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### Our Mission & Values

Over the past year, we embarked on a thoughtful, careful process to reimagine the language and direction that defines Kettering Health. We revisited our heritage and our core beliefs as a Seventh-day Adventist-founded organization, and we asked for input from hundreds of team members and leaders. The result of that work became our new mission statement and a new set of values that more accurately reflect the energy, expertise, and dedication of our teams.

#### **OUR MISSION:**

To live God's love by promoting and restoring health.

#### **OUR VALUES:**

Belonging

Wholeness



Today's healthcare landscape has fundamentally shifted. Consumer expectations for convenience, digital integration, and personalization have transformed how people interact with every service—including healthcare. As new market entrants and technology giants introduce retail clinics and direct-to-consumer models, the bar for patient experience continues to rise.

At Kettering Health, we recognize this evolution demands more than new facilities or cutting-edge technologies. It calls for a comprehensive transformation in how we deliver care across the entire patient journey.

Yet even in this dynamic environment, we remain anchored to a timeless truth: people are more than consumers shaped by market trends. They are human beings with deep needs for safety, connection, and peace—created and guided by the hand of God.

This understanding fuels our strategy for the coming decade: our strategic flywheel—the force that propels us forward. At its center is our **key differentiator: creating exceptional experiences**. These are experiences that calm rather than overwhelm, clarify rather than confuse, dignify rather than depersonalize, and simplify rather than complicate.

#### Our flywheel turns through three interconnected priorities:

Remarkable Team: Our people are our greatest strength. United by a shared purpose, our passionate, skilled workforce embodies our mission in every interaction. **Exceptional Experiences:** We deliver care that promotes wellness and reduces anxiety—care that is easy to access, predictably safe, and consistently reliable.

Market Strength: Through disciplined growth, cost stewardship, and innovative financial modeling, we maintain the strength and agility needed to reinvest in the health of our communities.

Remarkable Team

Exceptional Experience(s)



Our momentum builds not just through singular breakthroughs, but through consistent progress—each improvement reinforcing the next. That's what powered our impact in 2024: from opening new facilities that expand access to care, to implementing AI tools that enhance clinical precision, pioneering nuclear medicine imaging, and investing in healthcare education that grows tomorrow's caregivers. And it's what powers our dynamic future.

As we look ahead, our vision is clear: to create a patient experience that is seamless, personalized, transparent, and digitally supported. An experience that inspires trust—not simply as a healthcare provider, but as a faith-driven partner in whole-person care.

This is the heart of our mission: to live God's love by promoting and restoring health. It's not just a statement—it's a daily call to action, reflected in our people, strengthened by smart strategy, and realized through service to our communities.

That's what it means to be your trusted healthcare partner.





Marcellus T. Kolinson

Marcellus Robinson, Board Chair



## System Overview

In 2024, we saw our system—our care providers, teams, leaders, and support staff-achieve many exciting things. Because of their commitment to excellence and compassion, our organization made significant targeted improvements in patient care, employee satisfaction, and our financial standing.

#### By the numbers

15,122 employees

1,611

physicians on staff

1,184 volunteers

1,619 licensed beds

1,516,228 outpatient visits

6,056

babies delivered

72,794 discharges

378,172 emergency visits

#### **Mission and Culture**

Our system continued to focus on employee satisfaction and connection to mission. As a result, we reduced our overall employee voluntary turnoverthe voluntary departure of an employee by their own decision.

voluntary turnover in 2024

#### **Grand Mean:**

**Employee Engagement Results** 

Our employee engagement results

reflect a strong, organization-wide commitment to fostering a positive and supportive workplace culture. The grand mean, which represents the average of all survey responses, serves as a key indicator of overall engagement.

