

Connected to the Core

Sustainability Report
FY2023



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Who we are

“Everybody needs beauty as well as bread, places to play in and pray in, where nature may heal and give strength to body and soul alike.”

– John Muir

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A message from our leadership

Wright Lassiter III, CEO of CommonSpirit Health

At CommonSpirit, we are unified by our dedication to improving health for all. And in order to serve the common good we must work sustainably and responsibly. Our commitment to sustainability requires more than a focus on our direct impact on the environment, although that's certainly critical. It also means we must be good stewards of all the resources entrusted to us. One of the reasons I was drawn to lead CommonSpirit is that sustainability is infused into every aspect of the organization and is aligned with health equity. Vulnerable communities are more likely to bear the burden of pollution and the effects of climate change; they also struggle with accessing the affordable health services they need. It is incumbent on us who serve them to do everything we can to prevent harmful chemicals from polluting our air, water and soil, and to use energy and water efficiently. This focus also compels us to change how we invest and operate so that we can expand access to quality care to people who need it while contending with our industry's many challenges.

One of our recent accomplishments is the finalization of our system-wide Climate Action Plan. In 2021, CommonSpirit was the first large health system in the U.S. to commit to achieving net-zero greenhouse gas emissions by 2040. We are also on our way to cutting operational emissions in half by 2030. Our industry-leading commitment is becoming the industry standard. I'm proud to report that since we announced our net-zero commitment, many other hospitals and health systems have joined us in a national pledge to reduce emissions,

part of an effort led by the White House and the U.S. Department of Health and Human Services. Our comprehensive Climate Action Plan, designed to help us achieve these goals, is gaining steam across the ministry.

Sustainability requires a spectrum of approaches. Although some may not be perceived as obvious strategies for sustainability, they are all inextricably linked and necessary in order to achieve our environmental, social and economic/governance (ESG) objectives.

This FY2023 Sustainability Report highlights other examples of how the people of CommonSpirit are asking: What is the right thing to do for our patients, each other, our community and our planet? When it comes to achieving sustainability, we all have a role in doing the right thing.



Wright Lassiter III
CEO, CommonSpirit Health



Our Mission

As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Our Vision

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

Our Values

Compassion: We show care with listening, empathy, and love and accompany and comfort those in need of healing.

Inclusion: We celebrate each person's gifts and voice and respect the dignity of all.

Integrity: We inspire trust through honesty and demonstrate courage in the face of inequity.

Excellence: We serve with fullest passion, creativity, and stewardship, and exceed expectations of others and ourselves.

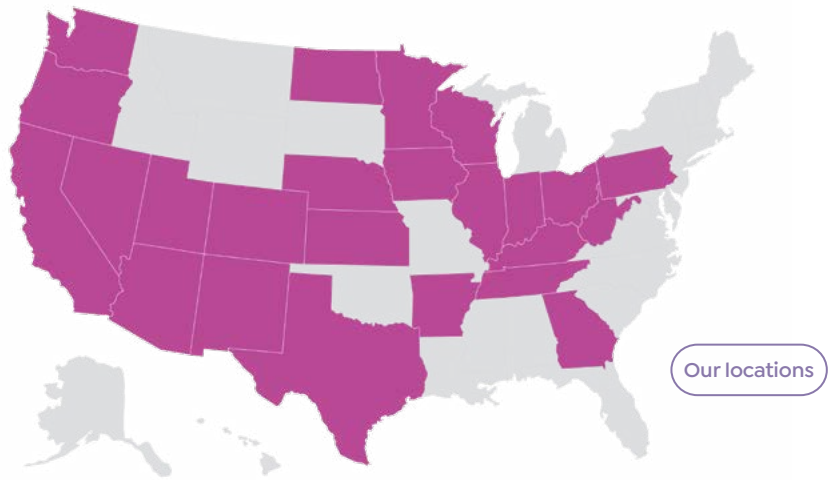
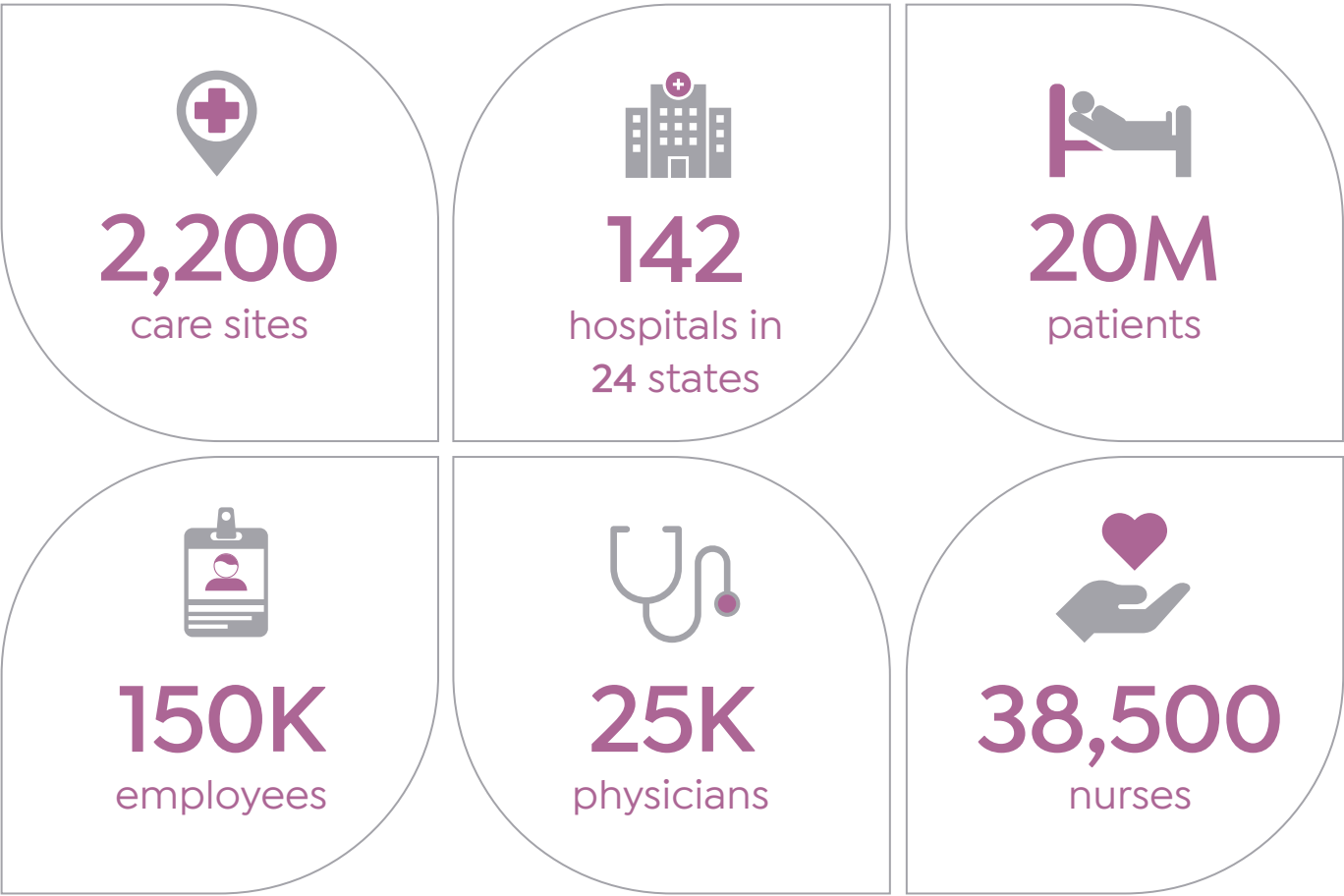
Collaboration: We commit to the power of working together while building and nurturing meaningful relationships.

“Now to each one the manifestation
of the Spirit is given for the common good.”

