



ARIADNE LABS

2025 Annual Report

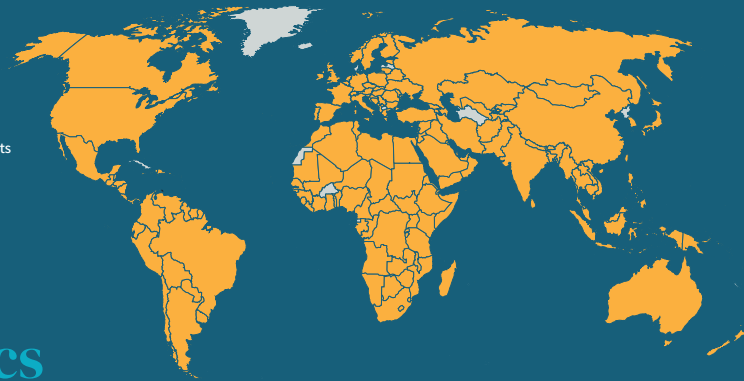


IN MEMORIUM:

We dedicate this annual report with enormous gratitude to the memory of Richard L. Menschel (1934–2026). Richard, with his wife Ronay, was a key supporter and constant friend of Ariadne Labs from the very beginning. Generous with his wisdom, his time, his humor, his connections, and his kindness, he strengthened Ariadne in a myriad of ways and challenged us, always, to be better.

ARIADNE LABS AROUND THE WORLD

Since 2018, our work has touched the lives of more than 816 million patients around the world. ● Indicates countries where we have worked.



2025 Impact Metrics

148 MILLION

patients touched

14.9K downloads of tools
and resources

53 tools in design, test, or spread

60 peer reviewed publications

124K participants trained
in our tools

Worked with 139 health systems,
58,000 health care professionals,
and 16 government bodies

The past year tested public health and health care systems in profound ways.

Rapid shifts in funding, policy, and need created a landscape marked by uncertainty and almost constant change — requiring clarity, adaptability, and resolve from organizations that effectively work to improve care and outcomes. At Ariadne Labs, we navigated this moment with a clear focus on what matters most: advancing practical solutions that make health care safer, more equitable, and more effective.

As I reflect on 2025, I see not just challenges, but deeply meaningful progress and reasons for optimism. While unprecedented fiscal and political pressures across public health continue, we have responded with urgency and determination to sustain and strengthen our work. Even before major research funding cuts occurred, in the first week of February 2025, we launched an intensive funding and work alignment proposal sprint, resulting in the submission of more than 70 new proposals — nearly 20 of which have already been funded — enabling us to move our work forward in novel and impactful ways while maintaining our core mission.



Alongside our focused push to secure vital funding in a challenging climate, we continued to design, test, and spread solutions aimed at saving lives and reducing suffering worldwide. In 2025, our work reached more than 148 million patients, and we partnered directly with more than 58,000 health care professionals across the globe. Our BetterBirth program published landmark findings that showed the WHO Safe Childbirth Checklist reduces stillbirths by 11%, reinforcing its potential to save newborn lives at scale. We launched new collaborations to expand access to rural healthcare through mobile delivery models and to establish the first multi-state genomic newborn sequencing initiative. We also initiated new work to examine how artificial intelligence can strengthen health care delivery across the globe and resumed critical projects paused by prior funding cuts, including testing a cesarean section checklist with the potential to save tens of thousands of lives globally and launching a coalition to build a scalable pathway for early detection of type 1 diabetes risk.

We also marked an important organizational milestone with our move in December 2025 from 401 Park Drive in Boston to Assembly Row in Somerville, Massachusetts. Our new space offers expanded opportunities for collaboration, connection, and community-building, supporting how we work today and positioning us for the future.

Now more than ever, we are deeply grateful to our community for your steadfast support. Your partnership makes it possible for us to advance our mission and remain committed to saving lives and reducing suffering for every person, everywhere.

Looking ahead, we know the future of public health will continue to evolve in complex and unexpected ways. While change brings challenge, it also creates opportunity to think differently, to adapt quickly, and to build stronger solutions. We approach 2026 with renewed optimism, momentum, and deep appreciation for the community that stands with us as we move into the next chapter of our work.

