

GROW WITH

Building What Comes Next



NORTON
HEALTHCARE



NORTON
Children's

MISSION

Our purpose is to provide quality healthcare to all those we serve, in a manner that responds to the needs of our communities and honors our faith heritage.

VISION

We will be the region's most comprehensive, strongest and preferred healthcare organization, setting the standard for quality and caring.

VALUES

We will:

- Respect every person
- Set the standard for quality and caring
- Continually improve care and service
- Demonstrate stewardship of resources
- Accept accountability for results
- Succeed with integrity

FAITH HISTORY

Norton Healthcare's faith history includes founding organizations and other faith communities: Episcopal Church, United Methodist Church, United Church of Christ, Presbyterian Church and Roman Catholic Church.

Who we are

Norton Healthcare serves adult patients across our region. Norton Children's provides care "Just for Kids." Together, we share a mission, executive leadership and commitment to community.

Our philosophy

Care is more than what we provide to our patients. Care — without judgment, without hesitation — is our contribution to the world we live in. Others make things or sell things. We care for people. Not some people, not certain people. Everybody in our community. Because caring deeply, caring as much as we possibly can, is our one and only purpose.

At Norton Healthcare and Norton Children's, care heals. Care connects us. Care builds buildings. Care finds cures and funds technology. We get up in the morning because we care. We stay late, we innovate, because we care. There is no limit to what our care can do — for our employees, our patients and our community.

There is
no limit
to what our
care
can do



LISTENING AND PLANNING FOR THE FUTURE

At Norton Healthcare and Norton Children's, our purpose is to provide quality healthcare to all those we serve. In 2025, we took a major step forward in how we will deliver on that promise for generations to come.

In June, we announced plans to develop 150 acres in Jefferson County, Kentucky, into a new pediatric care campus for Norton Children's — a once-in-a-generation investment in access, research and specialized care for children and families across our region and beyond.

Equally important, we began with listening. As we did before building Norton West Louisville Hospital, we launched community listening sessions. It's important that we capture the ideas — from adults and children — on what exceptional pediatric care should look like in the future. That input is helping to guide this vision and ensuring that what we build reflects the needs of those we serve.

While we looked ahead, our teams continued to provide high-quality care every day. Across both systems, our organization expanded access to services, advanced care through new procedures and technologies, and strengthened our focus on safety and workforce investment. From West Louisville to communities across Kentucky and Southern Indiana, our work continues to remove barriers and improve health outcomes.

This reflects the extraordinary work of our providers, employees and partners who bring our mission to life each day. This report highlights the progress we made in 2025 and the momentum we are building for the future.

Together, we are building what comes next — expanding access and advancing care for our patients and communities.

—Russell F. Cox
*President
Chief Executive Officer
Norton Healthcare and Norton Children's*



Norton Children's Hospital

A NEW VISION FOR CHILDREN'S HEALTH

In June 2025, Norton Children's announced a major investment: plans to build a comprehensive care campus anchored by a second dedicated pediatric hospital — bringing together advanced technology, research facilities, leading specialists and family-centered services in a single, connected setting.

Many serious conditions affecting children, including cancer, congenital disorders, complex chronic illnesses, and mental and behavioral health needs, require highly specialized, coordinated care. The new campus — a village of hope — will be built in phases on 150 acres in Jeffersontown, Kentucky, making it easier for more families to access the care they need closer to home.

Designed with the community

Following the announcement, Norton Children's began engaging the community to help build care that's "Just for Kids," while also meeting the needs of the whole family. In 2025, we collected 5,000 surveys and gathered feedback through five listening sessions and 23 community events. This input is guiding early planning and design, and the listening sessions across Kentucky and Southern Indiana will continue as the campus takes shape.

At its core, this work is about access. The new campus will complement the care already provided across Norton Children's facilities, extending that expertise to meet growing demand across the region and beyond.

At Norton Children's, our work building a future "Just for Kids" is just beginning.



