

Creating Healthier Communities

2025 Annual Report



About Memorial Hermann

As one of the largest nonprofit health systems in Texas, Memorial Hermann has 18* acute-care and specialty hospitals and numerous specialty programs and services conveniently located throughout the Greater Houston area.

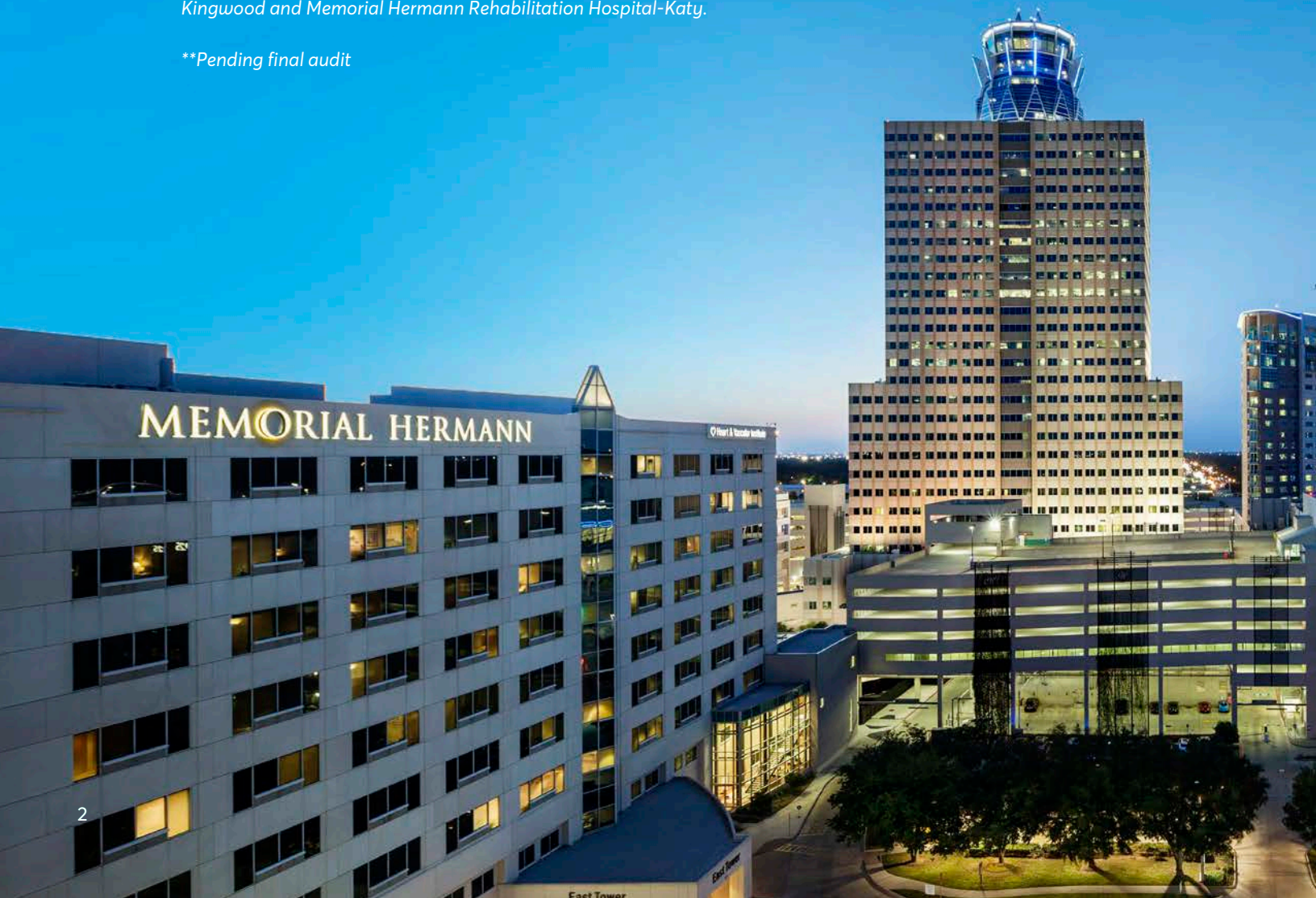
Our more than 6,500 affiliated physicians and over 35,000 employees strive to practice the highest standards of safe, evidence-based, quality care to provide a personalized and outcome-oriented experience across our more than 280 care delivery sites.