Asaf Bitton, MD, MPH
Ariadne Labs Executive Director

Patient Safety

Safe Surgery / Safe Systems

The Safe Surgery/Safe Systems team advanced efforts to strengthen teamwork, psychological safety, and clinical performance in the operating room. In 2025, this work included developing recommendations to foster psychological safety in team-based morbidity and mortality conferences and improve perioperative performance. The group also drove global implementation of Enhanced Recovery After Surgery (ERAS) guidelines, led new consensus recommendations to minimize opioid use in neonates undergoing surgery, and contributed to global guidelines on perioperative care for elective colorectal surgery, reinforcing evidence-based practices worldwide.



PACT

The Pathway to Accountability, Compassion, and Transparency (PACT) program helps health care organizations respond to patient harm with a structured approach that moves beyond “deny and defend” toward trust and learning. As new CMS expectations increase the need for reliable harm-response processes, PACT provides implementation support to help systems build and track Communication and Resolution Programs. In 2025, the team convened more than 30 national leaders for Charting a Course to Safer Care, informing a widely shared issue brief. The first three waves of PACT have engaged 40 health systems with over 60 teams, with a fourth wave launching in 2026. The ongoing PACT Leadership and Innovation Network continues to cultivate and spread best practices and strengthen patient safety.



better support
for patients
after harm

Maternal and Child Health



TeamBirth

TeamBirth, an evidence-based, patient-centered, collaborative model designed to improve communication, safety, and dignity during childbirth, continued its rapid expansion and is now active in more than 250 hospitals across 24 states. Dedicated implementation support is now provided through Unravel Healthcare, launched in 2024 as an independent, mission-driven, for-profit spinout of Ariadne Labs. While Unravel’s primary focus is scaling the TeamBirth model in hospitals, Ariadne Labs continues to lead open-source innovation and research to improve the experience and safety of childbirth, generating solutions used by Unravel and other partners. In 2025, Unravel worked directly with more than 20 health care systems.

An Ariadne Labs study across 31 hospitals in Oklahoma found that TeamBirth increased trust, autonomy, and equity in childbirth. The team also developed new resources for doulas, childbirth educators, community-based midwives, and others who support expecting families in community and prenatal settings.

BetterBirth

The BetterBirth program works to improve the health and wellbeing of women and newborns by strengthening quality of care, reducing complications, and preventing avoidable deaths. A major focus is improving survival for vulnerable newborns through the LIFT-UP randomized controlled trial, launched to evaluate human milk fortification for very low birthweight and preterm infants in India. The LIFT-UP consortium is also evaluating lactation support and feeding counseling packages in India, Tanzania, and Malawi, as well as transition-to-home support in India; to date, more than 3,000 clinicians have been trained in these approaches.

3000
CLINICIANS
TRAINED



In addition, a BetterBirth systematic review and meta-analysis across 16 studies showed the WHO Safe Childbirth Checklist reduces stillbirths by 11%, reinforcing its potential to save newborn lives at scale. Building on this evidence, BetterBirth is preparing to test a new Cesarean Safety Checklist that could prevent up to 40% of surgical infections and improve care for millions globally.

11% REDUCTION
IN STILLBIRTHS

Integrated Care

Navigating Aging and Illness

In 2025, Ariadne Labs launched the Navigating Aging and Illness portfolio, bringing together expertise from the Serious Illness Care, Dementia Care, Chronic Illness, Whole Person Care, and Eldercare teams to address the complex needs of older adults and people living with serious illness.

The Whole Person Care team is developing a technology-enabled solution to help primary care clinicians elicit and apply information about what

matters most to patients, supporting a more holistic and relational approach to care. The team convened more than 20 subject matter experts to refine solution prototypes.

We're reimagining health systems to make meaningful, person-centered health care the standard.

The Dementia Solutions team partnered with ianacare, a family caregiver support organization, to integrate the Living Well with Dementia Toolkit into their implementation of the CMMI GUIDE model, which aims to advance dementia care coordination for patients and their caregivers. Working also with Care Dimensions as a clinical partner, the team will evaluate implementation outcomes and early signs of clinical impact.