1 Corinthians 12:7 NIV

CommonSpirit Health is a nonprofit, Catholic health system dedicated to advancing health for all people. Formed in 2019 through the alignment of Catholic Health Initiatives (CHI) and Dignity Health, CommonSpirit is one of the largest nonprofit health systems in the U.S.

CommonSpirit has more than 2,200 care sites and 142 hospitals in 24 states coast to coast, serving 20 million patients in big cities and small towns across America. CommonSpirit is supported by a team of more than 150,000 employees, with 25,000 physicians and more than 38,500 nurses who strive to build more resilient communities, advocate for those who are poor and vulnerable, and innovate how and where healing can happen—both inside our hospitals and out in our communities.



Total Net Assets: \$21.14 Billion

Net Operating Revenue: \$34.5 Billion

Acute Inpatient Days: 3.9 Million

Adjusted Patient Days: 8.4 Million

Acute Average Length of Stay: 4.96 Days

Community Benefit: \$2.9 Billion

Unpaid Costs of Medicare: \$2.1 Billion

Acute Care Beds: 17,463

Skilled Nursing Beds: 1,656

Fiscal 2023 (June 30 year-end)

See [CommonSpirit Health/Investor Relations](#) for our most recent audited financial statements, quarterly reports, and bond ratings.

CommonSpirit 2026

Our vision of “a healthier future for all – inspired by faith, driven by innovation, and powered by our humanity” inspires our goal to transform health care in the U.S. by committing to building healthier communities, advocating for the vulnerable, and innovating how and where healing can happen in order to extend care beyond traditional settings.

In late 2021, we introduced “CommonSpirit 2026,” our first five-year integrated strategic plan. CommonSpirit 2026 is grounded in our mission, vision and values. It mobilizes CommonSpirit’s current and future work around a common set of strategic priorities, with a focus on where we can have the greatest impact.

The plan repositions CommonSpirit to focus on the health and well-being of our workforce and providers; on realizing our full potential as a recently aligned ministry; on meeting the evolving needs of our communities and consumers; and on continuing to adapt to the rapidly changing health care landscape. CommonSpirit 2026 provides a shared framework for our diverse operations and communities across 24 states and creates a path to maintaining long-term sustainability.

CommonSpirit 2026 is encapsulated in the form of three pillars Our People, Our Excellence and Our Future.

<div>Our People</div> <div></div>	Taking Care of Our People
	Practice Environment of the Future
	Culture and Purpose-driven Leadership
<div>Our Excellence</div> <div></div>	Clinical Enterprise and Quality
	One CommonSpirit
	Financial Stewardship
<div>Our Future</div> <div></div>	Health Equity
	Convener and Thought Leader in Catholic Health Care
	Consumer-focused
	Integrated Delivery Network
	Growth and Diversification
	Value-based Care and Risk

Enablers: Advocacy | Partnership/M&A | IT/Data/Analytics

CommonSpirit 2026

Our People: Nurture our people by creating an environment and culture in which our diverse workforce can thrive while living their calling.

- Nurture and invest in CommonSpirit's greatest strength, its employees and providers, with a focus on their well-being and development; creating a safe and caring environment to bring out their best.
- Focus on system redesign, new care models and technologies that align with clinicians' interests; respond to increasing patient needs and make CommonSpirit a clinician's first choice of partner.
- Attract and retain leaders who find purpose in their work, and build competencies that reflect CommonSpirit's focus on well-being across a continuum of care and the enhanced importance of an agile, collaborative culture.

Our Excellence: Build on our foundation of growth and health equity through superior clinical quality, efficient capital and operations, and organizational agility to respond to shifting landscapes and health care disparities.

- Excel in consistent clinical excellence by rapidly scaling best practices from innovators in and outside of CommonSpirit to create a high-quality, consumer-centric patient experience.
- Build an efficient, unified system through standardized ways of working, an agile operating model, controlled IT risk and unified brand strategy.
- Strengthen the balance sheet and improve CommonSpirit's margin through optimizing the portfolio of patient care sites, moderating operating expenditures and increasing capital efficiency.
- Shape the industry with a commitment to serve, advocate and partner to meet the holistic health needs of diverse communities through focusing on the social determinants of health.

Our Future: Cultivate an ecosystem that is consumer-centered and committed to meeting the holistic needs of each consumer while collectively improving the health of our communities.

- Serve as a reputable leader in Catholic health care through active engagement, servant leadership and measurable impact in the communities CommonSpirit serves.
- Implement a patient-centered, personalized care experience that is easy to access, understand and navigate, and grounded in consumer journeys – with a focus on a broad range of access points and care modalities.
- Scale integrated care across the continuum with strong provider alignment and an ecosystem of partners and owned assets.
- Advance CommonSpirit's portfolio of diverse investments to transform care delivery, be a preferred partner in a new health care landscape, and thrive in an ever-changing health care environment.
- Establish CommonSpirit as an at-scale adopter of value-based arrangements through enhanced population health capabilities and a broader continuum of care.

Awards & Honors



As beacons leading our pledge to care for Earth, 10 CommonSpirit Health hospitals earned Practice Greenhealth [Environmental Excellence Awards](#). The awards recognize their ongoing commitment to improve environmental performance and build sustainability in their operations. [Practice Greenhealth](#), a national organization dedicated to environmental sustainability in health care, is an important CommonSpirit sustainability partner.



The **Greenhealth Emerald Award** recognizes outstanding hospitals from within Partner for Change applicants. This competitive award recognizes the top 20 percent of applicants and is focused on advanced sustainability programs and exemplary scores in a range of categories.

Our award winner:

California Hospital Medical Center, Los Angeles, California



The **Greenhealth Partner for Change Award** recognizes superior performance in environmental sustainability, covering a range of sustainability programs and activities. Winners have also made substantive progress on mercury elimination.

Our award winners:

- Dominican Hospital, Santa Cruz, California
- French Hospital Medical Center, San Luis Obispo, California
- Mercy General Hospital, Sacramento, California
- Mercy Hospital of Folsom, Folsom, California
- Mercy San Juan Medical Center, Carmichael, California
- Northridge Hospital Medical Center, Los Angeles, California
- St. John’s Regional Medical Center, Oxnard, California
- St. John’s Hospital Camarillo, Camarillo, California
- Virginia Mason Medical Center, Seattle, Washington



CommonSpirit has been named a **2023 Health Care Climate Action Winner** by Health Care Without Harm. This **Climate Leadership Award-GOLD** recognizes our efforts to lead the charge in transformative climate solutions. As a participant in the Health Care Climate Challenge, we remain committed to reducing health care’s climate footprint, adapting to be resilient to the impacts of extreme weather and the shifting burden of disease, and educating staff and the public while promoting policies to protect public health from climate change.

Our award winner:

CommonSpirit Health



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Governance & Leadership

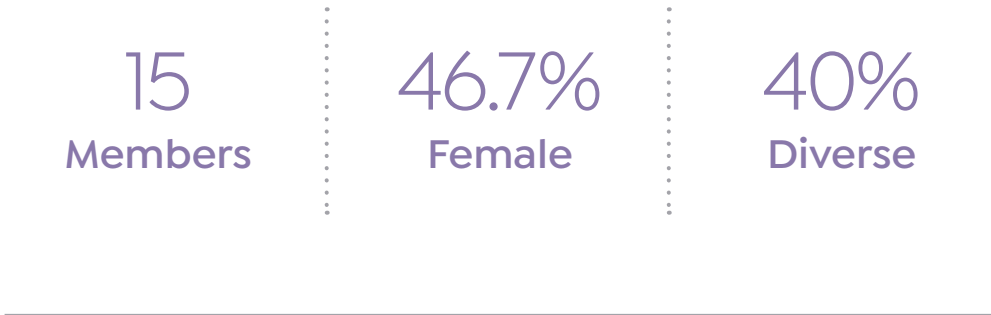
Our governance and leadership structure is comprised of a [Board of Stewardship Trustees \(BOST\)](#) and [Executive Leadership Team \(ELT\)](#). The management of the affairs of the corporation is vested in the BOST which has the power and authority to supervise, control, direct, and manage the property, affairs and activities of the corporation, determine its policies and carry out its objectives and purposes. Supporting the BOST are Board Committees that address Sponsorship/Governance, Finance, Mission/Advocacy, Investment, Human Resources/Compensation, Audit/Compliance, Quality/Safety/Patient Experience, and Technology.