Memorial Hermann-Texas Medical Center is one of the nation's busiest Level I trauma centers and serves as the primary teaching hospital for McGovern Medical School at UTHealth Houston.

For 119 years, our focus has been the best interest of our community, and, in FY25 we contributed over \$530 million** in charity care and community benefit programs.

**Memorial Hermann Health System owns and operates 14 hospitals and has joint ventures with four other hospital facilities, including Memorial Hermann Houston Physicians' Hospital, Memorial Hermann Surgical Hospital First Colony, Memorial Hermann Surgical Hospital Kingwood and Memorial Hermann Rehabilitation Hospital-Katy.*

***Pending final audit*



Who We Are

Our Mission

We are a nonprofit, values-driven, community-owned health system dedicated to improving health.

Our Vision

To create healthier communities, now and for generations to come.

Our Values

Community: We value creating a welcoming environment where everyone can access high-quality care, feel respected and connect in meaningful ways.

Compassion: We understand our privileged role in people's lives and care for everyone with kindness and respect.

Credibility: We conduct ourselves and our business responsibly and prioritize safety, quality and service when making decisions.

Courage: We act bravely to innovate and achieve high-quality experiences and outcomes for patients, consumers, partners and the community.

Our Service Standards

Safe

Caring

Personalized

Efficient

Our Brand Promise

Advancing health. Personalizing care.





Letter to Our Community



For over 119 years, Memorial Hermann Health System has been an essential part of Greater Houston, as a health care provider, employer and community partner.

Our nonprofit mission differentiates our role in the community: we operate as long-term stewards of health, in service of improving health in the communities we serve.

Our nationally recognized, award-winning services and partnerships, our work with area employers and our ongoing focus on innovation all serve a singular goal: create more value for patients and populations.

We strive to achieve health care's Quintuple Aim, an ambitious but critical mix of delivering the greatest outcomes at an optimal cost; creating exceptional experiences for our patients and a fulfilling work environment for our workforce; and improving access to health care in the communities we serve.

Partnership is key to our mission, and our partnerships are as diverse as Greater Houston. They include a more than five-decade teaching relationship with UTHealth Houston where Memorial Hermann-Texas Medical Center serves as the primary teaching hospital for its more than 1,000 physician residents and fellows. Our partners also include Aldine Independent School District, our co-leader in HEAL High School, and innovators like Hamilton HealthBox™ and Longitude Health that support our work to transcend traditional care delivery strategies to better meet the health needs of our communities.

Today's health care landscape is complex, and it is incumbent on us to articulate our value and demonstrate our impact in reducing hospital admissions, improving chronic disease management, preventing illness, delivering more timely, proactive care and advancing workplace fulfillment.

In closing, we also extend our gratitude to the many donors who support the Memorial Hermann Foundation, helping to sustain Memorial Hermann as an essential Houston institution. Philanthropy truly drives the extraordinary, and each gift powers the advancement of medicine and health care, supporting programs, facilities, physicians, research and projects in the community in the service of improving health.

I invite you to read more about our impact and vision for the future.

A handwritten signature in black ink that reads "David L. Callender". The signature is fluid and cursive, written in a professional style.

David L. Callender, MD, MBA, FACS
President and CEO, Memorial Hermann Health System



Growing Our Reach & Impact

Memorial Hermann Health System continues to expand its care site options to serve more neighborhoods and communities across Greater Houston. From inpatient and rehabilitation care to outpatient, school-based health centers and in-home care, we take care of patients when and where they need it. We have a 119-year legacy of serving Greater Houston, and we're growing right alongside it.

We are proud to be the health system of choice for patients and families throughout the Greater Houston area.



280+

Care Delivery Sites



204,063

Surgeries



201,482

Inpatient Admissions



4,496

Licensed Beds



785,394

Emergency Center Visits



31,055

Babies Delivered

4,200

Life Flight®
Missions



High-Value Care

At Memorial Hermann, we define value through the Quintuple Aim—patient outcomes and experience, population health and access, workforce well-being and responsible cost stewardship.

By embracing value systemwide, we will remain competitive and financially sustainable, ensuring we can continue fulfilling our mission to improve health for the long term.