The Serious Illness Care Program launched its fourth Learning Collaborative, providing five health care systems with implementation support, digital tools, peer learning, and expert coaching to strengthen serious illness communication.

Primary Health Care

The Primary Health Care program works to strengthen primary care so everyone can access high-quality, person- centered care — whether staying healthy or managing illness.

Asaf Bitton co-chaired a National Academies of Sciences, Engineering, and Medicine (NASEM) committee to better align the CMS physician fee schedule with the true cost of comprehensive primary care. He further advanced a national vision for transformation by 2030 — the Triple Double: doubling investment in primary care from 5% to 10% of health spending, doubling the share of Americans served by community health centers from 10% to 20%, and doubling the proportion of physicians entering primary care from 20% to 40%. Dr. Bitton also co-edited the Person-Centered Integrated Primary Health Care book, with team members authoring multiple chapters that offer practical strategies for community-integrated care.

To support implementation, the Primary Health Care team partnered with Blue Shield of California on a hybrid capitation payment model enabling team-based, patient-centered care (evaluation forthcoming). Internationally, collaboration with Medtronic Labs advanced a population health dashboard (SPICE) in Sierra Leone to support data-driven population health management.



Dr. Robert Green delivered a TED Talk describing the first efforts to screen the DNA of healthy newborns to uncover hidden, potentially treatable conditions.



WATCH THE TALK

Precision Population Health

The Precision Population Health program brings the power of precision medicine into primary care, enabling clinicians to treat disease earlier or prevent it before it begins. The team and key partners received a \$14.4 million NIH award, with in-kind sequencing bringing the total project value to \$27 million, to evaluate the feasibility of integrating genomic newborn sequencing into public health systems across multiple U.S. states and expand the reach of newborn screening.

The team also partnered with Southcentral Foundation in Alaska to pilot proactive cancer genomic screening within primary care, generating insights to guide broader implementation.

On the global stage, Robert Green delivered a TED Talk describing the first efforts to screen the DNA of healthy newborns to uncover hidden, potentially treatable conditions. Together, this work advances a new vision for medicine, moving beyond treating illness toward predicting risk and preventing disease before it occurs.



Type 1 Diabetes

In 2024, we launched the U.S. Coalition for Early T1D Action to build a scalable pathway for early detection of type 1 diabetes risk so that no child's diagnosis begins with diabetic ketoacidosis, a life-threatening emergency. In 2025, two national convenings brought together more than 50 leaders to address barriers to widespread pediatric autoantibody screening. Insights from these meetings informed the first clinical screening pathway for use in pediatric primary care, along with practical resources for clinicians and families. This work was presented at the 8th Symposium on General Population Screening for T1D, advancing momentum toward safer, earlier diagnosis nationwide.

Health Care at Home

The Health Care at Home program designs and tests care models that bring hospital-level treatment to patients in their homes and communities, expanding access while delivering care that is safer, more humane, and closer to daily life. In 2025, the program received \$11 million from the Advanced Research Projects Agency for Health (ARPA-H) to develop a specialized electric vehicle delivering advanced acute