#### **Quality and Safety**

Keeping patients safe is of the utmost importance, and it requires effort from every team member. This year, we implemented Safety Stand Downs: an intentional, 30-minute pause to focus on policies and processes that protect those in our care. While critical patient needs continued to be met during this time, Safety Stand Downs gave our employees more patients. and providers the opportunity to reaffirm our commitment to safety.

improvement in serious reportable events over past 3 years





#### **Patients and Consumers**

Today's consumers are expecting more in the digital space—and in 2024, we expanded our capabilities to match that. We enhanced our online scheduling, making it easier for our patients to meet with their primary care provider, whether in a video appointment or e-visit. And those upgrades allowed us to serve 7,391

> PRIMARY CARE **ACCESS INCREASE OVER 24,000**



**VIDEO OR E-VISIT INCREASE** 7,391



#### **Finance and Markets**

Our operating margin is defined by our ability to operate at a surplus. It's essentially what remains from our being reimbursed for care after normal business expenses, and we use it to invest back into our organization, such as OR equipment, exam tables, expansion of departments, and IT infrastructure. Along with improving our overall financial standing, we grew our operating margin. And we'll continue to improve it to ensure we equip our teams with what they need to continue giving the best possible patient care.



## Year at a Glance

In 2024, we came together as a system to lean into the attributes, values, and hallmarks of Kettering Health that make us our communities' first choice in healthcare.

We asked ourselves important questions about what we do and how we do it—all because of our why: the patient. Throughout the year, we accomplished incredible milestones, charted new paths in patient care, and extended the message of wholeperson, compassionate care that can always be found at Kettering Health. We accomplished a lot throughout the year, and we couldn't be prouder of our teams, care providers, support staff, and volunteers. Among all our accomplishments, though, we're most proud of our steadfast dedication to our community—to the patients we cared for, are caring for, and will care for. Because our patients are, and always will be, our why.



Kettering Health announced investments in a local community with an expansion at our health center in Wilmington, making it Kettering Health Wilmingtonour 14th medical center.

The expansions at Kettering

primary care services with for cancer treatment.

augment the current facility's hospital beds, surgical services, emergency care, specialty care, full-service imaging, and infusion



#### **Ridgeleigh Terrace Becomes** Center for Innovation

Kettering Health repurposed the former system corporate headquarters as the Center for Clinical Innovation at Ridgeleigh Terrace. The space is now used by physicians across the system to connect, collaborate, and innovate to benefit patients and communities, emphasizing clinical quality, safety, and efficiency.

Ridgeleigh Terrace was the home of inventor, engineer, and businessman Charles F. Kettering, also the namesake for Kettering Health. The history and legacy of Charles F. Kettering's focus on innovation and the future, represented in his home, makes Ridgeleigh Terrace a fitting site for the innovations launched by Kettering Health physicians.



In collaboration with the Cincinnati Bengals, Kettering Health launched our Bengals Babies program, which aims to promote safe sleep and support new parents.

Families who sign up for the program receive a "draft kit" that includes a safe sleep sack and monthly milestone photo props as well as educational resources

to help with breastfeeding, postpartum mental health, and other early parenthood needs.





#### Finalist for Health Care Worker of the Year

Rachael Sammet, director of Nuclear Medicine at Kettering Health Main Campus, was named as a finalist for the Ohio Hospital Association's Health Care Worker of the Year Award. The annual recognition selects four finalists across the state, and all nominees have a demonstrated history of impactful and influential leadership in healthcare.

Throughout her 14-year career in nuclear medicine, Sammet has implemented processes and technological advancements that improve cancer detection and intervention. Under her direction, Kettering Health Main Campus became the first hospital in the region to offer prostate-specific membrane antigen (PSMA). This helps make cancer imaging and therapy more effective in early stage cancer.

#### **Leap Year and Solar Eclipse Babies**

We're blessed to help families welcome little ones across our system each day. And in 2024, some of those days were extra special.

Sixteen babies were born at Kettering Health facilities on Leap Day. And while Dayton entered the path of totality for the solar eclipse, some of our patients entered a new phase of life as they met the newest additions to their family on April 8.