Accomplishments

Our nationally recognized, award-winning, market-leading services are aimed at delivering personalized and coordinated care for our patients and community. We are the #1 inpatient market share leader in an increasingly competitive market, and nearly all our 11 Service Lines also hold #1 market share.

Our Service Line operating model allows us to deliver seamless care across our system. Services include: Heart & Vascular, Women's, Children's, Trauma, Orthopedics, Oncology, Neuroscience, Primary Care, Medicine, Rehabilitation and Surgery. Other notable services and specialties include sports medicine, emergency medicine, palliative care and lung and respiratory health.

Memorial Hermann Health System nationally ranked by U.S. News & World Report:

- TIRR Memorial Hermann* #2 rehabilitation hospital nationally
- Memorial Hermann-Texas Medical Center #5 and Memorial Hermann Greater Heights Hospital** #6 of hospitals in the state
- Children's Memorial Hermann Hospital is #5 in the state and nationally ranked in five Children's Specialties

Our nursing workforce continues to lead the way in clinical and operational excellence:

- Memorial Hermann Memorial City Medical Center earned its fourth Magnet Recognition with Distinction™ and Memorial Hermann The Woodlands Medical Center earned Magnet Recognition with Distinction™ from the American Nurses Credentialing Center recognizing the highest-performing Magnet organizations in the world
- AARP and the American Association of Critical Care Nurses awarded Memorial Hermann-Texas Medical Center a 2025 Nursing innovation Fund Award, one of just 20 given
- The Memorial Hermann Institute for Nursing Excellence was recognized by Texas Nurses Foundation with a 2025 Nursing TEAM Excellence Award

Our commitment to make Memorial Hermann the health care employer of choice:

- The *Houston Chronicle* honored Memorial Hermann with a Top Workplace in Health Care 2024
- Recognized by *Newsweek* as one of America's Greatest Workplaces 2025
- *Becker's Hospital Review* recognized Memorial Hermann Health System as a Best Places to Work 2025
- Recognized in "Top 100" of *Forbes'* list of America's Best Large Employers 2025

*TIRR is a registered trademark of TIRR Foundation.

**A part of the Memorial Hermann Hospital System that also includes The Woodlands, Southeast, Pearland and Southwest.

Accomplishments

A national leader in delivering safe, high-quality care and exceptional experiences for our patients, families and communities:

- Society of Thoracic Surgeons and American College of Cardiology awarded the Larry D. Johnson Heart & Vascular Institute at Memorial Hermann-Texas Medical Center the highest rating for patient care and outcomes for the Transcatheter Aortic Valve Replacement program
- Vizient recognized Memorial Hermann-Texas Medical Center, Memorial Hermann Pearland Hospital and Memorial Hermann The Woodlands Medical Center as top performers in delivering high-quality care
- Eleven Memorial Hermann hospitals received the American Heart Association Get With the Guidelines Stroke Quality Achievement Awards for their commitment to offering stroke patients the most appropriate treatment following nationally recognized, research-based guidelines

Memorial Hermann Foundation announced a visionary \$250 million first-ever comprehensive campaign to support the health and well-being of our community now and for generations to come:

- More than \$20 million was contributed to the Memorial Hermann Foundation in FY25 to support a \$55 million campaign for a much-needed new Life Flight® fleet to expand the critical care air medical transport services range, enhance technology and improve safety with a goal of saving more lives in our community. We also welcomed the first aircraft of our new fleet into operation. In tribute to the John M. O'Quinn Foundation's founding gift to the campaign, the inaugural helicopter will proudly bear the O'Quinn Foundation's name.
- In the past 10 years, the Foundation has raised more than \$200 million in philanthropic support—with \$37.35 million contributed from generous donors in FY25.
- Gifts to the Foundation support key initiatives, including Memorial Hermann Life Flight®, Memorial Hermann Institute for Nursing Excellence, Heart & Vascular, Community Health and TIRR Memorial Hermann.

