41st Annual JP Morgan Health Care Conference

Wright Lassiter III, Chief Executive Officer
Daniel Morissette, Chief Financial Officer

January 9, 2023
This presentation is provided as of January 9, 2023 in connection with CommonSpirit Health’s presentation at the J.P. Morgan 41st 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.
Who We Are

- 21 states
- 2,200 care sites
- 150K employees
- 25,000 physicians and APCs
- $4.9B charity care and community benefit
- 20+ million total patient encounters

As of 6/30/2022
Workforce

Physician training
New models of care
Comprehensive wellness programs
Culturally appropriate providers

Nurse residency and internal staffing agency programs
International recruitment
Graduate Medical Education (GME)
### Academic Partnerships and GME

**Expanding academic relationships**

<table>
<thead>
<tr>
<th>4 major academic partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,000+ affiliate trainees</td>
</tr>
<tr>
<td>2,300+ residents</td>
</tr>
<tr>
<td>90 residency tracks</td>
</tr>
<tr>
<td>25,000+ physicians and APPs</td>
</tr>
<tr>
<td>Thousands of cutting-edge clinical trials</td>
</tr>
</tbody>
</table>

- Baylor College of Medicine
- Creighton University School of Medicine
- Virginia Mason
- Morehouse School of Medicine

**CommonSpirit**
Workforce

Academic Partnerships and GME

Developing tomorrow’s workforce

One of the nation’s largest medical educators

Improving retention of physicians, APPs and nurses

Elevated standards for academic training and excellence

Developing the next generation of diverse, culturally-appropriate caregivers

Expanded residencies across multiple CommonSpirit locations
Customer Focus
Meeting evolving expectations

Improved digital experience
Value-oriented approach to care
New access points, e.g. virtual / home
Patient Connection Centers
Customer Focus

Patient Connection Centers

Creating a frictionless customer experience

- Centralized call centers
- Prescription refills
- Appointment scheduling
- Nurse triage
- Authorization and referral management
Customer Focus

Patient Connection Centers
Care coordination with proven results

- Centralized approach to managing 38 million calls serving 1,100 locations
- Faster resolution of customer needs
- Improved patient access
- Better customer experience
- Improved efficiency for our caregivers and support teams
- Volume growth and physician productivity
One CommonSpirit
Realizing the full potential of alignment

Unified operating structure
Aligned strategy
Culture building and employee support

Consistent patient experience
Uniform clinical standards
Leverage operating structure
Clinical Command Centers
Enabling efficiency with services across state lines

- Consolidated Communications Services
- Cardiac Monitoring Unit
- Virtual Companion (Virtual Safety Sitter)
- Transfer Center
- Remote Patient Monitoring / Advance Care to Home
- Patient Engagement
- Virtual Care Continuum RN (VccRN)
- Inter-Collaborative Services
One CommonSpirit

Clinical Command Centers

Enabling efficiency with services across state lines

6 Clinical Command Centers
One CommonSpirit

Clinical Command Centers
Employee and patient impact

- Improved quality and patient safety
- Improved patient experience
- Employee development and advancement
- Improved staff experience
- Length of stay management
- Resource optimization
Priorities

Financial Sustainability  Workforce  Customer Focus  One CommonSpirit  Value Proposition
Financial Sustainability

- Cash flow improvement
- Effective capital deployment
- Standardization and synergy realization
- Portfolio optimization and growth
Financial Sustainability

**Strengthening the Organization**

- ~200 New diversified care sites
- 35% Reduction in contract labor from peak
- $1.3B Synergies realized to date
- $10B Capital access: debt issued or refinanced
- +$3.6B Growth in cash & investments
- A-/Baal Rating upgrades and positive outlook

Rating

Growth in cash & investments

Capital access: debt issued or refinanced

Synergies realized to date

Reduction in contract labor from peak

New diversified care sites
Value Proposition

- Provider of choice for consumers and payors
- Clinical excellence
- Effective networks of care across the continuum
- Care coordination
Value Proposition

Enhancing Integrated Delivery Networks

- Home Care
- Virtual Care
- Office / Clinic
- Urgent Care / Retail
- Ambulatory / ASC
- ED
- Hospital
- Post Acute
Value Proposition

Integrated Delivery Network – AZ Example

**Home Care**
- CSH Health at Home
- Home recovery care

**Offices / Clinics**
- Dignity Health & Yavapai Medical Groups; One Medical, Tia JVs

**Ambulatory / ASC**
- 19 ambulatory surgery center JVs
- AZ Diagnostic Radiology JV
- Dignity Health Cancer Institute

**Hospital**
- 8 acute care hospitals
- 3 JV surgical hospitals
- Children's Hospital JV

**Virtual Care**
- Virtual visits, behavioral health
- Ambra (Imaging)

**Urgent Care / Retail**
- 3 East Valley urgent care
- Dispatch Health

**ED**
- 14 hospital and satellite EDs
- ER Advisor

**Post Acute**
- Transitional care clinics
- Acute inpatient rehab JV
- SNF / LTACH / LTC
Meeting changing consumer demands

Addressing new financial paradigm

Making meaningful changes toward transformation
Questions
commonspirit.org/investor-resources
Thank you.