**Solar Eclipse** April 8, 2024





## Community Benefit & Impact

At Kettering Health, we're committed to helping our neighbors "be your best." This promise drives us to provide the highest level of care in our facilities and extend our reach into the communities we serve, promoting health and wellness.

Everyday challenges impact the health of people in our region, and we strive to understand and address those concerns. One essential tool in this effort is the Community Health Needs Assessment (CHNA).

Developed in partnership with the Greater Dayton Area Hospital Association, the CHNA engages community members and partners to collect and analyze healthrelated data. This data informs community decisionmaking, prioritizes health issues, and guides strategies to elevate the region's health and well-being.

Using the CHNA insights, we create healthcare education programs and form strategic

partnerships that lead to lasting outcomes and healthier communities.



#### Community Outreach

562

events

Working with local communities, our Community Outreach team and initiatives seek to improve the health and lives of families, neighbors, and professionals. Through events, screenings, health fair booths, and more, we're taking the message of whole-person care to area community centers, churches, senior facilities, and festivals.

2024 Community Outreach by the numbers

3,602 health screenings participants screenings



#### Improving the Region's Mental Health

Kettering Health joined forces with Declare-a network of local churches and nonprofits—to address Dayton's mental and behavioral health needs. Through this partnership, we provided \$90,000 in grants to nine faith-based and nonprofit organizations. Recipients included

- United Rehabilitation Services
- Mosaic Church's Fight Chance recovery program
- The Nehemiah Foundation's suicide prevention training
- Mission Addiction's Map for Healing and Recovery program
- Crossover Ministries' Family Mentoring program for refugee families
- His Hope Recovery
- Westwood Right Project
- Impact Xenia
- Big Brothers Big Sisters Miami Valley

This partnership also produced Pathways to Mental Wellbeing, a small group resource developed with Declare leaders and local clergy. These initiatives respond directly to the 2021 CHNA findings, which identified mental health as one of the region's most pressing unmet needs.

#### **Helping Others Navigate Their Health**

Launched in January 2022, Kettering Health's Healthcare Navigators program offers a free, confidential service to help community members learn about and access healthcare resources. Founded by three registered nurses with over 75 years of combined



experience, the program connects individuals to primary care providers, mental health professionals, specialists, transportation support, and other resources to support health-related social needs.

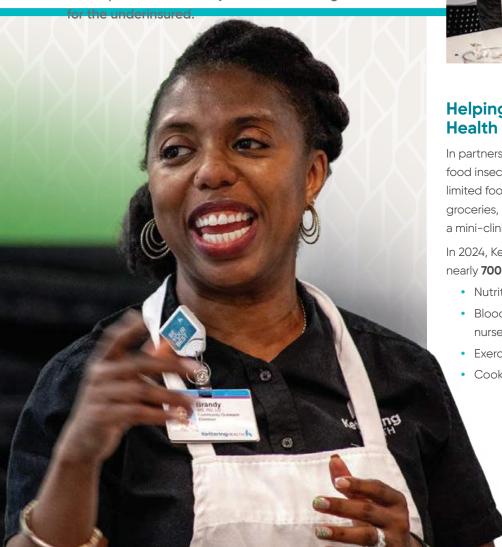
In 2024, the program served **944 neighbors**—over half of whom were connected to a primary care physician. By providing resources and care, this program empowers community members and exemplifies Kettering Health's commitment to community well-being.



# Investing in Our Region

## \$194 MILLION

Charity care refers to the out-of-pocket cost for hospitals and health systems when caring





## Helping End Food Insecurity and Health Disparities

In partnership with **Gem City Market**, Kettering Health addresses food insecurity and health disparities in our communities who have limited food access. This community-owned grocery store offers groceries, a teaching kitchen, nutrition classes, wellness programs, a mini-clinic, and more.