The ELT is charged with overseeing the overall operations of CommonSpirit, providing leadership and organizational management, implementing the strategic plan and meeting the mission, vision and values of the organization.

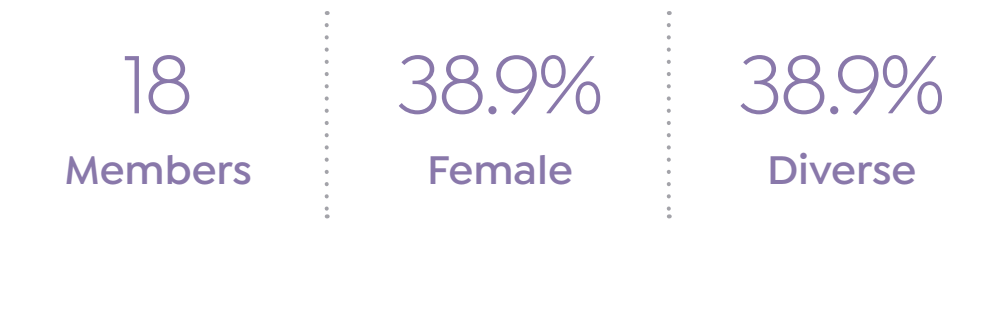
Key members of CommonSpirit annually declare any conflicts of interest.

The BOST in consultation with the ELT, determines the critical issues facing CommonSpirit and approves the overall organizational strategy, operational/capital budget, public policy issues, workforce recruitment/objectives, key areas of focus and dashboards. It monitors ongoing performance and ensures that we are living out our mission, vision and values, including internal and external engagement in leadership.

Board of Stewardship Trustees



Executive Leadership Team



Corporate Responsibility



“We must regain the conviction that we need one another, that we have a shared responsibility for others and the world, and that being good and decent are worth it.”

– Pope Francis

Highlights



The Corporate Responsibility Program helps employees understand the organizational Standards of Conduct, which convey our philosophy and values concerning compliance with the laws and regulations, government guidelines and ethical standards that apply to the services we provide.



The Corporate Responsibility Program provides a simple process for employees and others working with CommonSpirit to **report concerns about potential violations** of law, standards or policies without fear of retaliation.



The Corporate Responsibility Program also works to **protect private or sensitive information** that CommonSpirit may maintain related to our patients, medical staff, business partners and employees.

Standards of Conduct: Our Values in Action

CommonSpirit’s Corporate Responsibility Program provides resources to help individuals make ethical decisions based on our values and standards of conduct and to support others as they do the same. The program helps employees understand and comply with complex laws and regulations.

To support employees in making the right decisions and seeking answers to their questions , we rely on our [Standards of Conduct: Our Values in Action](#). In addition, Corporate Responsibility Officers and Privacy Officers are in place throughout the organization to serve as resources.









We have a simple reporting process employees can use to report potential violations of law, regulation, policy or procedure. Employees are protected from retaliation if they make a good-faith report, complaint or inquiry. Reported concerns can occur confidentially, if preferred, through an independent third party by calling a toll-free reporting hotline or filing a report online. These reports are not traced or recorded and reporting can occur 24 hours a day, seven days a week.

The Corporate Responsibility Program maintains a system-wide and ongoing compliance risk assessment and internal review process to identify compliance risks, evaluate the effectiveness of current policies and procedures, and mitigate identified risks through annual work plans and monitoring and auditing activities. Many of these activities are intended to prevent and detect issues such as fraud, waste and abuse. The Corporate Responsibility department also works closely with the Enterprise Risk Management Team, which formally manages the broader enterprise risk program including identification, assessment, prioritization, mitigation tracking, and reporting of critical risks to the enterprise.



Standards of Conduct

The following standards of conduct describe and demonstrate CommonSpirit’s commitment to honest and ethical conduct and provide guidance to employees facing uncertain situations. All board and committee members, officers, employees, volunteers, medical staff and others working with CommonSpirit and our organizations must act in accordance with these standards of conduct:

-  Demonstrate fairness, honesty and integrity in all interactions in support of our mission.
-  Uphold a high standard of skill and knowledge to deliver exceptional quality care, service and outcomes.
-  Abide by the laws, regulations and policies that govern what we do.
-  Maintain the integrity and protect the confidentiality of our patient, resident, client, employee and organizational information.
-  Use our resources wisely to protect our assets, reduce our environmental impact and increase our public health footprint.
-  Create an environment that promotes community, respects dignity and supports safety and well-being.
-  Properly disclose and manage situations that pose potential or actual conflicts of interest.
-  Foster a diverse and inclusive work environment in reverence to our employees, partners and those we serve.

Public Policy & Advocacy

“Hope and dialogue are not enough. We have to be courageous and willing to act on behalf of every life we serve – by openly acknowledging our collective failures and embracing the fight for justice.”

– Wright Lassiter III

Advocating for change was at the heart of bringing CommonSpirit into existence and is a significant expression of the ministry’s call to serve the poor and vulnerable. Today, our communities face greater health challenges, including persisting structural inequities. Meeting those challenges – by creating meaningful change in our society – will require more resources, talent, expertise, investment, and influence than ever before.



The complexity of health policy and social justice issues, coupled with the challenging political environment in which they evolve, undeniably impact CommonSpirit’s mission objectives.

A new Congress, new leadership in the House of Representatives and the 2024 Presidential election will have a significant impact on CommonSpirit’s public policy priorities. Divided government at every level across our diverse geography presents both opportunities and challenges to advance our priorities. The political and fiscal environment, along with the challenging affordability narrative, has put hospitals and health systems on defense. We remain vigilant in safeguarding the Medicaid and Medicare programs that serve the most

vulnerable and leading on key policies that allow us to address health equity and impact social and environmental determinants of health.

Led by our Advocacy Team, a well-coordinated, system-wide advocacy and grassroots effort is critical to leveraging, mobilizing and stewarding health system and community resources to advance a strong, unified message that will lead to transformational change. Our Public Policy Priorities will enable CommonSpirit 2026 – including the Health Equity Blueprint, Climate Action Plan and other organizational objectives – and our ability to navigate the current environment, while transforming our health care system and the care we provide every day.

Public Policy Priorities

Improving Health | Transform the delivery of care and improve the health of individuals and populations by promoting redesigned, consumer-centric delivery systems that improve access to compassionate, high-quality, equitable care.

Advancing Social Justice | Demonstrate leadership and commitment to justice and the communities we serve by promoting social and environmental health, advancing racial justice and building safe, vibrant, connected communities.

Supporting Operational Excellence | Support a diverse and robust workforce that is ready to embrace the practice environment of the future and further the ministry’s ability to effectively steward resources, protecting the ability to deliver care in keeping with our Catholic identity.

Promoting Fiscal Solvency | Protect CommonSpirit Health’s healing ministry by advocating for fair and sustainable payment models, adequate funding of government programs, support for rural and safety net providers, and a balanced regulatory environment to uphold our ability to provide the highest quality care in our communities.

Advocacy Highlights – On Climate Change

The Inflation Reduction Act (IRA): The Inflation Reduction Act of 2022 increases access to lower-cost clean energy, improves energy efficiency, expands climate-smart agriculture and conservation, and creates good paying jobs. The legislation also protects communities from the increasing risks of wildfires and extreme heat. Combined with the Bipartisan Infrastructure Law, American Rescue Plan and other investments, the Inflation Reduction Act makes an investment that supports rural communities and their infrastructure needs, while adapting to the climate crisis and creating better health outcomes for rural communities.