Partnerships with academic, community and business leaders support clinical, workforce development and community outreach and engagement:

- Our partnership with Texas A&M University makes Memorial Hermann the official health care provider for TAMU Athletics, and our Memorial Hermann | Rockets Orthopedics team supports the program with physicians, orthopedic surgeons, therapists and trainers
- Our partnership with the University of Houston includes scholarships for the school's student athletes. University of Houston medical students are offered clinical rotations at Memorial Hermann community hospitals and clinics, and several of our Memorial Hermann Medical Group and MHMD physicians serve as preceptors.
- Memorial Hermann's long-standing athletic partnership with the Houston Rockets includes serving as the Rocket's health and orthopedic partner and extending this care to the community through the Memorial Hermann | Rockets Orthopedic Hospital. We also partner on community programs including community park court renovations, and the Children's Memorial Hermann "Be Fit" and "Rockets Run" programs.





Elevating World-Class Care

After a spinal cord injury, spine surgeon, Dr. Marco, learns how to live with quadriplegia.

Continually recognized as one of America's Best Hospitals by *U.S. News & World Report*, TIRR Memorial Hermann is a national leader in medical rehabilitation and research.

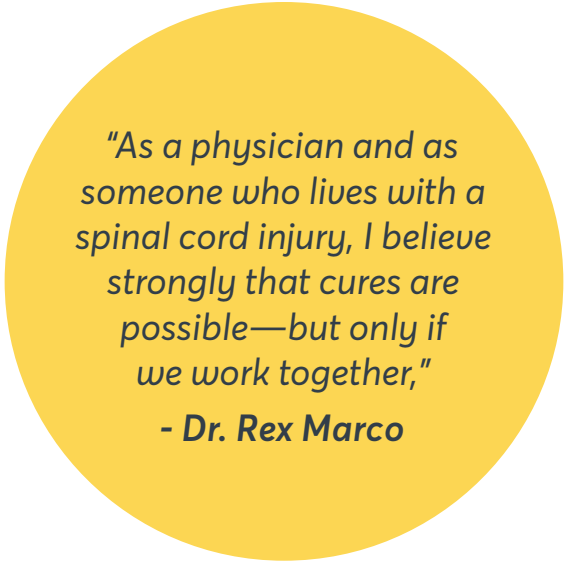
In 2019, Dr. Rex Marco's mountain bike hit a dip in the trail at Memorial Park and flipped him over the handlebars. He heard a sharp crack and, as he lay on the trail, he knew with a surgeon's certainty what had happened.

He was, in fact, a spine surgeon—one of the most prominent in Greater Houston—and when he couldn't feel his hands or feet, he says, "I knew I had broken my neck and I was paralyzed."

After emergency surgery, Dr. Marco spent three months on a ventilator. Once he recovered enough to leave the hospital, he started physical therapy at TIRR Memorial Hermann.

