

Building Momentum: A Strong Foundation for Success

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January 14, 2025

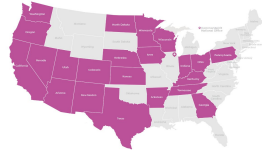
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Who We Are



OUR SCALE



24 states
and hundreds
of communities
served

~2,300
care sites

157
hospitals

~3,100
residents and fellows

4
major academic
partners

150,000
employees +
thousands
of physicians
and volunteers

~25,000
physicians
and APPs

20
million
annual
patient
encounters

16
research partners

OUR RESOURCES

~\$37
billion
annual revenue

\$15
billion
unrestricted cash
& investments

\$314
million
philanthropy
raised

\$4.2
billion
community
benefits

*Data as of November 18, 2024. All other data as of June 30, 2024. Annual revenue is normalized for timing differences for timing differences of CA provider fees approvals by CMS. Community benefits include unpaid cost of Medicare. Total hospitals include hospitals operated through unconsolidated joint ventures.

Our Evolution

CommonSpirit Health formed
\$2B synergy goal

Merger integration work
Single CEO

CommonSpirit 2026 Roadmap

New CEO
Addressing key planned retirements

Leadership team in place
Initiated operating model design
Synergy goal met

Evolving portfolio approach
New market structures in place

Focus on COVID response



2019

2020

2021

2022

2023

2024

Financing:
\$6.5B

Financing:
\$2.3B

Financing:
\$1.3B

Financing:
\$3B

Ratings:
Baa1/BBB+/BBB+*

Ratings:
Baa1/BBB+/BBB+

Ratings:
Baa1/A-/A1

Ratings:
A3/A-/A-



*Moody's / S&P / Fitch credit ratings.

Serving Our Communities

PATIENT QUALITY

Achieved **5 to 35 percentile point improvement** in nearly all quality and patient safety metrics

88%
hospitals are
Leapfrog
A or B

6
hospitals
Leapfrog Top
Performers

4.9
average
provider star
rating

68.3
net promoter
score

PATIENT EXPERIENCE

INPATIENT

72%
hospitals above goal
34%
hospitals above 75th percentile

MEDICAL PRACTICE

64%
clinics above goal
43%
clinics above 75th percentile



NEW

Integrated digital consumer experience

Where expertise meets compassion

More than ever, our communities need compassion and caring, and our families need support. At CommonSpirit Health, we are committed to building healthier communities.



Hello humankindness

Request Appointment Find a Doctor Find a Location

Let's help you find care

Enter name, service or condition

Enter city, state or zipcode

Accepting new patients Virtual visits

Improve your health and wellness journey

- Heart health assessment
- Mental health assessment
- Symptom checker
- Nutri coun

Patient Stories

Innovation that impacts your everyday

Get care from virtually anywhere


Committed to Clinical Research

A focus on improving health for all

CommonSpirit

Physicians Company Community Hello humankindness

Momentum as a Unified System

OPERATIONAL EFFICIENCY	FINANCIAL STRENGTH*	PEOPLE
<p>Systems consolidating to single EHR and ERP</p>	<p>Volume adjusted admissions grew 6.6%</p>	<p>America's Dream Employers #26 on Forbes List</p>
<p>Region Structure 5 regions from 8 divisions</p>	<p>Revenue Growth improved \$2.8 billion / 8.2%</p>	<p></p>
<p>Innovative Programs new PBM, internal GPO</p>	<p>EBITDA Improvement 3.5% vs. 2.2% prior year</p>	<p>Retention 2% improvement for new hires</p>



Harnessing the Value of Systemness



Market Orientation

Improved EBITDA in 21 markets

Revenue grew in 31 of 35 markets



National Programs

Centralized services and capabilities deliver improved clinical outcomes

Systemwide Cath Lab initiative



Digital Consumer Experience

New standardized digital platform

*~120% increase in online scheduling**



Unifying Systems

Consolidating systems to simplify operations and realize efficiencies

Single EHR and ERP



Portfolio Transformation

New market & national partnerships

~70 new ambulatory sites

Strategic Direction and Near-Term Priorities

CommonSpirit is a **unified health organization**, inspired by faith and committed to excellence, that delivers **humankindness at every touchpoint**, through **integrated and holistic care experiences**

Strategic Focus

- Meaningfully diversify across the care continuum to serve our markets
- Strengthen essentiality and network integrity in our markets
- Invest in and support our people
- Deliver a differentiated customer experience
- Leverage technology to unify and accelerate transformation

Near-term Priorities

- Leveraging systemness
- Getting paid for the care we provide
- Organic growth and network integrity
- Portfolio transformation
- Consumer digital experience