In 2024, Kettering Health held **28 events** at the market, reaching nearly **700 people**. Events included

- Nutrition classes led by Kettering Health registered dietitians
- Blood pressure screenings conducted by Kettering Health nurses
- Exercise education through "Ask a Fitness Specialist"
- Cooking demonstrations through "Ask a Dietitian"

#### Partnering with Employers for Better Health

Kettering Health collaborates with businesses to improve workforce health through customized services and events. In 2024, we partnered with 33 businesses, serving 9,153 employees and leaders through

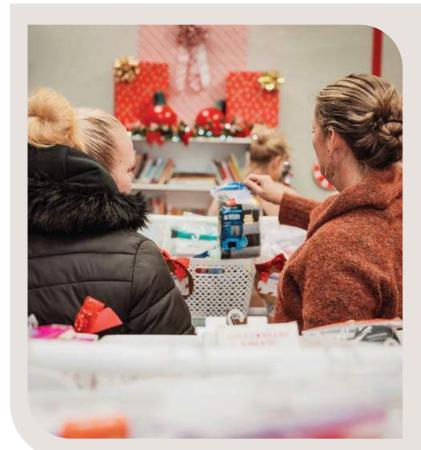
- 4,391 biometric screenings
- 588 health and education presentations
- 790 educational booths on healthcare and healthy living
- 3,384 additional programming events

These initiatives help businesses foster healthier teams, stronger engagement, and positive workplace cultures. More importantly, these

understand their health, the challenges they face, and how to make lasting changes for healthier lives.







#### **Fostering Dayton's Future Leaders**

Kettering Health partners with the Miami Valley Leadership Foundation (MVLF) to empower area youth and families. MVLF's Mentoring2Lead program invests in students, helping them overcome challenges such as loneliness and educational difficulties. Additionally, their Hope4Communities program unites leaders from various sectors to address economic and societal challenges.

In 2024, Kettering Health supported the Hope4Communities through the Hope4Community Fund, with a total of **\$83,027**. These funds contributed to

- Youth literacy and behavioral health initiatives with local schools
- Food support projects, such as a community garden irrigation system in West Dayton
- Well-being projects, including two Christmas store experiences for lower-income families

MVLF's Christmas stores, supported by a **\$13,500** grant from Kettering Health, served more than 600 children from more than 200 families as well as children from area group foster homes, recovery homes, etc.