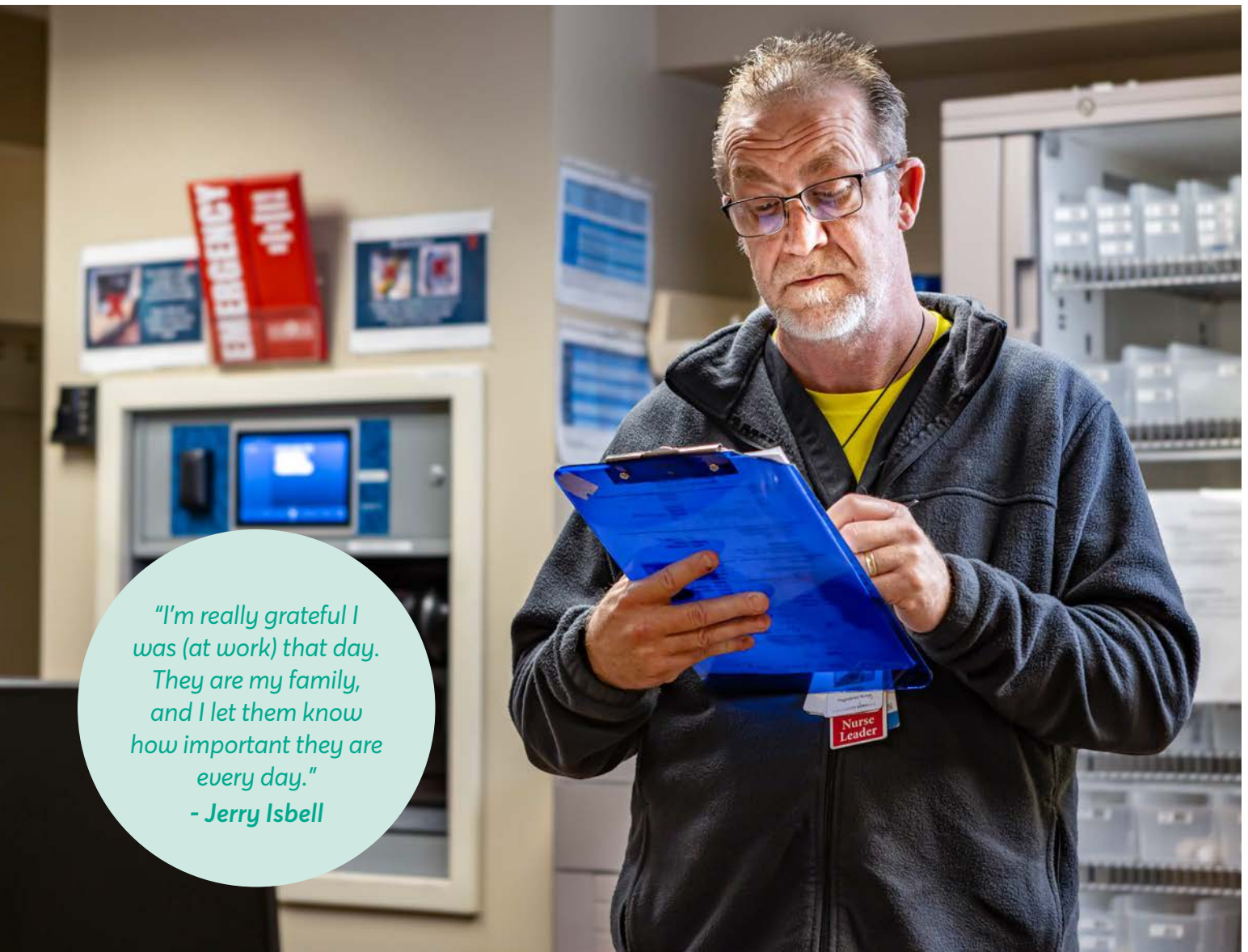
Dr. Marco's therapy at TIRR Memorial Hermann has helped his body alignment and strengthened his muscles to improve breathing. Speech therapy has made him able to return to work at McGovern Medical School at UTHealth Houston, where he advises surgeons and teaches spine education seminars to residents.

Dr. Marco, who uses a wheelchair, adaptive tools and nursing assistance, has accepted the limitations of his body. But he still hopes to improve the outlook for patients with spinal cord injuries and central nervous system disorders. He serves as chief medical ambassador for the Christopher & Dana Reeve Foundation's initiative to accelerate spinal cord injury and central nervous system disorder research.



"As a physician and as someone who lives with a spinal cord injury, I believe strongly that cures are possible—but only if we work together,"

- Dr. Rex Marco



*"I'm really grateful I was (at work) that day. They are my family, and I let them know how important they are every day."
- Jerry Isbell*

After a massive heart attack at work, Jerry, an ER nurse, says his colleagues saved his life.

Across Memorial Hermann, affiliated heart and vascular physicians perform more than 200,000 procedures annually. Our expertise extends from lifesaving heart attack treatment to advanced heart failure and complex surgeries.

Veteran nurse Jerry Isbell might not be alive today if he hadn't been at work when he suffered a heart attack.

Jerry, an Emergency Center nurse at Memorial Hermann Memorial City Medical Center, had just returned to work after surgery to remove a tumor on his kidney. As he was

handling triage in the ER, a pseudoaneurysm ruptured in his kidney, leading to a severe heart attack. The moment Jerry collapsed, his colleagues acted quickly, treating both medical emergencies and ultimately saving his life.

Without the swift actions of his ER team, the cardiovascular team and interventional radiology, Jerry has no doubt he would not have survived his heart attack.



Memorial Hermann organizes the prom of Ella's dreams.

With two helipads and access to Memorial Hermann Life Flight®, patients in The Woodlands and surrounding areas can receive the critical care they need.