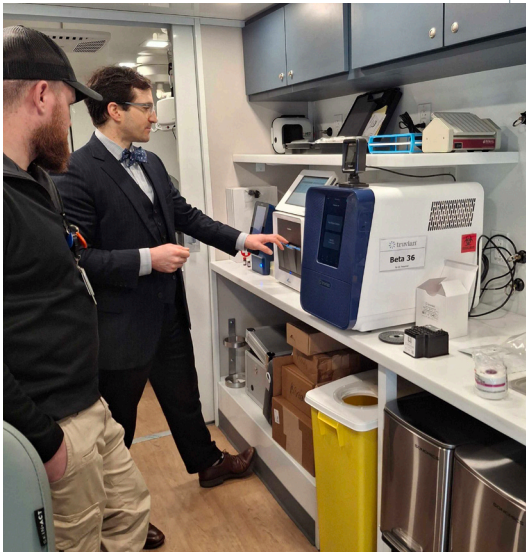
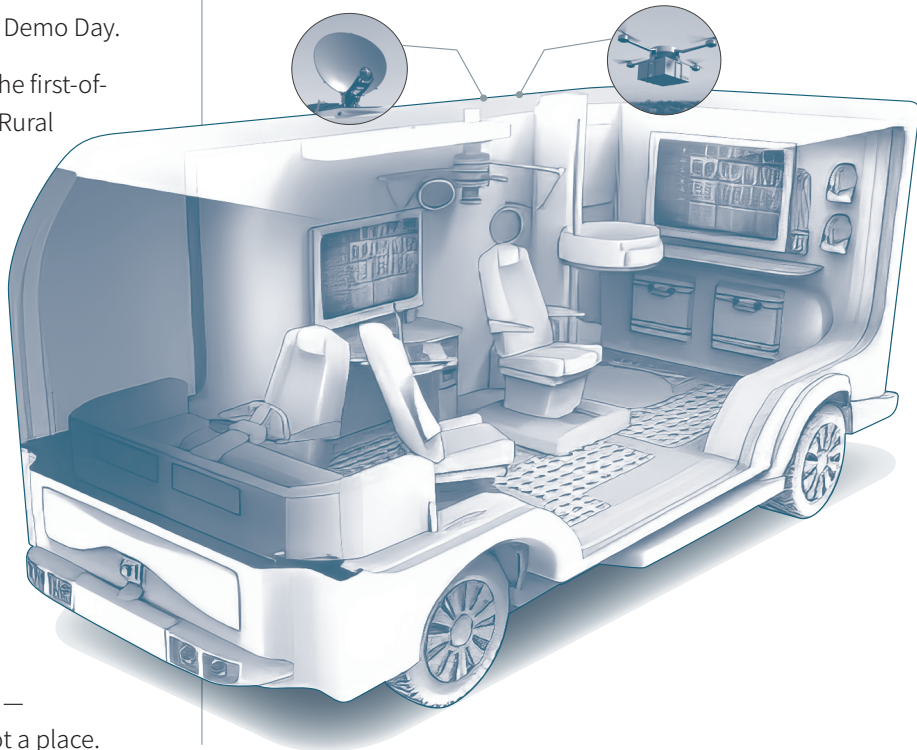
In 2025, the program received \$11 million from the Advanced Research Projects Agency for Health (ARPA-H) to develop a specialized electric vehicle delivering advanced acute and oncology care to rural communities.

and oncology care to rural communities. The project, DEMOCRATIZE (Driving Equitable Medical Care in Rural America Through Innovative VehicleZE), applies home hospital, mobile technology, and human-centered design to make high-quality care accessible regardless of geography. Clinical workflows and care

pathways were demonstrated at the World Medical Innovation Forum and the first ARPA-H Demo Day.

The team also published results from the first-of-its-kind randomized controlled trial of Rural Home Hospital. Across 161 patients at three sites in the U.S. and Canada, care delivered at home achieved similar safety and quality at an equal or lower costs and a better patient experience than traditional hospitalization. To accelerate adoption nationwide, the program released a Rural Home Hospital Implementation Roadmap and launched a new study exploring acute behavioral health care at home.

Together, this work points toward a future in which geography no longer determines access to high-quality care — and the hospital becomes a service, not a place.



AI at Ariadne



Right: Annie Hartley, MD, MPH leads the LiGHT team at Ariadne Labs Above: École polytechnique fédérale de Lausanne (EPFL) computer scientists working with the LiGHT team.

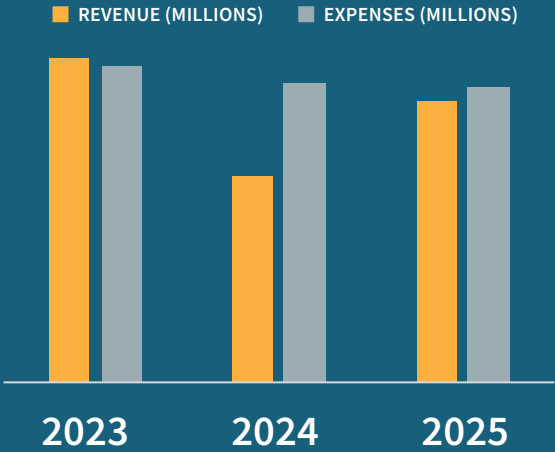


LiGHT

Ariadne Labs launched a new partnership with the Laboratory for Intelligent Global Health & Humanitarian Response Technologies (LiGHT) to ensure emerging AI tools improve care safely and equitably. As large language models (LLMs) rapidly enter clinical decision-making — often without rigorous evidence, particularly in low-resource settings — there is an urgent need to understand when they help clinicians and when they introduce risk. The partnership’s initial project, the MOOVE Study, will evaluate the safety, accuracy, and clinical usefulness of AI-based LLMs responding to medical questions in primary health care settings in Tanzania, Kenya, and Rwanda. Findings will guide future phases, including testing in real clinical settings, and help establish standards for responsible use of AI in patient care worldwide.