# Spanning and Serving Western Ohio

Transforming our area's

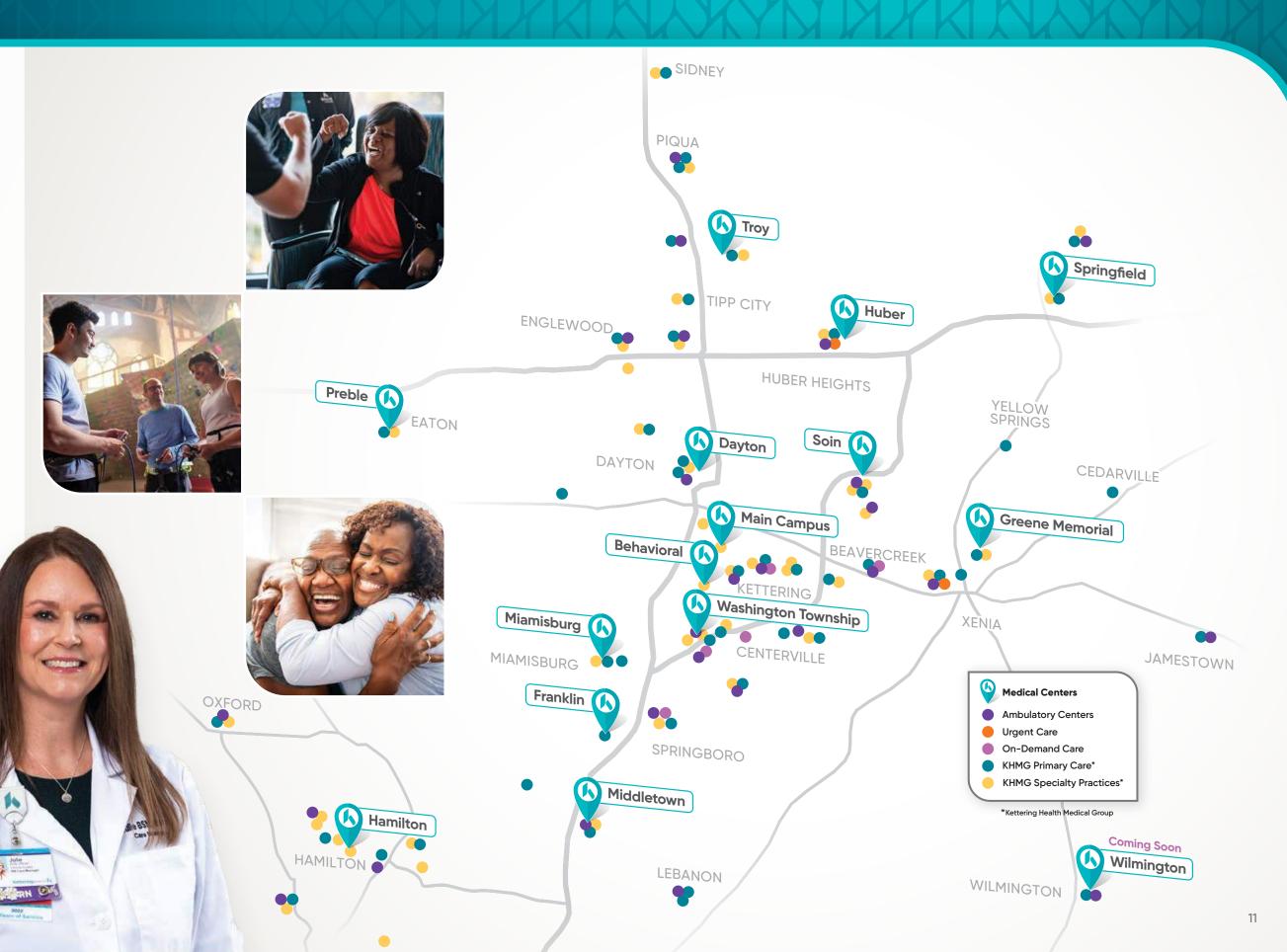
communities through our unique
approach to healthcare is central

to our vision. Bringing together our

passion for innovation and spirit of compassion, we aim to ensure that every neighbor will have access to the health, healing, and hope of God's love in a caring environment.

And this past year, our employee family and the growing system of facilities they serve continued to remind our neighbors why they

choose Kettering Health.



## Main Campus



Adam Maycock President

They worked around the clock until they figured out what needed to be done then was ready to get things done immediately. The best part was the prayers I received by doctors before surgery and before leaving the hospital.

-Tonda Roe







#### **Improving on a Gold-standard Treatment**

Kettering Health is the only health system in southern Ohio to offer MRI-guided focused ultrasound to treat tremors. Offered at Kettering Health Main Campus, the incisionless treatment uses sound waves to target small areas in the brain. Heating these targets creates lesions that disrupt irregular brain activity and reduce tremor symptoms.

To date, deep brain stimulation (DBS) has been the gold-standard tremor treatment. But, as Neurosurgeon Dr. Mark Hoeprich explains, "The invasiveness of DBS can cause significant hesitancy for patients. Now, focused ultrasound provides a noninvasive,



#### KETTERING HEALTH

## Dayton



Mike Brendel President

From the security guard when I walked into the ER to the aide who walked me to my car when I left the hospital, everyone was so kind. The medical care was very thorough and they answered my questions without being annoyed. It was overall the best experience I've had in a hospital.