As members of America Is All In, Ceres BICEP (Business for Innovative Climate and Energy Policy) Network and the Health Care Without Harm-led Health Care Climate Council, we lead in both health care and cross-sector advocacy mobilization efforts. Through advocacy, CommonSpirit was able to tell our story and vividly demonstrate our climate commitment. The IRA is important to CommonSpirit: it will help us finance energy and climate projects for our

hospitals and help the communities we serve fund environmental justice projects.

White House/HHS Health Sector Climate Pledge: Originally [launched in 2022](#), the [White House/HHS Health Sector Climate Pledge](#) is a voluntary commitment to reduce emission and improve climate resilience. Signing organizations agree to cut their greenhouse gas emissions by 50 percent by 2030 and achieve net zero emissions by 2050, and develop a climate resilience plan. In 2022, [102 organizations representing 837 hospitals](#) signed the Pledge. As an early signer, we worked with Health Care Without Harm to encourage other health care systems to sign on. We also presented to the Health Care Without Harm/Practice Greenhealth, Climate Resilience Co-hort, discussing our Emergency Operations Plan. We will further enhance this plan to integrate more climate resilience elements, such as partnering with community organizations to develop emergency/disaster/extreme weather plans that include protection and care for vulnerable populations.

The health care sector accounts for 8.5 percent of harmful emissions in the U.S., so ensuring that more health sector organizations sign on to the pledge will help to reduce nationwide greenhouse gas emissions. Sharing how we developed a climate resilience plan gives other healthcare systems practical how-to steps to meet one of the pledge's key objectives. This work will help us all be better prepared when climate events occur, engaging and collaborating with multiple stakeholders to protect and care for communities with special attention to those most vulnerable.

Highlights

- Successfully worked to advance the passage of the Inflation Reduction Act (IRA) that includes approximately \$400B to mitigate climate change, the single largest investment in American history
- As an early signer of the White House/Health and Human Services Health Sector Climate Pledge, worked to inspire others to sign on to the pledge and to develop a climate resilient communities plan.
- In collaboration with four other leading healthcare systems and Ceres, released an open [statement](#) citing the risk the climate crisis creates to public health and industry, while affirming a commitment to consider environmental, social and governance factors in enterprise risk management and scenario planning.
- In California, supported reintroduction of a corporate climate emissions disclosure bill that nearly passed out of the legislature in 2022 but for one vote.



FY2023 Goals		Results
1.	Pass meaningful climate legislation at both the federal and state levels.	Passage of the Inflation Reduction Act.
2.	Share best practices with the health sector to mitigate climate impacts on the communities we serve.	Presented to the Health Care Without Harm/Practice Greenhealth Climate Resilience Cohort on our approach to developing a Climate Resilience Annex to our Emergency Operations Plan.
3.	Raise awareness and influence others to make climate commitments/take climate actions	Released an Open Statement in support of considering ESG (environmental, social and governance) factors in enterprise risk management and scenario planning.

FY2024 and FY2025 Goals	
1.	Pass meaningful climate legislation at both the federal and state levels and monitor the IRA (Inflation Reduction Act) regulatory environment.
2.	Share best practices with the health sector to mitigate climate impacts on the communities we serve.
3.	Raise awareness and influence others to make climate commitments/take climate actions.
4.	Pass California Senate Bill 253, corporate climate emissions disclosure legislation.
5.	Share Climate Resilience Annex template.
6.	Share Geo-mapping results of our 24 states.



Advocacy Programs: United Against Violence and Shareholder Advocacy



We continue to address and prevent violence through education and awareness, public policy advocacy, shareholder advocacy and community-based violence prevention programming. Our healing mission calls for us to lead and partner with others on engagements that directly impact climate change and the environment.

Sustainability requires a spectrum of approaches. Although addressing and preventing violence may not be perceived as an obvious strategy for sustainability, violence and environmental stewardship are inextricably linked. Approaches employed to address one or the other typically score a victory for both. The environment, built or natural, has tremendous influence on the risk factors for violence.

Climate change, for example, displaces populations and forces migration, leaving people stressed for basic needs and vulnerable to forms of interpersonal violence and human trafficking. Scientific studies show correlations between extreme weather and aggression, and environmental degradations reduce a community’s sense of safety, security and overall value.

Built environments can also leave people vulnerable to violence when ill-designed or poorly maintained structures present hazardous conditions or cause stress due to issues such as overcrowding, extreme temperature, environmental toxins and unreliable infrastructure.

Actions to address and prevent violence often include efforts that improve spaces, such as the creation of a park, cleaning up trash or improving dangerous infrastructure. These types of efforts have shown an impact on violence reduction, as safer and more beautiful spaces build worth, add security and increase community resilience. One of the most wonderful outcomes of attending to the environment is the double benefit of improving sustainability while simultaneously building resilience against violence.



CommonSpirit’s United Against Violence Initiative

This initiative addresses the complexities of violence using a comprehensive approach, including education and awareness, public policy advocacy, shareholder advocacy and community-based violence prevention programming. This year, United Against Violence (UAV) supported 27 communities in their efforts to prevent violence, involving over 130 violence prevention colleagues across the system. The types of violence addressed include child abuse, bullying, youth violence, interpersonal violence, family violence, human trafficking, gun violence and group-involved violence. Even after seeing a devastating uptick in violence during the COVID pandemic, CommonSpirit communities still witnessed rates of violence reduction between 10 and 40 percent.

CommonSpirit’s Shareholder Advocacy Program

As a large institutional investor, CommonSpirit compellingly engages the corporate sector in addressing issues that impact well-being, working in the areas of environmental health and social justice.

Shareholder Advocacy Highlights for Violence Prevention

As part of its violence prevention strategy, CommonSpirit addressed violence in the workplace through an engagement with Dollar Tree. Understanding the devastating nature of violence on communities and the influence deteriorating environments can have on violence, CommonSpirit led the filing of a proposal with Dollar Tree asking the company to assess its safety and violence risks. The proposal was withdrawn after a strong commitment by Dollar Tree to address violence within the workplace, assess violence in their communities and to work with stakeholders on solutions. Through community stakeholder sessions, the company will learn how they can become better local partners, including ways in which they might help through productive ecological commitments.

26%

of corporate engagements focused on climate change

“Living, speaking, and acting without violence is not giving up, it is not losing or giving up anything, but aspiring to everything.”

– Pope Francis, 2023

Shareholder Advocacy Highlights for Climate Change

Shareholder advocacy at CommonSpirit extends beyond violence; it is a form of advocacy that allows direct engagement on issues that impact climate change and the environment.

In FY2022, CommonSpirit worked with over 50 companies, engaging on over 40 issues and leading or participating in more than 70 dialogues. Nearly 30% of corporate engagements in FY2022 focused on the environment, addressing water issues, climate emissions, chemicals, pesticides and renewable energies. Proposals on environmental issues were filed with Walmart, Kroger, Valero, Exxon Mobil and Chevron.

The proposal filed with Walmart asked for greater climate change commitments. A resulting dialogue yielded enhanced policies, procedures and practices that are fully in alignment with the Paris Climate Accords.

This successful engagement with Walmart inspired the company to publicly declare its intent to lead the corporate sector in this space. Another proposal filed with Chevron, asking for greater disclosure on their methane emissions, received a vote of shareholder support that was nearly 100 percent. The proposal’s success was due to long-term engagement with this company, which led Chevron to ask its shareholders to vote for the proposal. This unprecedented move by a company is a testament to CommonSpirit’s persistence in engagements and is ultimately a victory for shareholders, for the company and most of all – for the planet.