Financials

In FY25, Ariadne Labs strengthened our financial position, with total inflows rising to \$19.42M — a 36% increase from FY24 — driven primarily by growth in federal and nonfederal grants and contracts. This improvement was supported by a proposal sprint implemented during 2025 to increase grant revenue. Initial gains from the sprint emerged late in 2025 and are expected to continue building through FY26 as the pipeline converts to awards. While total outflows were essentially flat at \$20.39M, a 0.6% reduction from FY24, the underlying cost structure has improved: strategic staffing actions are expected to reduce FY26 payroll expenses, and our recent facility relocation positions Ariadne for a significant savings on real estate expenditures. Together, these changes are expected to widen the positive gap between revenue and expenses in FY26.



FY25 Revenue by Source \$19.4M



FY25 Expenses by Source \$20.4M



Supporters List

This list includes grants and donors during our 2025 fiscal year (Oct 1, 2024 – Sept 30, 2025).

The Abundance Foundation	George Kaiser Family Foundation	Santa Clara State Hospital
Advance Research Projects Agency for Health (ARPA-H)	Global Impact/Healing Works Foundation	Sarasota Healthcare System
Agency for Healthcare Research and Quality	Hartford Healthcare	SouthCentral Foundation
Steve & Abigail Anderson	Health Commons Project	Greg and Laura Spivy
Anesthesia Patient Safety Foundation	Jewish Healthcare Foundation	State of New Jersey Department of Health through New Jersey Health Care Quality Institute
Anonymous	John A. Hartford Foundation	St. John’s Riverside Hospital
Aziz Ansari	Michael Karp	The Thompson Family Foundation
The Ballmer Group through The Foundation for Healthcare Quality	The Klarman Family Foundation	Tuality Healthcare
The Ballmer Group through Washington State Hospital Association	Leslie Kramer	U.S. Agency for International Development (USAID) through Population Reference Bureau
Blue Shield of California	Laerdal Foundation	U.S. Agency for International Development (USAID) through The Palladium Group
The Boston Foundation	The Leona M. and Harry B. Helmsley Charitable Trust	U.S. Department of Health & Human Services through Beth Israel Deaconess Medical Center
CancerCare Manitoba Foundation through University of Manitoba	Karin & Nick Leschly	University Health Network
The Charina Endowment Fund	Laura & Scott Malkin	University Hospital
Child Poverty Action Lab	McGill University	University of Massachusetts Chan Medical School
Cooper Healthcare	Merck for Mothers through Jhpiego Corporation	University of Rochester
Corewell Hospital	National Institutes of Health (NIH) through Dimagi, Inc.	Vertex Pharmaceuticals Inc. through Feinstein Institutes for Medical Research
County of LA Department of Health Services	Nicklaus Children’s Hospital	Hugh Warren
Dalio Foundation, Inc.	Noora Health	William H. Donner Foundation
Susan and Digger Donahue	Northern Light Health	Jane E. Willis and Richard A. Davey, Jr.
Exeter Hospital	Patient-Centered Outcomes Research Institute (PCORI) through Northshore University HealthSystem	Sheela Word
Sarah François	Risk Management Foundation of the Harvard Medical Institutions Incorporated	Yayasan Pusat Inisiatif Strategis Untuk Pembangunan Indonesia
Fred Hutchinson Cancer Center	Rita and Alex Hillman Foundation	Yellow Chair Foundation
Gates Foundation	Robert Wood Johnson Foundation through New Jersey Health Care Quality Institute	
Gates Foundation through Addis Ababa University	Santa Barbara Cottage Hospital	
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