments to help ensure security and to help protect our organization and patients. Additionally, we regularly deploy continuous security awareness, training and educational materials to our facility and corporate staff, ensuring heightened awareness and organization-wide participation in cybersecurity.

There were no material successful cyber-attacks against CHS-affiliated systems in 2022. Incidents of data disclosures, where unintended access to PII or PHI occurred, affected less than 0.01% of total patient encounters in 2022.







LOOKING  
**FORWARD**



## Hope for the Future

The beginning of every new life is a recognition of all that is possible. We think of dreams and aspirations; we imagine endless possibilities. We wonder. And, we have hope.

Hope lives best in a society where fairness and equal opportunity are available to everyone. On a planet where clean air, fresh water, and the earth's resources are protected and shared by all. Rooted in a community where we acknowledge that we really do need human connection, so we treat one another with respect and understanding.

At Community Health Systems, we look forward with infinite hope, a never-ending commitment to do our part, and the full certainty that the future *will* come – and it will be the one we make.



**Community Health Systems** would like to express its sincere appreciation to the physicians, employees and patients depicted in the preceding pages. Most of the photographs in this report were taken in CHS-affiliated hospitals in 2022 and 2023.

To the many dedicated healthcare professionals who are part of the CHS community, and to all of the patients who entrust our organization for their healthcare, **we thank you.**

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