In FY2023, CommonSpirit worked with 61 companies, engaging on over 50 issues and in 90 dialogues. Over a quarter of those engagements were focused on the environment, addressing water issues, climate emissions, chemicals, pesticides and renewable energies. Proposals on environmental issues were filed with Exxon, PNC Banks and Southwest Airlines.



The proposal filed with Southwest Airlines asked the company to assess and report on the environmental impacts of its operations on human health, including impacts from carbon emissions and fine particulates. These issues have significant impact on cardiovascular health and can greatly exacerbate asthma. Studies also show linkages with cancer. Because airports are often located in communities that are vulnerable and experiencing disproportionately negative health outcomes, it is essential that airlines take a lead in mitigating harms. Southwest is now working to increase its use of sustainable aviation fuels and has connected its community teams with CommonSpirit for the purposes of better understanding what the company can do to assist impacted communities. The company has agreed to continue this partnership with CommonSpirit, eager to see what can be done to improve the lives of people and planet.

FY2022 Achievements/Highlights		FY2023 Achievements/Highlights	
1.	Violence Prevention: Engaged over 15 new Dignity Health communities in United Against Violence, offering a pathway to future grant funding for community-based violence prevention programs.		Violence Prevention: Developed a comprehensive plan to address and reduce unintentional injuries associated with firearms, partnering with the Physician Enterprise group and our community-based violence prevention programs.
2.	Violence Prevention: Provided 16 education and sharing sessions for over 130 violence prevention colleagues across the system, including specialized education on violence prevention considerations for the LGBTQ+ community and cultural humility in addressing community trauma.		Violence Prevention: Launched a new CommonSpirit Workplace Violence Prevention Program, with Advocacy co-leading with the Enterprise Management Team and endorsed by the Executive Leadership Team.
3.	Shareholder Advocacy: Won a majority vote among shareholders of Sturm, Ruger & Co., Inc. for a proposal asking the company to conduct a Human Rights Impact Assessment.		Shareholder Advocacy: Moved Dollar Tree to address its workplace violence issues through the development of a comprehensive workplace violence prevention program.
4.	Shareholder Advocacy: Filed and co-filed eight shareholder proposals and held over 30 company dialogues on violence and environmental issues.		Shareholder Advocacy: Filed and co-filed 10 shareholder proposals and held over 40 company dialogues on violence and environmental issues.

FY2024 and FY2025 Goals	
1.	Implement up to five gun safety pilots in CommonSpirit communities, partnering community-based violence prevention programs with CommonSpirit ambulatory sites.
2.	Assist existing community-based violence prevention programs in implementing environmental efforts as part of their primary prevention approaches, relying on cleaner, more beautiful natural environments as factors in community resilience.
3.	Work with more corporations on the “just transition” to cleaner energy, ensuring people and communities are not left behind.
4.	Engage more corporations around water stewardship, ensuring equitable and sustainable access to for all.

Intellectual Innovation

Highlights



Transportation

Offered since 2019, this program offers patients free transportation to home and medical facilities, ensuring they get access to needed care and are returned safely to their homes. We serve 25 facilities and five grant programs across California, Arizona, Arkansas, Nevada and Texas. This year, we provided 11,500 rides to patients with financial hardship and no transportation access, including approximately 630 rides for homeless patients to safe locations. In several markets, we offered transportation to dedicated grant programs for HIV/AIDS patients, Alzheimer's and memory care patients. In California, we provided 354 rides to victims of human trafficking.



Behavioral Health

Our primary care providers have experienced a significant surge in patients experiencing mild to moderate mental health issues, with insufficient community behavioral health providers to refer them to. Collaborative Care allows primary care physicians to work closely with licensed therapists and provide a care team for a patient's mild to moderate behavioral health needs. The program allows patients to speak regularly to a dedicated therapist on the phone or on video at hours that are convenient to them. This year, we expanded the program to one additional market and increased the number of patients served within existing markets in California and Washington. Our initial data showed that about 75% of patients using the program had never been to a therapist before, thus allowing the program to fill a significant access gap. Given the strong need, more markets are slated to adopt the program in 2024.



Behavioral Health

While we're past the peak of the COVID-19 pandemic, our lives have changed. Stress, depression and anxiety remain high across the general population. At the same time, finding timely appointments with therapists remains challenging in many communities. Because many patients turn to their primary care providers (PCPs) for help and advice when seeking mental health care, our Collaborative Care model integrates mental health into primary care so that patients can be seamlessly connected to a licensed therapist who is in frequent contact with the primary care provider.

In the past, the medical world has viewed mental health as separate from medical care. Studies show that when you integrate mental health into medical care, patients have better clinical outcomes. Our Collaborative Care Program is virtual and can be provided by Spanish-speaking therapists, increasing access for more patients. The therapists provide frequent "doses" of care, so in addition to a one-hour session, a patient can opt to receive a 20-minute session during a break at work, or a 30-minute session while they're at home. Our goal was to create a convenient and flexible program to fit the needs of our diverse patient population.

There are numerous benefits:

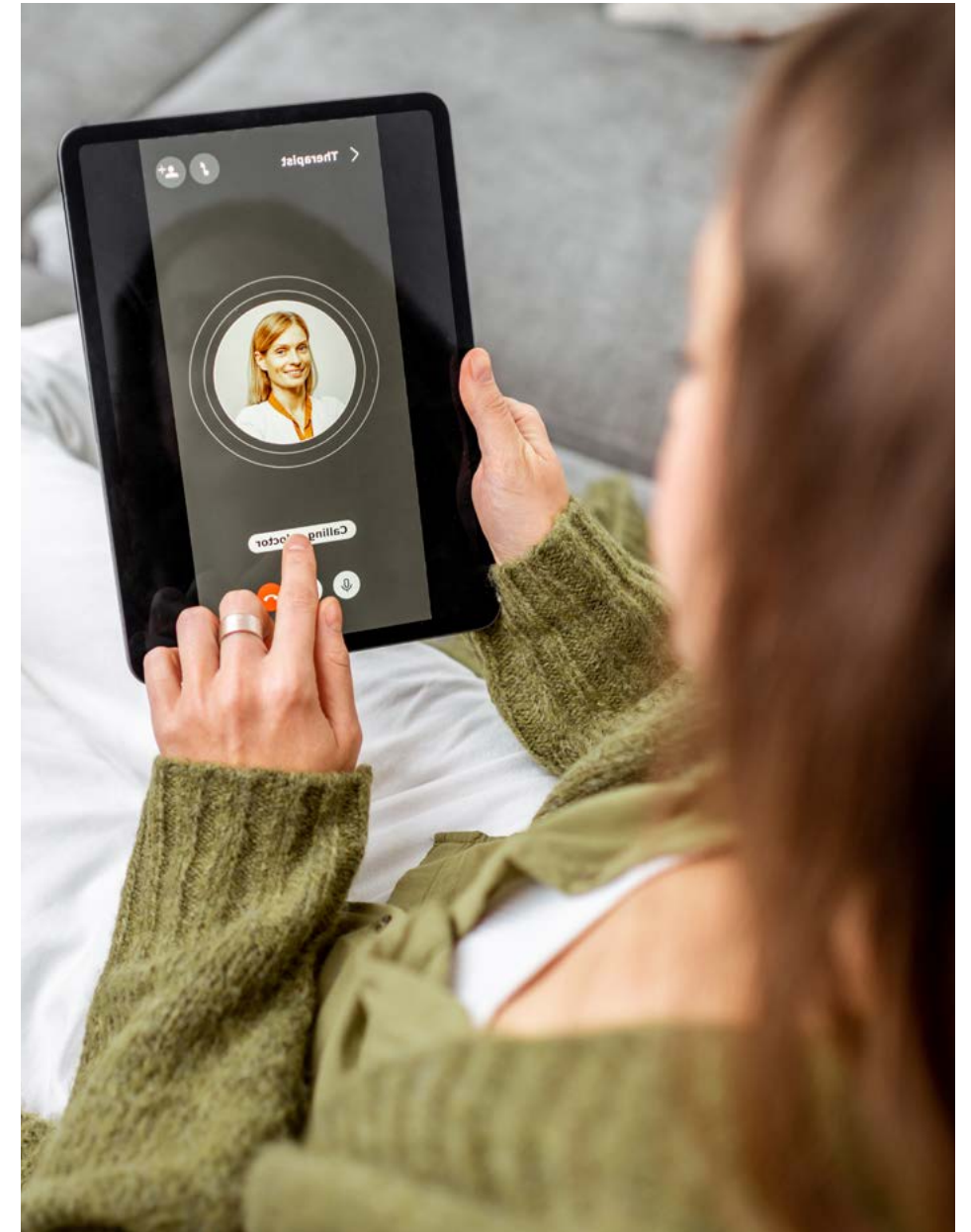
- **Increased reliable access** - now PCPs in our Bakersfield, Santa Cruz, Inland Empire, Tacoma and Seattle markets have a therapist on their team.
- **Health Equity** - the program is provided in English and Spanish to serve diverse patients.
- **Financial** - Established Collaborative Care reimbursement codes are accepted by a majority of the commercial payers and by Medicaid in our California and Washington markets, removing a barrier to care for the patients and the providers.

