

May 5, 2022

# CommonSpirit 2026

## 5-Year Integrated Strategic Roadmap

### CHI St. Vincent Board of Directors

May 5, 2022



# Agenda for Today

- Development of CommonSpirit 2026
- Roadmap details: priority areas, aspirational goals, and KPIs
- Setting the context

# The development of CommonSpirit 2026

## BOST Priority Attributes

Providing a holistic, comprehensive care experience  
Partnering to address health disparities in our communities

Being a thought leader and convener in Catholic healthcare  
Being the employer of choice in healthcare

## Trends

- Patient demographics
- Social and Cultural
- Regulatory
- Competitor and payor ecosystem
- Care innovation
- Virtual care
- Clinical technology
- Workforce

## Future Healthcare Scenarios

Scenario A. Integrated care model

Scenario B. Consumer and clinical innovation

Scenario C. Expansion of government segments

## –Core Imperatives

- Leading in health equity
- Taking care of employees and leading with purpose
- Creating the caregiver environment of the future
- Becoming consumer-centric

## Enabling imperatives:

Strengthening the balance sheet  
Positioning as an agile organization

## Strategic Pillars

## Defining the Core Frame for the Strategic Roadmap

## Divisions

Colorado  
Iowa  
Midwest  
Northern California

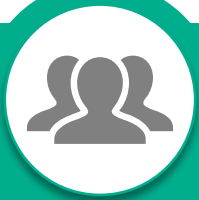
## Emerging Priorities

- Pacific Northwest
- Southeast
- Southern California
- Southwest

## National Business Lines

Health at Home  
Physician Enterprise  
Senior Living

# CommonSpirit 2026



**Our  
People**



**Our  
Excellence**



**Our  
Future**

# CommonSpirit 2026: Aspirational Goals



## Our People

*Be the healthcare employer and practice site of choice to fulfill one's calling during a lifelong career with CommonSpirit.*



## Our Excellence

*Relentlessly pursue clinical excellence and equitable whole person care that is considered outstanding in all CommonSpirit care settings.*



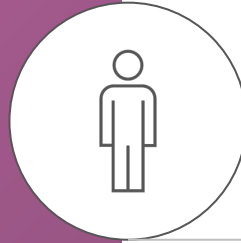
## Our Future

*Be a trusted provider of integrated care across the CommonSpirit continuum that is easy to navigate, affordable, and understandable for all those we serve.*