Progress Toward Sustainability

EBITDA Improvement

EBITDA margin* improved to 3.5% FY24 from 2.2% prior year

Value Capture

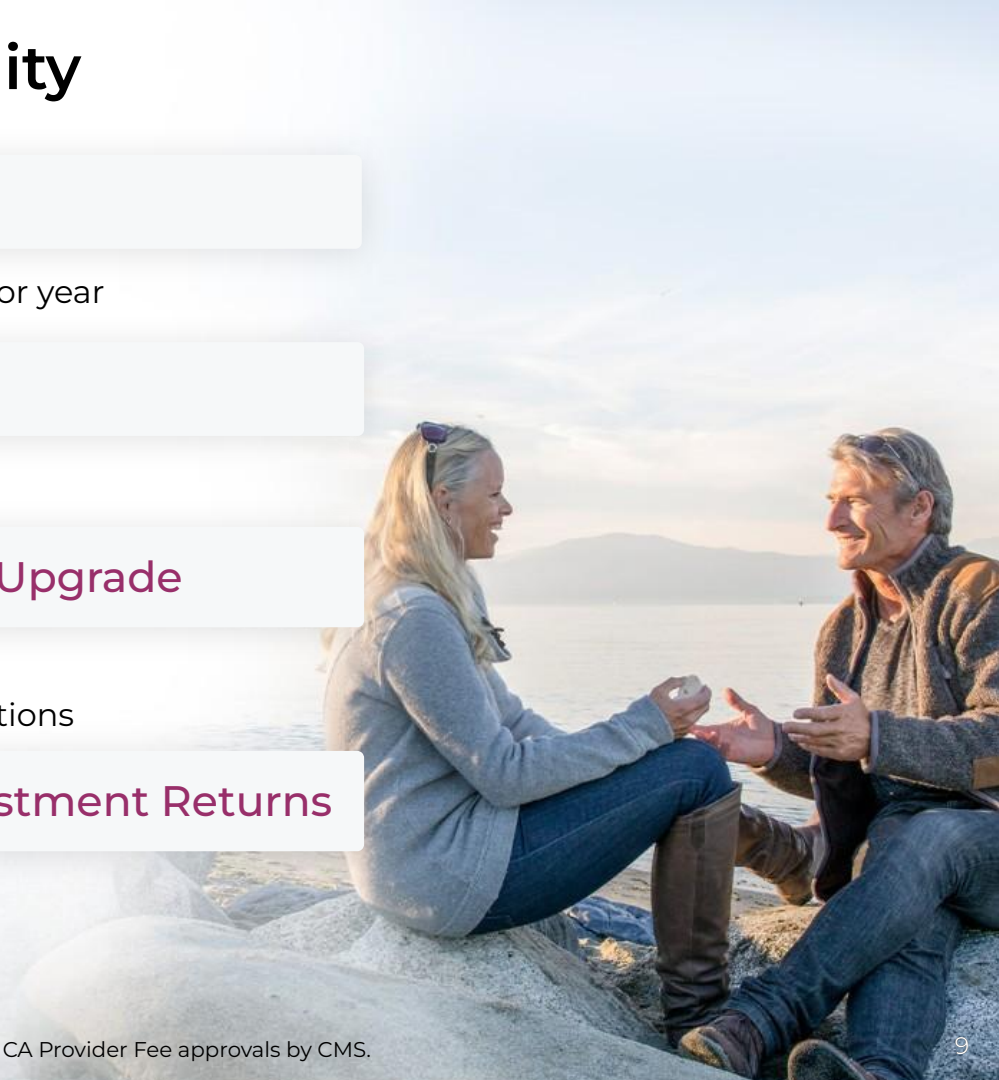
Realized ~\$580M in FY24, critical offset to headwinds

Financing / Rating Affirmations & Upgrade

Successful \$3B bond financing
Moody's upgrade to A3 / Fitch & S&P A- rating affirmations

Stable Balance Sheet, Strong Investment Returns

<https://www.commonspirit.org/investor-resources>



Near-Term Priorities and Accomplishments

1

Leveraging Systemness

Nursing programs

Patient Connection Centers

National partnerships

2

Getting Paid for Care we Provide

Addressing clinical denials

Automated arbitration

Managed care negotiations

3

Organic Growth / Network Integrity

Analytics to track care continuity

EHR facilitates referrals and follow-up care

4

Portfolio Transformation

Shifting service mix and enhancing continuum of care

Ambulatory and physician growth

5

Consumer Digital Experience

Digital front door enhancements

Enhanced provider directory and scheduling*

Portfolio Transformation - Recent Actions

Growth and Diversification

- Market based partnerships
 - Kaiser partnership in Colorado
 - Strategic clinical alliance with University of Utah Health
- Continuum of care and ambulatory expansion
- Service line diversification
 - Behavioral health partnership
 - CommonSpirit Health at Home

Market Transitions

- Transfer of ownership of San Francisco facilities to University of California, San Francisco (8/2024)
- Letter of Intent with Altru Health System to explore potential transfer of Devils Lake Hospitals

FY25 Financial Priorities

Smart growth:
Service lines,
commercial
share



Sustaining
productivity
improvement



Contract labor
and premium
reductions



LOS and
throughput



Supply chain
initiatives



CommonSpirit
Health is committed
to building a
healthier future for
all by becoming a
transformative and
sustainable
healthcare
organization





Thank you