

# CommonSpirit Health

JP Morgan Healthcare Conference  
January 10, 2022

# Disclaimer

This presentation is provided as of January 10, 2022 in connection with CommonSpirit Health's presentation at the J.P. Morgan 40th Annual Healthcare Conference.

It has been prepared for informational purposes only, and it should not be used for the purpose of making investment decisions.

This presentation reflects the consolidated financial information of CommonSpirit Health. As described herein, effective February 1, 2019, CommonSpirit Health, a Colorado nonprofit corporation formerly known as Catholic Health Initiatives (the "Corporation"), and Dignity Health, a California nonprofit public benefit corporation ("Dignity Health") aligned their respective ministries as a single Catholic nonprofit health system known as "CommonSpirit Health".

On August 21, 2019 the Corporation and Dignity Health consolidated certain of their existing indebtedness (the "Debt Consolidation") to create a single credit pursuant to the Master Trust Indenture, dated as of August 1, 2019, among the Corporation, Dignity Health, the other Obligated Group Members identified therein and U.S. Bank National Association, as master trustee (as the same may be amended the "Master Indenture"). Following the Debt Consolidation, all indebtedness remaining outstanding on August 21, 2019 that was previously secured by obligations issued by Dignity Health under its then existing Master Trust Indenture or the Corporation under its then existing Capital Obligation Document are secured by obligations under the Master Indenture.

This presentation is not intended to supplement or be a substitute for the legal disclosure for the Corporation or the Credit Group (as defined in the Master Indenture), or for the disclosure related to the public offering of any of their respective securities. The information contained herein is subject to completion and amendment without notice. If you are viewing this presentation after the date stated above, events may have occurred that have a material adverse effect on the information presented. This presentation does not constitute nor does it form part of an offer to sell or purchase, or the solicitation of an offer to sell or purchase, any securities.

This presentation contains "forward-looking" statements that involve known and unknown risks, uncertainties and assumptions inherent in the operation of health care facilities. Actual actions or results may differ materially from those expressed or implied by the forward-looking statements in this presentation. Accordingly, we caution you not to place undue reliance on these statements. All statements other than the statements of historical fact could be deemed forward-looking. All opinions, estimates, projections, forecasts and valuations are preliminary, and are subject to change without notice.

This presentation is based on available information as of the date of the presentation, and the Corporation undertakes no obligation, other than as required by applicable law, to update or revise this presentation, whether as a result of new information, subsequent events, anticipated or unanticipated circumstances or otherwise. By viewing this presentation you acknowledge that you understand and agree to the provisions of this page.

# Presenters

**Lloyd H. Dean**

Chief Executive Officer

**Dan Morissette**

Senior Executive Vice President / Chief Financial Officer

A healthier future  
for all – inspired by  
faith, driven by  
innovation, and  
powered by our  
humanity.



# Leveraging our breadth for impact

**140**

hospitals

**21**

value hubs

**\$33.3  
billion**

in revenue

**2.7  
million**

people in  
value based  
agreements

**2.1  
million**

virtual visits

**25,000+**

physicians  
and advance  
practice  
professionals

**\$5.1  
billion**

in charity  
care  
community  
benefits\*

**150,000**

employees

# A strong foundation

Effective  
operating  
company

Improved  
performance

Accelerated  
growth and  
transformation

Sustainable  
partnerships

Removing  
barriers to  
health for all

# CommonSpirit 2026



## Our People

Taking Care  
of Our People

Practice  
Environment  
of the Future

Culture and  
Purpose-  
Driven  
Leadership



## Our Excellence

Clinical  
Enterprise  
and Quality

One  
CommonSpirit

Financial  
Stewardship

Health  
Equity



## Our Future

Convener  
and Thought  
Leader in  
Catholic Health  
Care

Consumer-  
Focused

Integrated  
Delivery  
Network

Growth and  
Diversification

Value-Based  
Care and Risk



CommonSpirit 

# Our people



# Building the workforce of the future

- Addressing the pipeline through partnerships

Partners will **graduate**  
**~1,000 physicians**  
**per year**

**Reduce nurse turnover**  
through national residency  
program **16% by 2026**

- Adapting the clinical model
- Advancing health equity through cultural competencies

Our Excellence:

# Advancing health equity

Transform from within

Leverage data

Standardize equitable  
whole person care

Partner to scale

Champion social justice

CommonSpirit 





CommonSpirit 

Our excellence

Our Excellence:

# One CommonSpirit

- Streamlined and refined operating model
- Performance oriented, standardized metrics
- Leveraging centralized infrastructure
- Effective capital deployment
- Single, unified system

Our Excellence:

# Financial stewardship

**\$2.9 billion**  
cash flow

**\$850 million**  
synergies  
achieved

**214 days**  
cash on hand

**~12%**  
annual revenue  
growth



Our Excellence:

# Financial stewardship – rating upgrades

**S&P Global**  
Ratings

**Upgrade  
to  
A- / Stable**

**MOODY'S**  
INVESTORS SERVICE

**Outlook  
change to  
Positive  
Affirmed  
BBB+ rating**

**FitchRatings**

**Outlook  
change to  
Positive  
Affirmed  
BBB+ rating**



CommonSpirit 

Our future

Our Future:

# Consumer focused

## Know our customers

Longitudinal records and segmentation

Journey analytics

## Consumer access

Digital front doors

Connection centers

## Personalized care

Membership models

Contextual clinical data



Our Future:

# Integrated delivery networks



Community  
health



High access  
and  
convenient  
care



Virtual  
health



Provider  
networks



Ambulatory  
services



Care in  
home  
post-acute  
behavioral

Clinical Quality and Excellence | Optimization, Standardization, Transformation |

Talent | Access | Analytics and IT | Network Integrity

Our Future:

# Focused growth and diversification

High access and convenient  
care models

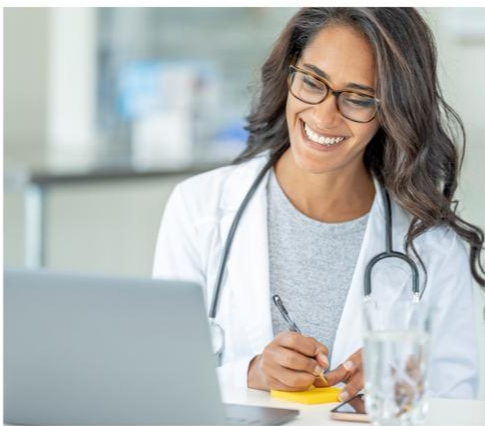
Care in home

Unique and vulnerable  
populations

Wholistic care system

CommonSpirit 





CommonSpirit 



# Concluding remarks



“We must welcome the future,  
remembering that soon it will be the  
past; and we must respect the past,  
remembering that it was once all  
that was humanly possible.”

– George Santayana



# Q&A

[Commonspirit.org/investor-resources](https://Commonspirit.org/investor-resources)