-Julie Costello







#### **Growing Community**

Bruce Kidney, post-anesthesia care nurse at Kettering Health Dayton, is creating access to healthy foods and helping a local refugee community while he does it.

The Unity Garden, located in Dayton's Riverdale neighborhood, grows produce to provide fresh and healthy foods in an area with limited options. Bruce also focuses on growing produce familiar to the African refugees in the area, including African eggplants, beans, and squash.



3,405 employees

on staff

368 volunteers

beds

493 licensed

326,008 outpatient

2,465 babies delivered

26,782 discharges

51,845 emergency visits

1.720

**760** physicians

on staff

96 volunteers

279 licensed

beds

386.947 outpatient

11.423 discharges

42,109

emergency

## Miamisburg



**Erica Schneider** President

The staff, from doctor on, were attentive, caring, and communicative. I felt heard which I haven't often. I actually felt relaxed instead of worried there. Very impressed!

-Melissa Monschke







#### **Expanding Mental Health Services**

An intensive outpatient program began at Kettering Health Miamisburg on June 4, as an expansion of the program at Kettering Health Behavioral Medical Center. The additional location allows for more collaborative care between behavioral health, primary care, and emergency services.

"The need for consistent access to high-quality mental health services becomes more apparent each day as our community grapples with an ongoing mental health crisis," said Julie

Manuel, clinical program manager at Kettering Health Behavioral Medical Center. "By expanding the intensive outpatient program into Miamisburg, we're creating a new access point that will help our patients better navigate the mental health system and their diagnosis."



#### KETTERING HEALTH

## Washington Township



**Erica Schneider** President

My mom, age 93, was ... in her own words ... 'treated like royalty' by all those caring for her during her one-week hospital stay. As her daughter, it's comforting to know she's not only receiving the best care but also treated well.

-Donna Strong





#### **Healing Hands**

Seventeen patients received relief from hand and wrist ailments at Hand Day Dayton, an annual event that offers free hand surgeries to those without medical insurance. Some patients were eligible to undergo multiple procedures, resulting in an overall total of 34 free surgeries.

The day brought equal amounts of relief and gratitude for patients like Heather Diamond, who described the day as "a beautiful blessing" while she awaited surgery after suffering from pain for more than six years.

Hand Day Dayton is done in partnership with the Kettering Health Hand Center of Excellence, Orthopedic Associates of SW Ohio, TeamHealth, and The American Society for Surgery of the Hand.



employees

108 physicians volunteers on staff

164 licensed beds

outpatient

5,567 discharges

27,429 emergency

**760** physicians

on staff

46 volunteers

128 licensed beds

166,204 outpatient

2,058 delivered

6,148

15,637

15

## Hamilton



**Paul Hoover** President

I was incredibly impressed with the staff. From the moment I walked in until I checked out, they treated us like royalty. I can't say enough good things about our experience-simply amazing. Thank you!

-James Combs







#### **Easier Access to Care**

Fort Hamilton Hospital Foundation continued its patient transportation program, helping patients get to appointments at Kettering Health Hamilton's Wound Center and Cancer Center.

The foundation partners with "The Fleet" from Community First Solutions to provide the service. In 2024, the program served an average of eight unique patients per month, with a total of 956 one-way trips.

"I have been able to have transportation for the wound I have been dealing with for the past year and a half," shared Michelle Richmond, who receives treatment at the Wound Center. "I know that without The Fleet, I would not be where I am in the healing process."



#### KETTERING HEALTH

## Troy



**Norman Spence** President

This hospital is great. Everyone was very attentive and by your side anytime needed. They all have a heart of GOLD! Every department was very caring and polite. Thank you everyone for the excellent care. I know I'm in good hands with all of you!

-Christine Peters







#### Infusion Care Closer to Home

Kettering Health Troy opened its new ambulatory non-oncology infusion center following renovations to the existing space. The center provides infusion and injection care for patients suffering from compromised immune systems, those in need of infectious disease treatment, and other medical conditions for which treatment is not available through oral medications.