Just
for
Kids

NORTON WEST LOUISVILLE HOSPITAL EXPANDS ACCESS TO CARE

Care starts with access — and in 2025, Norton West Louisville Hospital built on a strong first year, growing into a central location for care, connection and community impact.

- APPROXIMATELY 38,000 PATIENT VISITS across primary care, emergency services and inpatient care
- MORE THAN 13,000 PATIENTS AND COMMUNITY MEMBERS SERVED through the hospital's ON-SITE FOOD PANTRY, with over 87,000 pounds of food provided
- CONNECTIONS TO COMMUNITY RESOURCES AND ESSENTIAL SERVICES EXPANDED in partnership with Goodwill Industries of Kentucky

What began as a long-needed investment in access is now a growing hub for care, connection and community impact.



ADVANCING CARE THROUGH INNOVATION

In 2025, Norton Healthcare and Norton Children's introduced **new technologies, advanced surgical techniques and expanded treatment options** for patients of all ages.

Adult care

- **ROBOTIC-ASSISTED SURGERY** — Norton Healthcare was among the first systems in the nation to perform a robotic arm-assisted reverse shoulder replacement using Mako SmartRobotics, which creates a 3D model of the patient's anatomy for more precise surgery and improved outcomes.
- **FIRST IN KENTUCKY** — Norton Heart & Vascular Institute performed the first minimally invasive transcatheter tricuspid valve replacement in Kentucky using the EVOQUE system, avoiding open heart surgery and significantly reducing recovery time.
- **BRAIN HEALTH RESEARCH** — Norton Healthcare was selected as one of six health systems nationwide to pilot a Brain Health Navigator program for earlier diagnosis and treatment of Alzheimer's disease.



Pediatric care

- **COMPLEX CRANIOFACIAL AND CARDIAC PROCEDURES** — Delivering life-changing outcomes for children facing serious conditions
- **VERTEGLIDE SPINAL GROWTH GUIDANCE SYSTEM FOR EARLY-ONSET SCOLIOSIS** — Reducing repeated surgeries and allowing children to heal faster and spend more time at home

ISAAC'S STORY: Innovation in action

When Isaac arrived at Norton Children's, he faced a rare and complex craniofacial tumor that limited his ability to eat, speak and grow with confidence. A multidisciplinary team removed the tumor through a complex surgery and reconstructed his jaw using bone from his leg — restoring function, appearance and confidence. Today, Isaac is thriving.



INVESTING IN SAFETY AND OUR WORKFORCE

A safer environment for all

Ongoing safety and security investments are protecting patients, visitors and employees across our care settings. These efforts include a dedicated Workplace Violence Prevention Committee, enhanced de-escalation training and legal support for staff, and expanded technology, such as weapons detection, camera upgrades and new alerting capabilities.

Developing the workforce of the future

Continued investments in education and career pathways help attract, develop and retain current and future healthcare professionals.

- **PAID CLINICAL PROGRAMS**, including the Student Nurse Apprenticeship Program, provide hands-on experience and mentorship for future healthcare professionals.
- **NEW PARTNERSHIPS** with Indiana University Southeast, Bellarmine University, St. Elizabeth Healthcare and Northern Kentucky University are expanding learning pathways for nursing, laboratory science and child life students across the region.
- **TUITION ASSISTANCE AND SCHOLARSHIP PROGRAMS**, including the Norton Healthcare Scholars Program, and internal career navigation and professional growth tools are helping employees advance and build long-term careers.

QUALITY, RECOGNITION AND RESULTS

- Norton Children's Hospital was again ranked among the **TOP CHILDREN'S HOSPITALS** in the nation by U.S. News & World Report, with national rankings across multiple pediatric specialties.
- Norton Healthcare hospitals received U.S. News & World Report **HIGH-PERFORMING RATINGS IN 11 ADULT SPECIALTIES**, reflecting strong outcomes and clinical quality across areas such as cancer care, cardiology, neurology and neurosurgery, and orthopedics.
- Our organization and employees were **RECOGNIZED NATIONALLY** by Forbes, Fortune and Newsweek for workplace culture, innovation and leadership — including designation as one of America's Best Employers, one of America's Most Innovative Companies and one of America's Greatest Workplaces in Healthcare.



