



SSMHealth.

2024 Year in Review



YEAR OF Kindness



Our Mission:

Through our exceptional health care services, we reveal the healing presence of God.



Our Vision:

Peace, hope, and health for every person, family, and community, especially those most in need.



Our Values:

- Compassion
- Respect
- Excellence
- Stewardship
- Community



Dear colleagues and community,

With deep gratitude, we present this annual report celebrating our Year of Kindness. Throughout 2024, our 40,000 team members embraced kindness as both a guiding principle and a call to action. We saw kindness shine through as team members supported one another and created welcoming, healing spaces for patients and families.

We embraced the challenge to spread kindness to our colleagues, neighbors, families, and others. We sought opportunities to bring healing by being fully present to the needs of those around us. This commitment reflects the enduring spirit of our founding sisters, whose presence, optimism, and generosity have guided our health ministry since 1872.

On behalf of SSM Health Ministries, our Board of Directors, and executive leadership team, we invite you to join us in celebrating the extraordinary work of our employees, providers, and partners who bring our Mission, Vision, and Values to life each day. Their stories remind us that every action, no matter how small, has the power to make a big difference in the lives of those with whom we work and serve.

Sincerely,

Mary Noel Brown, CSA

Mary Noel Brown, CSA
President and Chair,
SSM Health Ministries

Samuel Ross

Samuel Ross, MD, MS
Chair, SSM Health
Board of Directors

Laura S. Kaiser

Laura S. Kaiser, FACHE
President and CEO,
SSM Health

Investing in the hands and heart of our Mission

Our team members are part of a sacred 152-year legacy of healing that has touched countless lives. They dedicate themselves to caring for all who come to us in need. We honor their service by working to ensure everyone feels valued, supported, and empowered to reach their full potential. In 2024, we:

- **Honored hundreds of team members** through the DAISY Awards for nursing excellence, including the Lifetime Achievement recognition, in addition to Mission, Clinical, Operational, and Professional Practice Model awards and other honors.
- Highlighted innovative best practices at our **fourth annual SSM Health Clinical and Operational Symposium**.
- Earned multiple **national recognitions as a top employer**, including Newsweek's "America's Greatest Workplaces for Women" and "America's Greatest Workplaces for Job Starters," Modern Healthcare's "Diversity Leaders," and Becker's "Top Places to Work in Healthcare."
- **Empowered career growth** through continuing education benefits and leadership development programs. FlexPath Funded has provided 454 employees with more than \$725,000 in upfront tuition coverage for skill-based courses and online degrees, in addition to the \$7.5 million in tuition reimbursement covered in 2024.

- Supported team members' **physical, emotional, and spiritual health** through our Care for Caregivers initiative, employee assistance programs, and a new online employee wellness platform.
- Demonstrated our commitment to providing safe environments for our team members, patients, and visitors by participating in the **White House Healthcare Safety Forum**, a national initiative aimed at reducing preventable patient and workforce harm by 50%.
- **Continued to promote a healthy workplace** by expanding opportunities for employees to participate in business resource groups, aligning efforts to create a culture in which every individual feels included and valued.
- Rolled out a new **Foundations of Formation program for leaders** that provided 69 participants with opportunities to deepen their connection to SSM Health's Mission.
- **Developed and supported a new generation of nurses** through our externship program, with 1,644 nursing students participating since the program started in 2022.



\$345,000

distributed to 214 team members through our Employee Relief Fund

\$7,492,521

in tuition reimbursement provided to 1,722 employees

2,204

employees helped through our employee assistance program (EAP)

4,441

employees received discounted medical coverage

210

well-being programs provided for employees

21,130

Mission and formation experiences provided to employees

250,215

hours of training completed by employees



Expectant mother grateful for exceptional care and support on her cancer journey

When Nicole, an SSM Health team member, was diagnosed with breast cancer while 24 weeks pregnant with her third child, she began a journey that she could not have imagined.

While getting a scheduled ultrasound, she mentioned a lump she'd recently noticed to her obstetrician, who referred her to a breast surgeon for a biopsy. She still remembers the initial shock and worry while awaiting the test results.