Renovations to the space focused on providing convenient, safe, and specialized care. The updates included the ability for professionals to continue to work while receiving their infusion. Before the center's opening at Kettering Health Troy, patients had to travel to Kettering Health Washington Township for nononcology infusions. This new space provides care close to home for community



991

employees

physicians on staff

volunteers

licensed beds

121,949 outpatient

756 babies delivered

7.099 discharges

37,911 emergency

308 employees physicians on staff

volunteers

28 licensed

beds

56,133 outpatient

discharges

23,063 emergency

17

## Soin Medical Center

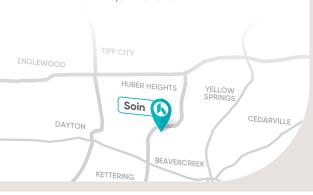


**Daniel Tryon** President

All of the personnel I dealt with were absolutely fantastic. Polite, professional, respectful, and very caring attitude. I sincerely wish I had each of their names so I could thank everyone personally.

-James Brooke







#### **Teaching the Community**

With funding from a Health Resources and Services Administration grant, the Soin Family Medicine Residency team developed a culinary medicine program where residents teach a series of classes on cooking whole-food, plant-based recipes to people living in rural areas. Classes focus on teaching budget-friendly recipes, tasting foods, and providing attendees with strategies to adopt this cooking style. The Cedarville Fire Department opened its firehouse kitchen for the classes, bringing the program directly to rural community members.

"The goal is to give residents and students more tools—we want doctors to be better equipped to provide a higher quality of care, and we want community



KETTERING HEALTH

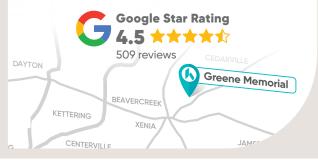
## Greene **Memorial**



**Daniel Tryon** President

This hospital is by far the best one I have ever visit in my life. Staff, doctors, nutrition, physical therapy, respiratory, cleaning, all very professional, helpful, courteous, friendly all the way around. They cared and I felt good and safe with them. Doctor and nurses took time explaining the treatment in a way that I understood.

-Karin Janca





#### **Recognizing Our Team**

Katie Heitzman, an ETC technician, earned Kettering Health Greene Memorial's Sunflower Award. Katie works in the Emergency Department, and she was nominated by a co-worker:

"Katie was the first person to train me when I first started. I looked up to her for both her clinical skills (she's the best IV starter and helped me many times), but also for her way with the patients! Katie always puts her patients first. She makes sure they are well taken care of and comfortable, and most importantly, she listens, empathizes, and treats them with respect!

She has a caring nature about her where you just know you'll be OK simply because she's there! My mom was recently a patient and remembered Katie for how kind she was to her! She hadn't been in a hospital in years and was very scared. Katie checked on her and made sure she was as warm, comfortable, and calm as possible. The way Katie treats her patients and makes sure they come first is something I continue to admire about her."

1,346

physicians on staff

266 volunteers

206 licensed beds

171,547 outpatient

**776** babies delivered

10,976 discharges

43,097

241 employees physicians

on staff

volunteers

licensed

beds

outpatient

discharges

16.739 emergency

## Ambulatory Medical Centers

These medical centers are extensions of our innovative, compassionate care throughout western Ohio. The teams who care within them embody our mission to every patient, expanding our reach of care and deepening our connection to the communities they serve. These facilities represent the reminder that wherever the Kettering Health "K" can be found, so can lifechanging care.











emergency visits 16,917

Kettering Health

16,169 Kettering Health

30,309 Kettering Health

32,619 Kettering Health Springfield

203 employees

60 licensed beds

1,969 discharges



KETTERING HEALTH

## Behavioral Medical Center

Kettering Health Behavioral Medical Center, a service of Kettering Health Miamisburg, offers essential mental health care and resources. Through the center's experienced team of doctors, social workers, nurses, therapists, psychologists, and counselors, patients receive comprehensive, integrated mental health services. For more than 20 years, this facility has been meeting the mental health needs of the communities we serve.