These recognitions reflect the trust placed in our teams by patients and families across the region.



SENIOR EXECUTIVE AND BOARD LEADERSHIP

For a list of Norton Healthcare and Norton Children's senior leaders, visit NortonHealthcare.com/Leadership.

Norton Healthcare board of trustees

As of April 2025

Chair

Craig Grant

Members

Maria Bouvette

Denise Clayton

Russell F. Cox*

Joe Craig

Sue Davis

Lee Garlove

Maria Hampton

Martha Heyburn, M.D.

Richard Ivey

Ron Lehocky, M.D.

Gail Lyttle

Greg Mayes

Edie Nixon

Barry Pennybaker

Hank Robinson

G. Hunt Rounsavall

Gary Stewart

**Serves by virtue of role*

Norton Healthcare Foundation board of directors

As of October 2025

Chair

Jeffrey Cumberbatch

Chair-elect

George Bell

Treasurer

Charles Leanhart, CPA

Secretary

Holly Schroering

Members

Maureen Adams

Matthew Ayers*

Greg Buccola

David Dafoe

Jose Neil Donis

Nicholas Dunigan

Brittany Frick*

Karen Hale

Chris Jagers

Patricia F. Kantlehner

Meredith Koon

Doug Madison

Lynn Meyer, R.N., Ed.D., CFRE**

Barbara Nichols

Jane Riehl

Curt Royce

Connie Simmons

Louis R. Straub II

Angela Tafel

Jackie Thurston

Gail B. Tway, CFP

Bruce White

Sandy Woods

**System representative*

***Serves by virtue of role*

Norton Children's Hospital Foundation board of trustees

As of October 2025

Chair

Mark Prussian

Vice chair

David Ramage

Past chair

Marita A. Willis

Secretary

Tonii Rizzo

Vice chair

Rachel Miles-Merrick

Treasurer

Mitchel Denham

Members

Yolanda Acosta

Matthew Allen

Terrian Barnes

Sarah Boes

Kianna Brown

Kristina Chiu

Felisha Dowdy

William "Bill" Ehrig

H. Clay Hunt

Mimi Hwang

Dana J. Johnson

Andrew Koon

Izmene Peredo Martinez

Melanie Minter, LMFT

Lynn Meyer, R.N., Ed.D., CFRE**

Mary Newell

Dee Orendorf*

Akure Ahaghotu Paradis

David Parrott

Mari-Elise Paul

Alex Staffieri

Christine Schneider*

Bill Taylor

John Thurman

Eric Weihe

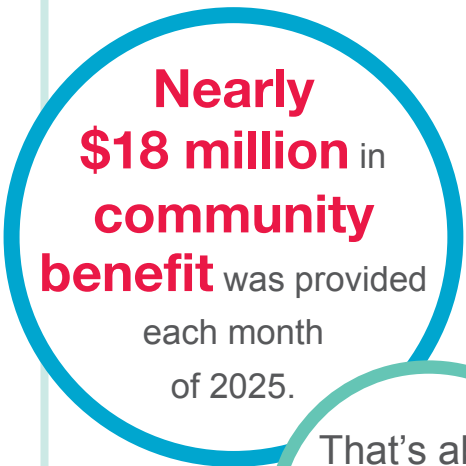
**Serves by virtue of office*

***Serves by virtue of role*

COMMUNITY BENEFIT AND PATIENT CARE

In 2025, Norton Healthcare and Norton Children's continued to reinvest in programs, partnerships and care that support the health of our region.