After a trampoline accident left Ella Walker with a serious back injury, the 18-year-old was unable to attend her senior prom. That's when Trauma Survivorship Coordinator Melanie Bradshaw and her colleagues at Memorial Hermann The Woodlands Medical Center organized a surprise prom just for Ella.

Friends, family and Ella's boyfriend celebrated with her in a room fixed up in the same Roaring Twenties theme as her actual prom. She was allowed to remove her medical brace long enough to pose for photos in her periwinkle prom dress.

The event gave Ella memories to cherish for a lifetime. Now on the road to recovery, she says her injury has inspired her to pursue a career as a trauma or flight nurse.

It was rewarding to give Ella this moment of celebration, Bradshaw says.



"Just because you have an injury, it doesn't mean you shouldn't get to experience all of the great passages of life."

- Melanie Bradshaw



Michael, a Brazilian jiu jitsu champion, is thriving after multiple shoulder surgeries.

Memorial Hermann | Rockets Orthopedics offers specialized care in orthopedics and sports medicine at facilities across the Greater Houston area.

In 2019, 52-year-old Michael Amico was in Las Vegas participating in a world championship Brazilian jiu-jitsu tournament. After winning the semifinal match, Michael felt a sharp pain in his left arm. When he removed the top of his uniform, he saw that his biceps muscle had migrated to his elbow.

After an evaluation by Dr. James Gregory, a UTHHealth Houston orthopedic surgeon affiliated with Memorial Hermann | Rockets Orthopedics, Michael learned that not only had he torn the long head of his biceps, which attaches the biceps to the shoulder—he had also partially torn the rotator cuff on both shoulders. Through surgery, Dr. Gregory was able to fix Michael's shoulders and biceps and get him back in the ring. Today, at 59, Michael is still competing.

"I was not only able to get the same range of motion as I had before surgery, but greater range of motion. I actually came out probably 120% of what I was before surgery."

- Michael Amico





Marisa, a mom of triplets, was 'clinically dead' for 45 minutes after giving birth.

Children's Memorial Hermann is committed to providing high-quality health care to children across the Greater Houston area with four community hospital locations providing expanded pediatric specialty services.

When Marisa Christie delivered her triplets via a scheduled C-section, everything seemed to be going to plan. Then, minutes after delivery—just as Marisa, 30, was preparing to pose for a photo with her three baby girls—her heart stopped. She had suffered an amniotic fluid embolism, a rare but often life-threatening complication.

Marisa survived thanks to the quick thinking and collaboration of several clinicians at Memorial Hermann The Woodlands Medical Center. Her anesthesiologist, Dr. Ricardo Mora, immediately realized what was happening to her. Dr. Amber Samuel, her Maternal-Fetal Medicine specialist, quickly closed Marisa's uterus to stop the bleeding. And cardiovascular surgeon Dr. Stephen Maniscalco placed Marisa on extracorporeal membrane oxygenation—better known as ECMO—to continue pumping blood to her heart and lungs while her heart was stopped.

After recovering in the ICU and NICU, Marisa and her three daughters were able to go home and start their new lives together as a family.

"You can do the best CPR in the world, but getting blood to the brain quickly is how Marisa's care team prevented damage to her brain. I needed her to live to raise her kids, so it was a personal thing for me."

- Dr. Mora



Reimagining Care for Tomorrow

With a bold vision to create healthier communities, now and for generations to come, Memorial Hermann Health System embeds innovation into every aspect of our operations. Innovating purposefully—not chasing trends—is how we create a sustainable and fulfilling work environment for our workforce and physicians while delivering a personalized and compassionate patient experience that prioritizes quality and disease prevention.

Our Innovation Hub, launched in 2022, serves as a proving ground where we can pilot and test promising innovations across the system. Through the Hub, we pilot technologies, receive real-time quantitative and qualitative feedback and, if successful, expand use across the system.

Innovation in Action: Artificial Intelligence

That innovation-first mindset drives our approach to deploying Artificial Intelligence (AI) platforms. Our focus is on AI solutions that:

- Improve access to care and ease navigation
- Reduce documentation burden and clinician burnout
- Enhance clinical and operational decision-making
- Support safer, more consistent and more personalized care delivery

Our AI Governance Council works to identify new AI opportunities and provides that every tool deployed passes the test of creating more value for our patients and communities while supporting our teams and physician partners. Today, we have more than 100 AI projects and integrations across our system.