# CommonSpirit 2026: Mission, Vision, and Values

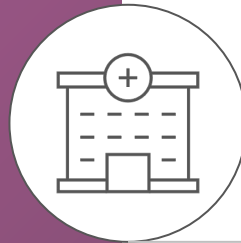


We have engaged  
**the organization**  
extensively  
throughout  
the process



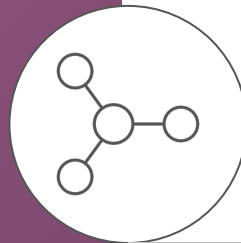
**400+**

Leaders across  
the organization



**16**

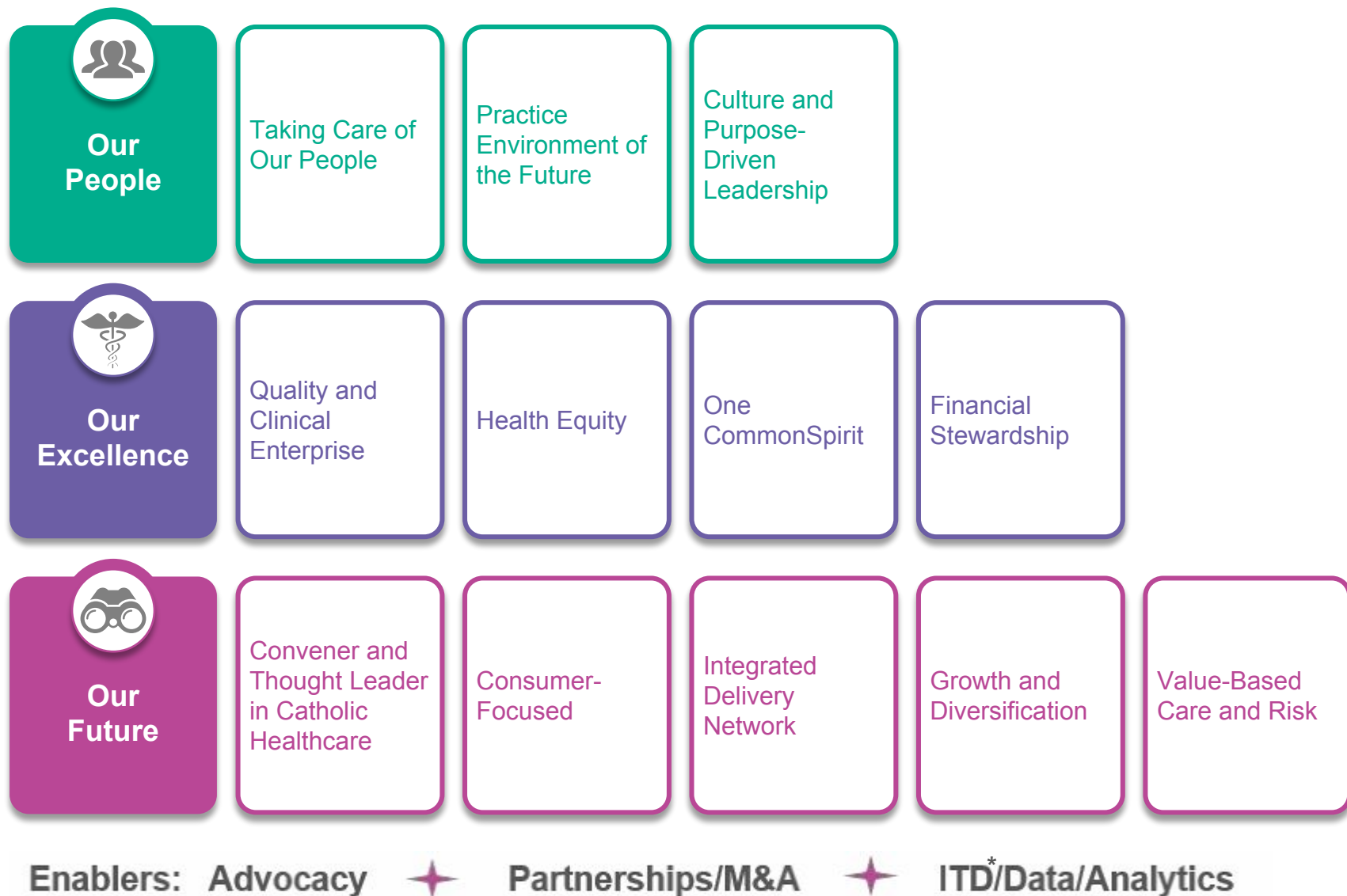
Division and system  
functional teams



**15**

Cross-functional  
working teams

# CommonSpirit 2026





# CommonSpirit 2026: CommonSpirit Dashboard

Denotes new CommonSpirit  
Dashboard metric

Pillar	Key Performance Indicator	Fiscal Year 2022	
		Baseline	Target
Our People	Patient Care Quality: Acute (Percentile)	62	67
	Patient Care Quality: Continuum of Care (Percentile)	81	83
	Acute Patient Experience (Percentile)	43	45
	Medical Practice Patient Experience	47	45
	Virtual Medical Practice Patient Experience (Percentile)	45	44
	Patient Safety (Percentile)	50	56
Our Excellence	Employee Engagement (Mean)	4.00	4.04
	<b>First Year Employee Retention Rate</b>	65.8%	70.0%
	<b>Physician/APP Experience</b>	3.49	3.58
	Health Equity <sup>1</sup>	65%	70%
Our Future	Value-Based Agreements - Growth and Performance <sup>1</sup>	3.0%	4.0%
	Charity & Medicaid % of Gross	19%	19% <sup>2</sup>
	EBITDA (After Special Charges)	5.9%	6.2%
	Days Cash <sup>1</sup>	198	204
	NPSR % Growth	0.6%	1.5%
	<b>Revenue from Diversified (Non-Acute) Sources</b>	\$14.6B	\$16.0B <sup>2</sup>
	Philanthropy (Millions)	\$250.0	\$267.5

1. System metric (this metric is not applicable at the division level)

2. Subject to verification

# From/to: What will have changed in FY2026

## Pillar

### CommonSpirit today...

### CommonSpirit in 2026...

#### Our People

- People burned out and leaving the organization and their professions
- Providers don't have the opportunity to provide their highest value work and are weighed down by administrative work

- Our 150k+ employees love coming to work; they feel **safe and have a unique opportunity to fulfill their calling** and serve their communities
- Our clinicians are given the opportunity to practice in **team-based care at the top of their license** and grow professionally, supported by world-class training programs

#### Our Excellence

- Investments or partnerships with several assets known for clinical excellence in select markets
- Integrated critical processes, policies and technology but ways of working especially in operations are not fully standardized
- Total Health Roadmap programs in several markets to address patients' social needs

- Known for the CommonSpirit way of delivering **high quality, clinically innovative** care across 21 states
- Captured the promise of integration with the scaled best practices, automated processes, and **agile decision-making**
- Demonstrated and **bona fide leader in health equity** across the industry

#### Our Future

- Recognized as one of the leaders in Catholic healthcare, especially given it's scale
- Casts a wide net to capture consumers and focuses on improving patient experience
- Largely acute footprint, with less than half of revenue from non-acute settings
- Fragmented accountable care organizations serving 2.4M lives

- Recognized as **the leader in Catholic Healthcare**, mobilizing other catholic systems
- Develops a **lifelong relationship with millions of consumers** by providing a modern personal experience centered on Humankindness
- Extends care **beyond the walls of the acute hospital**, serving millions of consumers at home and in the community
- Integrates the care delivery network by making **significant investments in diversified growth and value-based partnerships**

# Strategic roadmap vs. strategic plan



## What the integrated roadmap is

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- An **opportunity to aggregate and align** system and division level priorities to drive clarity and focus
- Our **future north star** for CommonSpirit, helping to prioritize resources and efforts across system and divisions
- **Input into future capital, budgeting, and Division-level planning**



## What the integrated roadmap is not

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- A **system mandate to Divisions and Markets**; we hope to jointly shape our roadmap
- An **approved capital plan** with dedicated capital to fund projects; initiatives will be included in future capital and budgeting processes
- **A final product**; our plan will evolve with your feedback and with shifting market landscapes