WE SUPPORTED MORE THAN
340
COMMUNITY
ORGANIZATIONS
WITH LEADERSHIP GUIDANCE,
A CONTRIBUTION OF
275,643 HOURS
OF COMMUNITY
SERVICE VALUED
AT MORE THAN
\$1.5 MILLION
IN SALARY EQUIVALENT.



PATIENT CARE IN 2025
We provide care at locations throughout our community, including:

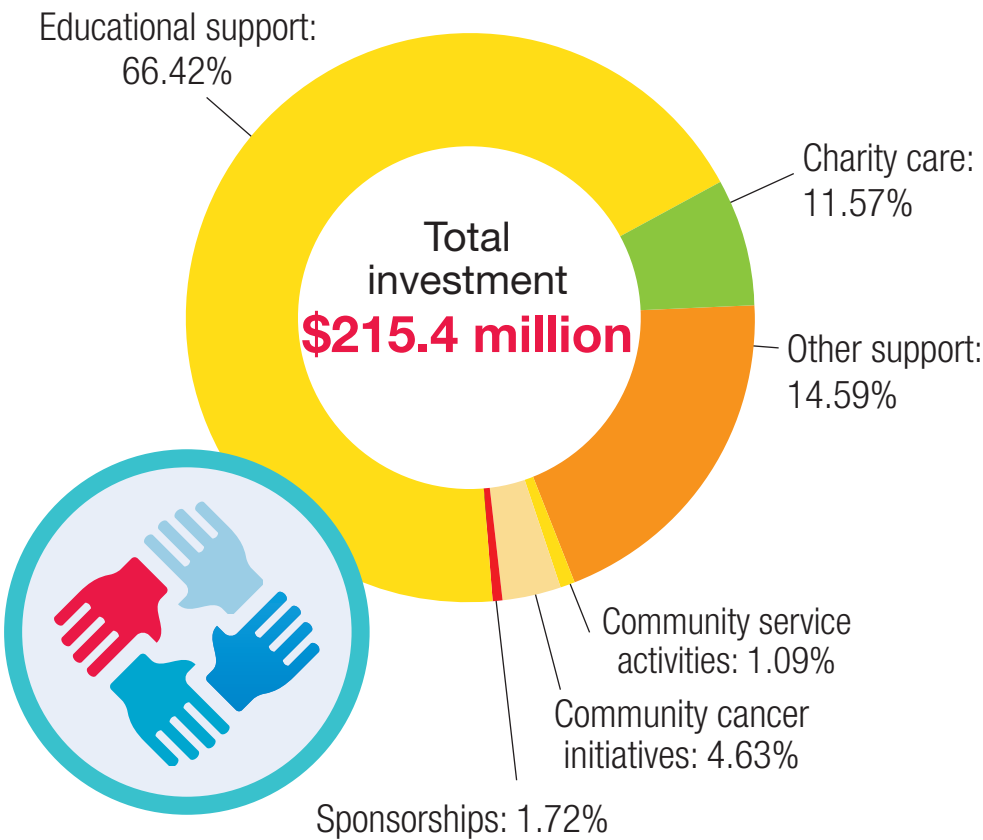
- 9 HOSPITALS**
- 20 NORTON IMMEDIATE CARE CENTER LOCATIONS**
- 11 OUTPATIENT CENTERS**
- 445 PRIMARY CARE AND SPECIALTY PRACTICE LOCATIONS**



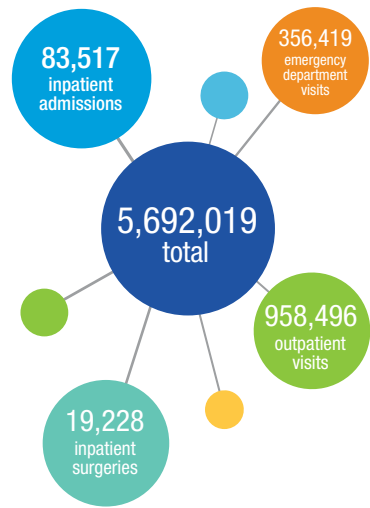
As of Dec. 31, 2025

2025 COMMUNITY BENEFIT

We support our community through investments in local initiatives. In 2025, we gave back \$215.4 million.