Ambience

In 2024, Memorial Hermann began piloting Ambience AI Scribe—the leading AI operating system for health care that enables real-time AI notetaking so physicians and clinician teams can focus more on meaningful patient interaction. Following the initial pilot stage, in 2025, we began expanding the use of Ambience to other physicians and working with Ambience to bring ambient documentation to our nursing community as part of a co-development effort. Our ambulatory physicians with the longest adoption period reported a 54% reduction in after-hours charting and a 32% reduction in charting time per appointment. When we reduce the administrative burden on our clinicians, we create time and capacity for our clinical and operations teams, reduce symptoms of burnout and fatigue, and augment timely care access for our patients and community members.

Innovation in Action: Institute for Nursing Excellence

Innovation extends beyond technologies and tools to deploying practices, programs, workflows and continuing education to serve, support and grow our clinical care teams. One leading example is the Memorial Hermann Institute for Nursing Excellence (INE), which launched in 2022 with a \$2 million gift from the Memorial Hermann Foundation and continues to be supported by philanthropic contributions to the Foundation. The INE is creating an innovative health care environment that will grow our workforce by attracting and retaining top talent, reimagine care at the bedside and excel to ensure world-class nursing for generations to come.

Now in its fourth year, the Institute for Nursing Excellence's goals are to:

- Strengthen the nursing workforce
- Elevate nursing professional practice as part of the interdisciplinary team
- Instill a culture of evidence-based practice and research
- Cultivate innovation and accelerate movement of best practices to the bedside
- Excel in clinical and operational outcomes

To accomplish those goals, the Institute for Nursing Excellence works collaboratively across the organization to support:

- Programs of research aligned with organizational priorities.
- Highly aligned academic partnerships through a new tiered academic partnership model.
- Strengthening the current and future workforce in academic, career, and clinical development opportunities
- System Clinical Education's Nurse Residency Program and Fellowship Programs to help newly graduated and experienced registered nurses adapt to their new work environment. The evidence-based training pathways provide a structured framework in which nurses learn and train to deliver quality care.
- A Professional Nurse Advancement Program (PNAP) that recognizes and rewards our direct care nurses for their professional contributions to the practice of nursing. A performance-based career advancement program, supported by the Magnet Model® framework and a comprehensive performance evaluation system, PNAP encourages nurses to advance in their profession by rewarding education and certification, clinical skills, research and leadership.





Partnering to Create Value

Partnership is a central thread in our work to create value. We seek out smart, strategic partnerships because we believe we will create more value, more quickly if we identify best-in-class partners who share our mission and vision and can contribute to our value architecture.

Our multifaceted partnerships reflect our belief that we must pull multiple levers simultaneously to achieve the goal of improving the quality of people's lives and their well-being and, ultimately, of creating healthier communities for generations to come.

Strategic Partnerships, Joint Ventures and Innovation Pilots

These partnerships accelerate the building of operational capabilities that strengthen access to timely care, quality of care and outcomes, patient experience and overall health care affordability.

As of 2025, this platform includes:

- 25+ joint ventures and strategic partnerships launched or in active development
- 25+ innovation pilots launched or underway through our Innovation Hub, focused on testing, validating and scaling solutions aligned to system priorities

These partnerships include:

- Cadence to support remote patient monitoring: Memorial Hermann is in the process of deploying Cadence within the Memorial Hermann Medical Group to support remote patient monitoring and Advanced Primary Care Management programs. The investment reflects a broader strategy to extend care beyond traditional clinical settings, improve chronic disease outcomes and support value-based care models.
- Memorial Hermann has partnered with Hamilton HealthBox™ since 2021, deploying co-branded employer clinics. In 2025, Memorial Hermann supported the expansion beyond employer settings toward community, rural and FQHC-aligned partnerships. The platform supports access expansion, underserved population outreach and lower-cost care delivery consistent with the system's community health goals.



Community Partnerships

As one of the largest and oldest nonprofit health systems in the state, our commitment to serving our community is key to our mission goal. When the Greater Houston region thrives, we all thrive. That philosophy is what keeps us partnering with food banks, with schools, with local sports teams and with stakeholders who share a commitment to a healthy Greater Houston.