This program supports our core values of Inclusion, Compassion and Excellence. Our goal was to develop a program for all patients, regardless of insurance type.

We will expand the program to serve an increased number of patients across our diverse markets. Collaborative Care is covered by Medicare nationally, and by most commercial plans. In many states, Medicaid plans are starting to cover Collaborative Care as well.

The economics, referral and provisioning of Behavioral Health care is complex. There are significant access issues in many markets across the U.S., causing steep delays

in patients finding appointment availability. It is estimated that as many as 25 percent of primary care patients will have a diagnosable mental health problem in any given year. Our goal for the program was to enable PCPs to refer most of their patients in need of mental health care to the Collaborative Care Program not just those with top-tier insurance. Developing the Collaborative Care Program in a market requires a detailed evaluation of each payer used within a PCP's practice. After the program is implemented, it requires a thorough claims review to confirm payers in fact paid appropriately, according to the reimbursement codes. This claims analysis takes a considerable amount of time and resources from internal stakeholders and the Concert Health team.



Transportation

In the past, some of our hospitals waited two to three hours for a taxi to arrive before they could discharge patients. At times, the taxis would not show up, leading to delays in discharge. In addition, we did not have a standardized process to pay taxis for patient rides. Many hospitals used taxi vouchers and paid whatever price that was attached to the voucher. Also, many of our patients do not live in areas where public transportation is easy or readily available, causing some to postpone care.

Transportation is a key social determinant of health. When patients do not have sufficient access to transportation, care is often foregone or delayed. When hospital staff cannot find adequate transportation for patients leaving the hospital, they cannot make beds available for other patients, and productivity as well as timely access to care is impacted.

Enterprise Care Coordination and Strategic Innovation collaborated to develop a CommonSpirit Transportation Committee, made up of representatives from several markets and departments, such as Population Health, Community Health, Finance and Mission. This committee oversees selection of vendors and prioritization of use cases.

A key benefit was patient access to free and timely transportation. In 2023, we provided 11,500 rides to patients who were without transportation and had financial hardship, including approximately 630 rides for homeless patients to safe locations. In several markets, we offered dedicated transportation to victims of human trafficking, HIV/AIDs patients, and Alzheimer's patients. In addition, staff reported that most rides arrived in under 15 minutes, greatly decreasing wait times.

This program supports Compassion, Inclusion and Integrity in that we believe our low income, vulnerable and homeless patients deserve timely and convenient transportation home or to a safe respite destination upon discharge.

Implementing a ride-ordering platform is resource light and low cost for our markets. We have plans to expand this program to additional CommonSpirit facilities in 2024.



630

rides provided to
homeless patients



11,500

rides provided
in 2023

>15 min

decreased wait times
for rides



Information based on
FY2022 and FY2023.



FY2023 Goals		FY2023 Results
1.	Transportation: Finalize contract with new transportation software vendor. The new vendor will allow for more non-emergency ride types to serve our diverse patient population and streamline transportation workflows.	<ul style="list-style-type: none">• A contract was finalized in 2023 and the new project is set to begin in four facilities in fall 2023. This will provide ride types beyond ride share, including wheelchair, gurney van and ambulance rides.
2.	Behavioral Health: expand volume of patients served within existing markets; remove key operational barriers for referring providers and patients to ensure a more seamless experience.	<ul style="list-style-type: none">• Removed top three operational barriers impeding adoption.• Expanded into Virginia Mason Franciscan Health, expanded use cases in OB/GYN.<ul style="list-style-type: none">• 2,922 patients served since program inception• 189 participating providers• High patient satisfaction• 94% of patients answered YES to “My care manager makes me feel respected and cared for.”• 87% of patients answered YES to “My care manager helps me feel better.”• 87% of patients answered YES to “After speaking to my care manager, I feel more motivated to do what I can to feel better.”
FY2024 Goals		FY2025 Goals
1.	Transportation: Launch pilot with new ride ordering platform for six months and then expand to 3 additional markets, if successful.	Transportation: Expand transportation program across 3 Divisions with a goal to eventually expand systemwide.
2.	Behavioral Health: launch Concert program in 1 additional market. Expand behavioral health patient referral tool which helps identify available psych inpatient beds in the community. As Concert addresses mild to moderate needs, we are pursuing diligence on solutions for acute behavioral health needs.	Behavioral Health: Launch program in 1-3 markets to address acute behavioral health needs.

Our Challenges

Transportation Over the past few years, we’ve experienced both successes and struggles with transportation access, including ride type limitations and driver availability. Lack of reliable transportation access in our hospitals leads to delays in discharge and lengthy work for our staff as they track down available vendors. Our facilities continue to struggle with having an efficient workflow to order non-emergency transportation, including the ability to monitor and have access to performance data. With our new ride-ordering process, it should be much simpler and more efficient to order a wide variety of rides on behalf of patients. Organizational leaders will have access to real-time and historic data to monitor for improvements and gain insights for improved productivity.



21 loans approved

totaling \$102.2 million for community improvements.

3 out of 4

employees feel highly engaged.

~\$4.1 million

in funding approved to address housing insecurities and homelessness.

In this section

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- 35 Clinical Enterprise
- 37 Employees

Community Health



“Health, in addition to being an individual good, is also a public good. A healthy society is one that takes care of everyone’s health.”

– Pope Francis

Community Health at CommonSpirit addresses the social, economic and environmental conditions that influence health and health equity in communities by engaging in collaborative health improvement programs, strategic grant-making, investing and innovative partnerships. Changes in the quality of the environment in which people live, including pollution and the impacts of climate change, are bringing both new and exacerbated health challenges. Our work to prevent, minimize and adapt to the impacts that do occur is core to community health.



Community Partnerships

Community Care Hub (CCH)

A Community Care Hub is a community-centered entity that organizes and supports a network of community-based organizations providing services to address health-related social needs. The goal is to scale social care delivery systems in a sustainable manner by centralizing administrative and infrastructure functions in a Hub organization.

Community Health Improvement Grants

Community grant funds are awarded by our hospitals to collaborating nonprofits delivering services to improve the health and well-being of vulnerable and underserved populations.

Community Investment Program

The program issues below-market interest rate loans to projects enhancing equitable housing, access to jobs, food and education, small business and international microlending, environmental conditions and health care in low-income communities.

Connected Community Network (CCN)

The CCN provides a smooth transition for patients between hospitals, clinics and local community organizations that provide services vital to underserved populations. The broader goal is to construct community-based networks of community partners that address social drivers of health.