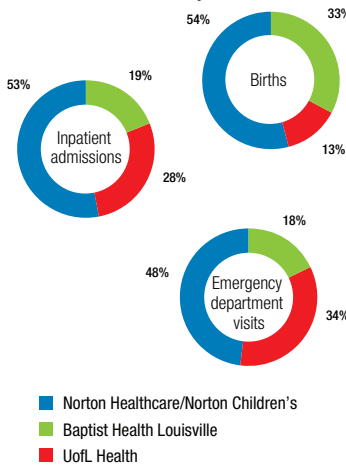


PATIENT ENCOUNTERS IN 2025



MARKET SHARE IN 2025

We continue to be the area's leading healthcare provider, with a large market share in some key areas.



SUPPORTING OUR COMMUNITY THROUGH OUR TWO FOUNDATIONS

As the philanthropic arms of Norton Children's and Norton Healthcare, the Norton Children's Hospital Foundation and Norton Healthcare Foundation fund programs, equipment, facilities, research and education for patients and families receiving care at our facilities.

In 2025, the Norton Children's Hospital Foundation and Norton Healthcare Foundation raised nearly \$215 million in support of care throughout Norton Children's and Norton Healthcare hospitals and facilities.

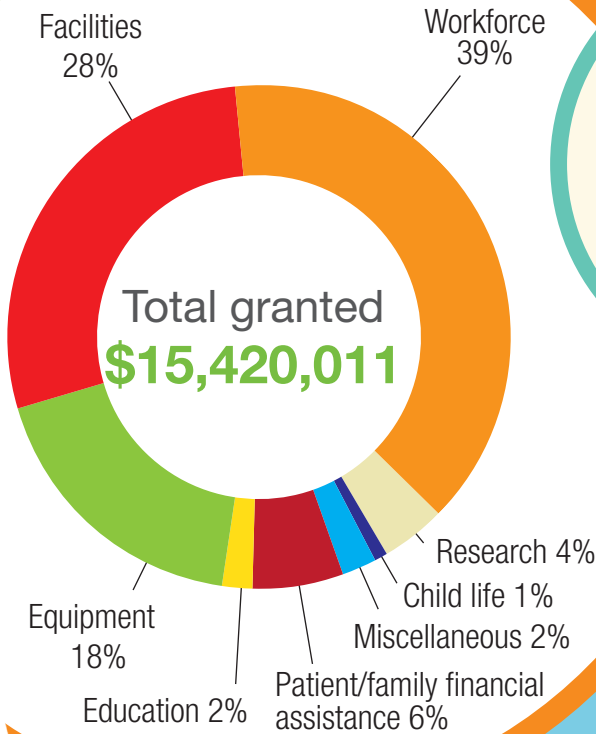
NORTON CHILDREN'S HOSPITAL FOUNDATION



**Total raised
\$18.4 million***



**More than
\$248 million*
granted
since 2004**



**30,000+
annual donors**



**Unaudited numbers*

More than
\$119.5 million*
granted
since 2004

NORTON HEALTHCARE FOUNDATION



Over
\$21.2 million*
raised in 2025



Total granted
\$7.15 million

Equipment
36.95%

Physician and
resident workforce
27%

Facilities
14%

Research 5%

Miscellaneous 0.05%

Patient/family
financial assistance 6%

Education
11%



30,000+
annual donors

Learn more about ways to support Norton Healthcare and Norton Children's
NortonHealthcareFoundation.com | HelpNortonChildrens.com | (502) 446-4483 (GIVE)

**Unaudited numbers*



NORTON
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NORTON
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