"My breast surgeon called me and said this is treatable and it's curable," Nicole said. "Once I heard those words, I was like, 'Okay, we can do this - this is just something we have to get through.' And then, from there on, we have just felt really hopeful."

Nicole's journey included multiple rounds of chemotherapy while pregnant, the delivery and weeklong NICU stay of her newborn son, and subsequent rounds of chemotherapy. From the perspective of a patient, she could feel the true impact that SSM Health's commitment to excellence has on those facing serious illness.

"You're getting expert health care, and that would be enough, but to have everyone delivering that care with so much compassion ... it makes all the difference," she said.

Improving lives through exceptional care

Driven by our Mission and Vision, we continued to push boundaries in making high-quality health care more accessible and sustainable for everyone we serve.



Through new strategic partnerships, we advanced our ability to care for patients outside of traditional sites of care. This includes **remote patient monitoring** and our **Recovery Care at Home** and **Hospital Care at Home programs**, which bring personalized, in-home health care services to patients. We assumed ownership of the **Visiting Nurse Association of Greater St. Louis**, expanding home health and hospice services for patients in need.

We **opened our second behavioral health urgent care center** that is co-located with our third long-acting injection clinic – both of which leverage community partnerships to address the growing need for behavioral health resources. Our two SSM Health Behavioral Health Urgent Care centers – through innovative collaborations with community partners – completed 3,930 patient visits during 2024 and provided 3,849 patient referrals to additional resources for ongoing care and wellness support.

We **joined the National Institutes of Health’s All of Us research program** – an initiative to enrich the breadth of data available to accelerate health research and medical breakthroughs, enabling a more individualized approach to prevention, treatment, and care.

We also **implemented leading-edge treatments to improve patient outcomes**, including groundbreaking brain tumor therapies and revolutionary nitric oxide delivery systems.

At SSM Health St. Mary’s Hospital - St. Louis, we celebrated **100 years of exceptional patient care** and honored our founding sisters who established the hospital in 1924.

152,317
inpatient admissions

6,389,747
completed medical group appointments

234,979
virtual visits

200,580
home care visits

433,000+
Dean Health Plan members

17.7 million
Navitus covered lives

Continuing our focus on improving maternal health, we **opened a new Women’s Wellness Center** at SSM Health St. Mary’s Hospital - St. Louis that addresses the unique health needs of pregnant women through comprehensive, specialized care. The center, with funding from SSM Health Foundation – St. Louis, is accessible regardless of insurance status. St. Mary’s Hospital also earned accolades from Newsweek in 2024 as one of “America’s Best Maternity Hospitals.”



For the 11th consecutive year, SSM Health Cardinal Glennon Children’s Hospital was ranked in 2024 among the nation’s best children’s hospitals by U.S. News & World Report. Construction

is underway on the new SSM Health Cardinal Glennon, anticipated to be completed in 2027, which will provide expanded and enhanced state-of-the-art care to children and their families in St. Louis and beyond. The SSM Health Cardinal Glennon Children’s Foundation is leading a community-wide philanthropic effort to support the project.

Demonstrating our ongoing commitment to safety and quality, we achieved significant reductions in hospital-acquired infections, with catheter-associated urinary tract infection (CAUTI), central line-associated bloodstream infection (CLABSI), and Clostridium difficile rates at the 5th, 25th, and 20th percentiles, respectively, compared to peer systems. We reached top-decile performance in colorectal and breast cancer screenings, diabetes and blood pressure management, and depression care. In addition, U.S. News & World Report named 10 of our hospitals to its 2024 list of “High Performing Hospitals” in one or more specialties.

We also enhanced the **online patient scheduling experience** with a wide variety of care options including SSM Health Express Virtual Care, which offers convenient and affordable access to quality care. In 2024, SSM Health Express Virtual Care provided 14,580 individuals with diagnosis and treatment through e-Visits, and 24,954 through video visits.

Navitus Health Solutions, a pharmacy benefit manager jointly owned by SSM Health and Costco Wholesale Corporation, continues to experience significant growth – with a compound annual growth rate over the past five years of nearly 25% in covered lives. Navitus reduces the cost of prescription medications – passing through all rebates from drug-makers to clients – and provides **100% financial and operational transparency**. Its specialty pharmacy, Lumicera, manages costs for the most expensive medications.