Homeless Health Initiative (HHI)

HHI co-locates, coordinates and integrates health care, behavioral health, safety and wellness services with housing and other social services. In addition to building organizational and community capacity, we assist providers in connecting unhoused and housing-insecure individuals with services and resources.

Food Systems Strategy

This strategy uses social needs data for planning, addresses clinical manifestations of food insecurity and serves as an anchor for community-wide food initiatives. We have created a playbook to share best practices, establish consistent metrics of success and identify invested partners across CommonSpirit.

Mission and Ministry Fund

The Fund provides seed funding and program support for community health and violence prevention efforts of CommonSpirit Health facilities and participating congregations. Projects build equitable healthy communities by advocating for those who are poor and vulnerable, innovating how and where healing happens, and addressing the social issues and root causes linked to poor health.

Social Needs Analytics Platform (SoNA)

SoNA collects the social needs data of CommonSpirit patients and matches it to health record data to create a better understanding of patients and their social needs.

Pathways Community HUB (PCH)

The PCH model utilizes community health workers to assist community members in obtaining needed services such as food, transportation and housing. By building the infrastructure for sustainable service navigation, we are addressing health equity with a workforce that has similar life experiences to those they serve with the greatest needs.

Total Health Roadmap

The Roadmap integrates community health workers into primary care clinic teams via training and support, data capture and management, referral coordination, partner engagement and analyses of cost and outcomes. The model helps bring into reality the critical intersection of clinical care and community health.

Initiative	FY2023 Accomplishments/Highlights	FY2024 Goals
Community Care Hub	<ul style="list-style-type: none"> Secured commitment from three communities to build Community Care Hubs to address the social needs of older adults, and from a fourth to engage in initial discovery efforts. Catalyzed two research projects on the facilitators and barriers to community-based organizations engaging in social care networking and contracting. 	<ul style="list-style-type: none"> Secure investment from philanthropic and healthcare payer organizations in each of the four communities where CommonSpirit is currently partnering on Community Care Hubs. Reach at least eight communities to build Community Care Hubs focused on the aging population.
Community Health Improvement Grants	<ul style="list-style-type: none"> Awarded \$6.5 million to 114 projects in Arizona, Nevada and California addressing access to care, behavioral health, housing/homelessness, chronic disease, health behaviors, and violence prevention. 	<ul style="list-style-type: none"> Expand community grants from three states to all CommonSpirit hospitals for the 2024 calendar year.
Community Investment Program	<ul style="list-style-type: none"> Approved 21 loans totaling \$102.2 million and leveraged \$456.5 million in other financing for community improvements such as affordable housing, health care clinics, environmental and climate change efforts, and job creation. Approved a \$7.0 million unsecured loan for 10 years to Craft3, a nonprofit community development organization in the Pacific Northwest. For the next 10 years, loan proceeds will be used to finance 24 solar and battery storage projects for nonprofit organizations in the Pacific Northwest. 	<ul style="list-style-type: none"> Continue investing to address social and economic barriers in low-income communities across the entire CommonSpirit footprint. Increase investment in projects that address climate change and the education sector.
Connected Community Network (CCN)	<ul style="list-style-type: none"> Began expansion into new communities in the Greater Sacramento and Santa Cruz areas of California, and in Arizona. 	<ul style="list-style-type: none"> Launch CCN in the Inland Empire and Los Angeles areas of California, and onboard two ambulatory clinics. Support implementation of a standard process for addressing social health across all hospital departments.
Homeless Health Initiative (HHI)	<ul style="list-style-type: none"> Approved nearly \$4.1 million in funding to address housing insecurities and homelessness. Developed two new projects and provided ongoing support and management for six existing projects, including a medical/legal partnership, medical respite/recuperative care, transitional housing and coordinated systems improvement. 	<ul style="list-style-type: none"> Develop educational material focused on serving patients experiencing homelessness, including unique opportunities and challenges. Develop a Medical Respite/Recuperative Care toolkit in partnership with Care Coordination to improve transitions of care for patients experiencing homelessness.

Initiative	FY2023 Accomplishments/Highlights	FY2024 Goals
Food Systems Strategy	<ul style="list-style-type: none">Launched an edible food recovery pilot project in California.Developed evaluation methodologies for Food as Medicine programs with a focus in the Pacific Northwest.	<ul style="list-style-type: none">Expand edible food recovery efforts across California and the Pacific Northwest.Align food systems strategy into the climate resilience workstream with a focus on community partnerships and collaboration.
Mission and Ministry Fund	<ul style="list-style-type: none">Funded 18 new applications for community health projects, United Against Violence (UAV) grants, and an international health grant.Increased total FY2023 funding to \$7.7 million.	<ul style="list-style-type: none">Expand eligibility for UAV grants across all of CommonSpirit (including participating congregations); expand to all funding streams in FY2025.Fund a higher number of applications (goal of 25) and increase total funding incrementally from FY2023, in line with dollars available.
Pathways Community HUB (PCH)	<ul style="list-style-type: none">Hired a total of 14 Community Health Workers (CHW) and Supervisors for four Pathways Community HUBs in California, Nebraska, Nevada and Texas, and two Pathways Agencies in Arizona.CHWs saw 140+ community members and closed 188 risks/Pathways.	<ul style="list-style-type: none">Expand services to other populations and increase number of CHWs.Complete multiple Pay for Outcomes contracts with health plans.Assist Pathways Community HUBs with identifying service capacity gaps for community investments.
Social Needs Analytics Platform (SoNA)	<ul style="list-style-type: none">Created data dashboards for Homeless Health Initiative’s medical respite toolkit/program, Pathways Community HUB initiative, and social needs screening diagnosis codes (Z codes).Assisted in meeting the Joint Commission Health Care Equity requirements with a Z code dashboard.	<ul style="list-style-type: none">Create dashboards for social needs screening assessments and violence prevention in the Pacific Northwest.
Total Health Roadmap	<ul style="list-style-type: none">Expanded work in Washington, North Dakota and Minnesota to integrate Community Health Workers and universal screening for social needs in ambulatory care.Supported launch of a Social Needs Screening Playbook Google site for use across CommonSpirit.	<ul style="list-style-type: none">Continue expansion and engagement of Community Health Workers and screening programs to develop a strong network across CommonSpirit.
Healthcare Anchor Network	<ul style="list-style-type: none">Maintained membership in the Healthcare Anchor Network and contributed policy, community investment, purchasing and hiring data.	<ul style="list-style-type: none">In collaboration with Human Resources, advance High Impact Hiring initiative to increase employment and support for residents of neighborhoods with socioeconomic challenges, and to increase engagement of persons with lived experience.



From a Community Health Worker in one of the Total Health Roadmap communities

Richard is a 46-year-old single male with significant behavioral health concerns. He works full time but is unable to afford the high-deductible insurance his employer offers him. Richard currently qualifies for only \$15 per month of Supplemental Nutrition Assistance Program (SNAP) benefits, which is clearly not enough to get through the month.

Richard often struggles just to get through the day – he often misses work days or hours when he is having a particularly rough time. Richard has not been able to go to therapy or to afford the medications that could help him – he often feels hopeless.

I was connected with Richard and when we discovered that he qualified for the **Working Adults With Disabilities** program in our state, Richard teared up and hugged and thanked me. This will help him get the medication and therapy he needs. I also gave him the number of the local 24/7 crisis line, a list of food pantries, information about the USDA's emergency food assistance program, and information about the non-emergency medical transportation program to help him get to his appointments when needed.

Diversity, Equity, Inclusion, Belonging

Highlights

Training and Education:



Delivered “Inclusive Team Building” training, a two-phased curriculum to CommonSpirit’s Legal team. Ninety-two members of the legal team participated in the first phase, which included a review of health equity and DEIB strategies as well as a survey about the team’s perspectives of diversity, equity, inclusion and belonging. The second phase, consisting of five small group sessions for a total of 87 team members, focused on inclusion, belonging and strategy.