In FY25, we re-invested over \$530 million* into the community across charity care, research, clinician education and training programs as well as community services and programming, including our four Community Resource Centers.

Community Resource Centers

Four Memorial Hermann Community Resource Centers (CRCs) provide one-stop locations for individuals and families to get help signing up for health care and social services. Staffed by community health workers, our Community Resource Centers are available to anyone in our community needing help enrolling in Medicaid, SNAP, CHIP or other available assistance programs as well as help with social service connections, utility, legal, financial and behavioral health needs. Onsite food pantries also provide emergency food assistance.

Our CRCs served over 9,310 clients, totaling over 27,730 encounters and provided over 94,680 meals in 2025.

Community partnerships help us address the non-medical factors largely responsible for health outcomes: transportation, food insecurity, reliable housing, educational attainment, employment with family-sustaining wages, clean air and water, and access to safe, outdoor spaces. If we can help with these factors, we can help keep people compliant with treatment plans, help keep them from developing chronic conditions, help keep existing conditions from worsening, help keep kids in school and people working and engaged—all of the factors that sustain healthy families and healthy communities.

In FY 2025, we conducted our triennial community health needs assessment to identify and prioritize the most pressing health challenges across our 12-county service area and to further inform our community benefit investments and priorities for 2026 and beyond:

Health Priorities

- Access to Health Care
- Chronic Conditions Prevention and Management
- Maternal and Infant Health
- Mental Health and Substance Use

Non-Medical Drivers of Health Priorities

- Access to Healthy Food
- Economic Opportunity
- Educational Access





HEAL High School

The Health Education and Learning (HEAL) High School, a partnership of Memorial Hermann Health System and Aldine Independent School District, welcomed its second freshman class in 2025. HEAL opened in the fall of 2024 and was initially supported by a \$31 million gift from Bloomberg Philanthropies to the Memorial Hermann Foundation.

The second class of 190 freshmen joined their more than 165 second-year peers in the first-of-its-kind high school that addresses two critical needs: expanding the local health care workforce and providing a new educational pathway for local students to graduate into meaningful, well-paying careers.

In addition to growing its enrollment, in 2025, HEAL opened a campus-based, state-of-the-art simulation lab replicating a Memorial Hermann hospital-based facility. Students receive hands-on experience using the same equipment they would use in a hospital setting.

For Memorial Hermann, HEAL underscores our broader mission: to extend beyond providing high-quality medical care within our hospital and clinic walls and to improve health in the communities we serve.



Read more about the community benefit investments and see full list of community partners:
memorialhermann.org/giving-back/community-benefit



Employer Partnerships

Memorial Hermann values its longstanding partnerships with employers across the Greater Houston area. We serve as a partner to employers and create solutions to augment traditional insurance services based upon a specific employer's needs and offer best-in-class clinical, community and occupational support.

Firmly rooted in our community, we are doing more to support our region's employers in their work. Our programs help improve the health of employees, and the company overall—managing health care costs, providing high-quality care, improving workforce health and increasing employee productivity, engagement and satisfaction.

We provide high-quality, accessible care offerings to employers through network structure and design, point-of-care solutions and health navigation.

- We have expanded our Health Navigator Program service to The Houston Zoo, Aldine ISD and Turner industries. This complements traditional health care, placing an RN onsite at the workplace to help connect the dots and support employees in their journey to better health.
- We provide onsite medical clinics for companies across industries, including Phillips 66, Conoco Phillips, Chevron, Daikin and Alief ISD.
- We provide health care network solutions, tailoring options that diversifies access to high-quality care, supporting improved health of covered lives and at lower costs of care.
- We provide comprehensive Occupational Medicine services across the continuum of care through our Cypress, Katy and Sugar Land clinics, and Memorial Hermann-GoHealth Urgent Cares throughout the city and in our emergency rooms, when cases demand specialized emergent care.



Memorial Hermann Health System Board and Foundation Board Members

2026 Memorial Hermann System Board

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We extend our sincere appreciation to our System Board and Foundation Board directors for their service, steadfast commitment and invaluable contributions to Memorial Hermann Health System.



COMMUNITY
VOLUNTEER
FIRE DEPT.



MEMORIAL[®]
HERMANN