Photo - Opening of behavioral health urgent care and long-acting injection clinic at SSM Health Saint Louis University Hospital

Advanced imaging technology detects rare congenital heart condition

After Terrence and Bianca Williams brought their 4-year-old son, TJ, to the hospital with a persistent cough, a referral to SSM Health Cardinal Glennon Children’s Hospital led to diagnosis of a rare combination of congenital heart defects.

Pediatric cardiologists and specialists at SSM Health Cardinal Glennon used four-dimensional flow magnetic resonance imaging (4D Flow MRI) technology that provides detailed images of the heart and how blood moves through it.

Pre-surgical planning included the creation of a highly accurate 3D model of TJ’s heart, which enabled surgeons to physically see the degree and angle of surgical reconstruction necessary. The model was created in SSM Health Cardinal Glennon’s 3D Printing Center of Excellence.

Today, TJ is back to being a happy, active child. “No one would ever know our son had open heart surgery unless he lifted up his shirt to show off his scar,” said Bianca Williams. “He’s so active, and this is a testament to the doctors and the technologies they used to help him get back on his feet.”



Leading with innovation and purpose

When our founding sisters arrived in St. Louis, they embraced their sacred calling with compassion and determination. Today, we honor their legacy by working to transform lives and communities with the same spirit of creativity, resourcefulness, and collaboration that has guided our health ministry since 1872. In 2024, we:

- **Harnessed artificial intelligence** to enhance interactions between patients and providers. We are using speech-recognition tools to help physicians compose notes – allowing them to focus on their patients rather than a computer screen in the examining room. We’ve also piloted the use of AI technology to identify opportunities to address stress that could lead to provider burnout.

15,000

total media placements

3.8 million

organic social media engagements

4.6 ★★★★★

average star rating in Google business listings

38

national/industry awards earned by SSM Health and its leaders

- **Continued our commitment to population health and value-based care** by serving more than 620,000 patients – 58% of SSM Health’s total patient population – through alternative payment models that focus on delivering high-quality, coordinated, and cost-efficient care. We supported more than 190,000 patients in 2024 through our population health care management programs, which we have expanded to include identification of rising risk with a focus on patients with chronic heart failure or diabetes. Our care management teams include registered nurse care managers, care coordination specialists, behavioral health specialists, pharmacy support, dietitians, and social workers.
- **Expanded access to high-quality behavioral health care services** by further integrating them into primary care settings and enhancing our behavioral health telehealth program. Through our virtual behavioral health integration program that supports primary care providers, 27,840 patients with significant depressive symptoms were identified in 2024, and 76% of patients enrolled in the program saw a decrease in their depression scores.
- **Co-hosted the Healthcare Anchor Network 2024 Annual Convening** in St. Louis. The national collaborative of more than 75 leading health care systems is committed to building more inclusive and sustainable local economies through hiring, investing, and business partnerships. During the gathering, attendees visited neighborhoods and institutions to better understand how organizations like SSM Health are making an impact on the economy and fostering a more equitable future for all residents.

Photo top left - SSM Health President and CEO Laura Kaiser at Healthcare Anchor Network 2024 Annual Convening in St. Louis

Photo top right - Dr. Shephali Wulff (front row, left, holding sign), SSM Health’s System Vice President of Quality and Safety, at White House Healthcare Safety Forum

Innovative home-based palliative care benefits patients, caregivers

Amid a growing need for palliative care to support an aging population, SSM Health’s in-home services provide specialized medical care for people living with serious illness.

SSM Health’s advanced illness management (AIM) home-based palliative care program supports patients who have difficulty leaving the home, providing relief from the symptoms and stress of their illness with the goal of improving quality of life for the patient and their family.

According to data collected by the Visiting Nurse Association of Greater St. Louis, patients enrolled in the AIM program showed a 73% reduction in hospitalizations and emergency department visits, which can lead to a reduction in out-of-pocket costs.

The palliative care team includes physicians and nurse practitioners who work with a patient’s primary care provider. Services prepare patients and caregivers for transitions related to severe chronic illness – whether the outcome is a return to more fully independent living or a transition to end-of-life care.