20

## Medical Group

**Kettering Health Medical Group** is composed of more than 800 physicians and advanced practice providers who offer an extensive range of specialties. As we expand our reach through western Ohio, improving patient access through strategies that increase patient reach, such as telehealth, we bring our philosophy and message of patient-focused care to every patient, every time, in every community we serve.





#### **Supporting Patients' Needs**

Kettering Health Medical Group Primary Care in Fairborn houses a food pantry for patients.

Staff at the practice noticed many of and began bringing in canned goods and other food for them to take if they

The pantry also stocks essential hygiene products as well as hats and gloves in the winter.

Patients are free to stop by the pantry their patients were facing food insecurity on their way out to take whatever they need. And if they feel uncomfortable doing so, they can talk with their doctor to help them get supplies.





## Kettering College

Founded in 1967, Kettering College began as a division of Kettering Health Main Campus. Offering degrees in health sciences, Kettering College continues to rank among the best-valued degrees in healthcare education in the nation.



#### **Degrees Offered**

- Bachelor of Science in Health Sciences with options in:
- Healthcare Management
- Health Sciences Online Completion program
- Pre-medicine/Pre-dentistry
- Pre-occupational Therapy
- Pre-pharmacy
- Pre-physical Therapy
- Pre-physician Assistant Studies
- Bachelor of Science in Nursing (Online RN-to-BSN, LPN-to-BSN, A-BSN, Prelicensure)

- Master of Science in Nursing -Leadership
- Doctor of Occupational Therapy
- Master of Physician Assistant Studies
- Associate in Radiologic Technology
- Certificate Programs in: CT, MRI, VIT, or CIT
- 3-year Bachelor of Science in Respiratory Care
- Bachelor of Science in Diagnostic Medical Sonography
- Community Health Worker Certificate

497 physicians

advanced practice providers

1.428 employees

358 locations

184 employees

**757** students

278 graduates

## Foundations



#### **KETTERING HEALTH FOUNDATION**

**Purchased** Ion Robotic Bronchosocopy technology to improve lung cancer detection, resulting in earlier diagnoses and more treatment options for patients. **Supported** scholarships for Kettering College, funding the education of future healthcare professionals.

**\$5,174,066** raised in 2024

**\$2,545,174** distributed in 2024



#### **GRANDVIEW FOUNDATION**

**Supported** medical resident education through resident stipends and mission trips. Continued our commitment to the community by supporting culinary medicine, the Help Me Grow program, and the Unity Garden. Offered financial assistance to patients in need of mammograms. Supported employees through the HOPE Fund, which helps Kettering Health families navigate difficult times.

**\$903,074** raised in 2024

**\$1,259,437** distributed in 2024



#### FORT HAMILTON HOSPITAL FOUNDATION

Supported advancements in care like a remodeled Wound Center as well as new fetal monitors and integrated computers. Continued the Random Act of Kindness program, allowing staff to purchase small gifts for patients and their families. Provided scholarships for nurses and employee assistance for employees facing financial emergencies. Funded transportation for patients receiving care at the Center for Wound Healing and Cancer Center.

\$180,417 raised in 2024

**\$1,259,437** distributed in 2024



#### **GREENE MEDICAL FOUNDATION**

Supported residents for continuing education, research, equipment, and community outreach. Purchased cooling devices and cardiac MRI software to continue improving our level of care. Provided funding to establish the Contrast Enhanced Mammography Program, which improves visualization of breast tissue. Supported nursing continuing education and provided employee assistance grants for 23 team members. Helped 43 cancer patients with grants through Circle of Victory Fund.

\$222,049 raised in 2024

**\$247,470** distributed in 2024

