



Commitment Statement on Clinician Well-Being

Ascension is a faith-based healthcare organization dedicated to transformation through innovation across the continuum of care. Our Mission is at the core of all we do: *Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.*

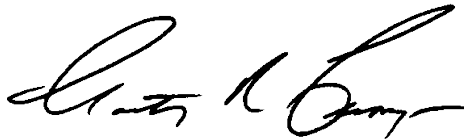
We fulfill this sacred Mission through the 150,000 associates and 36,000 aligned providers who care for our patients and support our operations. These individuals are essential to our patients' well-being and we are committed to sustaining and improving their health as well. Members of the healthcare workforce, however, continue to report widespread burnout and dissatisfaction, which studies have found are associated with lower patient satisfaction, reduced health outcomes, and increased costs.

Recognizing the interconnectedness of clinician, patient, and system well-being, Ascension aspires to the Quadruple Aim: delivering improved health outcomes, an enhanced experience for the people we serve, and an enhanced experience for providers, at an affordable cost. To that end, we are making changes to how clinicians operate within Ascension:

- **Improving the practice environment.** We are sponsoring a sense of a collaborative community among providers, giving them more control over their work through greater scheduling flexibility, professional growth, and stronger relationships with the persons and the families we serve.
- **Elevating clinicians into leadership roles.** Real-world experience caring for patients adds significant value to our organizational decision-making. Having clinicians play a prominent role in leadership demonstrates to providers that they have a voice at all levels of the organization. We are therefore promoting clinicians into more leadership roles across Ascension.
- **Incentivizing and rewarding more meaningful work.** Ascension is increasingly paying providers for outcomes over hours, patient satisfaction over volume, and quality of care over quantity of services to re-engage providers. We also implemented the Nursing Workforce Optimization plan that recognizes and rewards individual excellence.

- **Demonstrating support for providers throughout their careers.** When providers know we are invested in them throughout their careers, they develop a stronger connection to the organization. We offer paths for clinicians in the later stages of their careers to transition to reduced hours, mentoring, leadership, and community work. Our hope is that giving providers more control over how they wind down their careers demonstrates to others that we are invested in them throughout their full tenure.

It is critical that clinicians do what they find most fulfilling and do it **well**. We applaud those calling attention to this issue, promoting programs that enhance clinician well-being, and challenging us to better support our provider partners.

A handwritten signature in black ink, appearing to read 'Anthony R. Tersigni', with a stylized flourish at the end.

Anthony R. Tersigni, EdD, FACHE
President and Chief Executive Officer
Ascension