SSM Health in the news

SSM Health’s innovative work continues to garner attention across the nation – and beyond. Our clinical and operational leaders are sought-after speakers for high-profile events, where SSM Health’s expertise and thought-leadership are helping frame the discussion and spur action in health care transformation.



Read story

How SSM Health is succeeding in value-based care



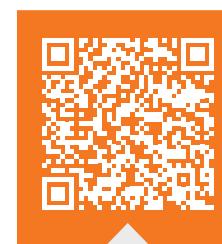
Read story

Is your hospital's operating model built for the future?



Read story

Missouri Hospital Association honors WISH Center



Read story

Empowering clinicians to be innovators and leaders in improving care

Our community impact in 2024



43,188

inpatients screened for food insecurity from July 2024 through December 2024, with 51.8% of the 4,701 who screened positive directed to community-based resources for ongoing support



85.6

tons of electronic waste collected and recycled



305,310

reprocessed single-use medical devices



155.5

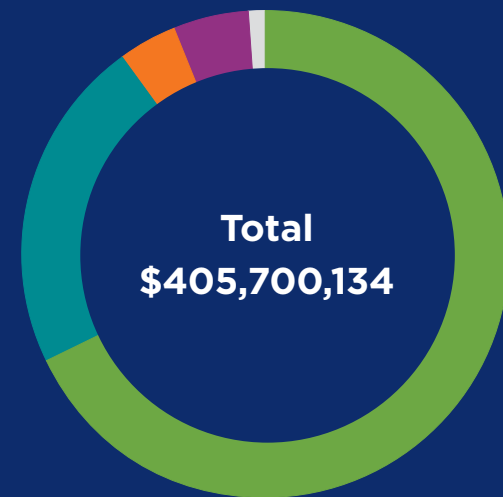
tons of waste diverted from landfills



\$1.5 million

in place-based investment

System community benefit



Uncompensated care
\$279,709,729

Education and research
\$89,477,908

Community benefit activities and programs
\$17,627,049

Subsidized health services
\$18,708,729

Community building
\$176,719

Building stronger, healthier communities

Social and environmental conditions, access to nutritious food, safe housing, and other resources all play an important role in our overall health and well-being. At SSM Health, we're partnering with our communities to address these issues to help our patients lead their healthiest lives.

In 2024, SSM Health **invested \$406 million in programs and services that have improved the health of our communities.** Based on findings from Community Health Needs Assessments (CHNAs), we work together with government agencies, charitable foundations, and other local organizations to provide a safety net, helping people access preventive care, investing in critical services, and bringing hope to individuals in difficult times.

In addition to this financial community benefit investment, we consistently engage in a wide variety of initiatives to **advance community health.** We also operate safety-net hospitals and are the largest provider of Medicaid and behavioral health services in nearly every community we serve.

We have integrated **screenings for social determinants of health** - such as food insecurity, access to safe housing, and transportation - into standard patient care in order to identify and meet critical needs to support positive health outcomes.

Our electronic referral management system enables connections between patients, health care providers, and community-based organizations, ensuring individuals receive the support they need to thrive.

Understanding that a healthy environment is essential to overall well-being, we are committed to comprehensive **environmental sustainability initiatives.** These efforts include minimizing medical waste and energy usage, planting trees to reverse urban deforestation, and adopting green building practices.

As part of a **multi-year, systemwide solar energy initiative,** in 2024 we installed a field of solar panels next to SSM Health St. Mary's Hospital - Centralia. SSM Health Dean Medical Group's South Madison Campus became the first health care project in Wisconsin and the largest health care project in the United States to achieve **Gold-level certification from the International WELL Building Institute.**

SSM Health is a member of the national Healthcare Anchor Network and the St. Louis Anchor Action Network, which focus on improving community health and well-being.



Photo - Earth Day tree planting at Mission Hill

Through the support of community members, donors, and charitable foundations, SSM Health raised a total of \$76.7 million in 2024 - \$941,959 of which is designated for community health initiatives such as health education and outreach, preventive health care screenings, and maternal and infant health programs.

[Read stories](#)

Learn more about how SSM Health is positively impacting the health of the communities we serve.