DEIB Consultations:

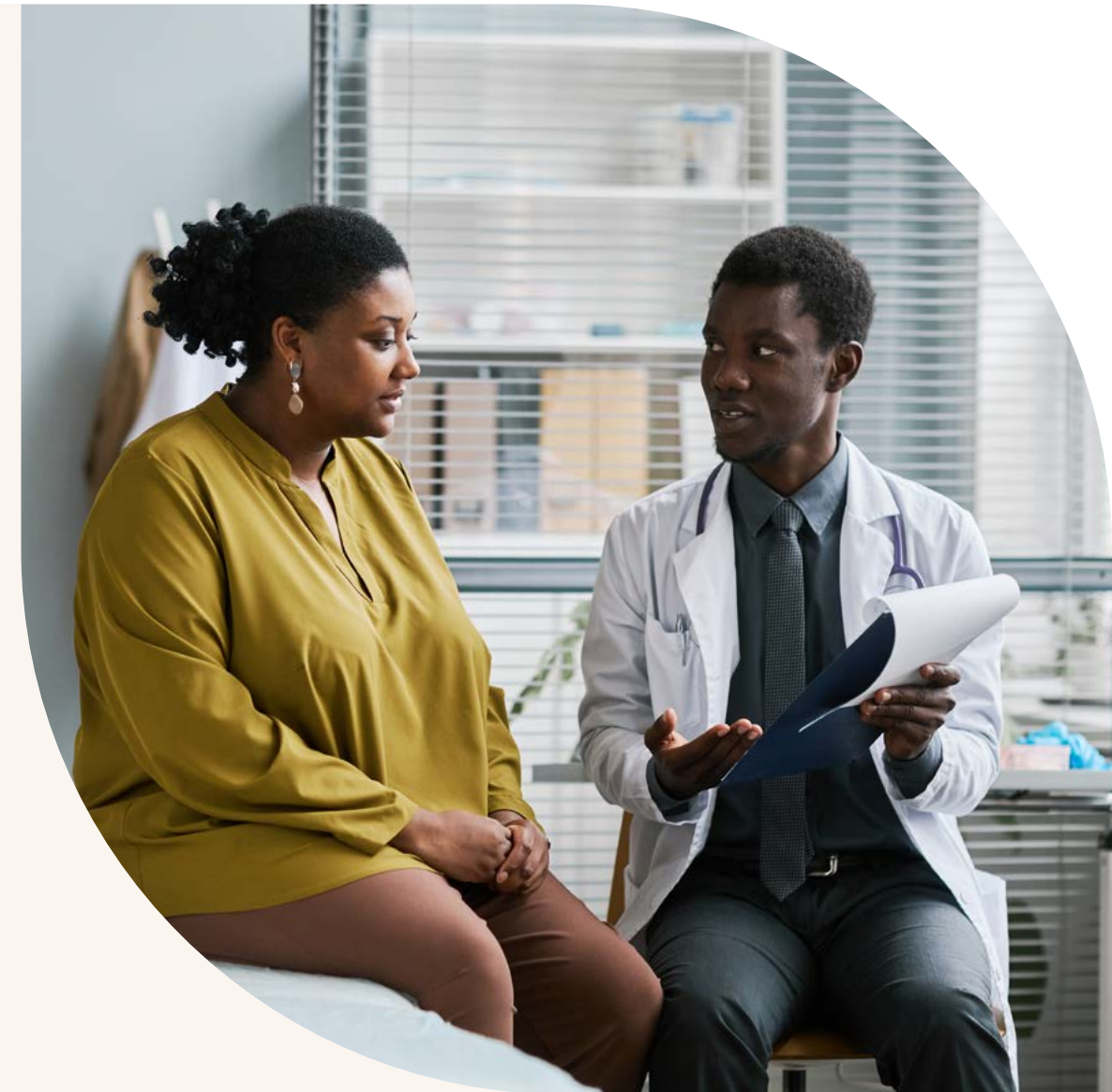


Partnered with our Quality team to develop a ministry-wide training and reporting process to ensure compliance with the Joint Commissions’ six new requirements for addressing health care disparities and Social Determinants of Health.

Addressing Chronic Kidney Disease:



Developed *Equity Heals: Addressing Chronic Kidney Disease*, a community outreach, awareness and education initiative. It launched in February 2023 as a pilot at Dignity Health St. Joseph’s Hospital and Medical Center in Phoenix, Arizona, and will be implemented in other CommonSpirit regions beginning in 2024. The program has made a significant impact on underserved communities in Maricopa County through prevention, clinical screenings and access to care. A Proclamation designating December 6th, 2023 as Chronic Kidney Disease Awareness Day was presented to St. Joseph’s Hospital and Medical Center from Mayor Kate Gallegos – City of Phoenix.



CommonSpirit Health Equity Blueprint for Action

Health equity means all people have a right to be healthy. As the catalyst for CommonSpirit Health's commitment to health equity, the ODEIB team created a Health Equity Blueprint for Action. Every day, we work with others across our ministry to advance aspects of this guiding blueprint.

Transform from within

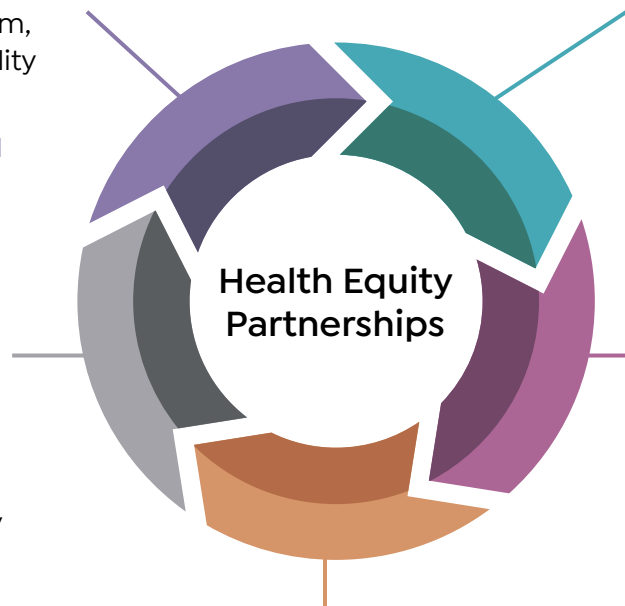
An equitable health system, supported by accountability metrics

Fostering a culture of DEI in communities our markets serve.

Championing Social Justice and Advocating for Meaningful Policy

Improved employee engagement in advocacy and increased external advocacy awareness

Ensuring an inclusive environment for LGBTQ+ employees, patients and families.



Build the Analytics Engine

Interoperable and interconnected data across systems

Inaugural Health Equity Dashboard.

Standardize Equitable Whole Person Care

Equitable clinical protocols addressing health equity across the ministry

Addressing Chronic Kidney Disease through eGFR lab changes.

Partner Effectively for Community Impact

Effective partnerships and relationships that improve health outcomes in our communities

Supporting More In Common Alliance (MICA).

REaL Data

The collection of patient race, ethnicity and language (REaL) data at registration and point-of-service sites served as CommonSpirit's inaugural Health Equity goal to enable data-informed health equity initiatives. REaL data allows us to more accurately understand health care disparities by patient demographics across our entire ministry.

Collaboration among ODEIB, Revenue Cycle, Medical Informatics, Information Technology, Data Analytics, Physician Enterprise, Learning and Organizational Development, Language Services and Quality increased REaL data reporting from 77 percent to 85 percent of 20 million patient encounters in nine months, exceeding the goal of 82 percent. Currently, we are reporting 87% collection of REaL data, an increase of 2 percent over the last year.

New Employee Orientation

Foundations of Diversity, Equity, Inclusion, Belonging and Health Equity have been added as a component of every New Employee Orientation across CommonSpirit Health since August, 2022. This course exemplifies the Ministry's vision of creating equitable health outcomes for all patients and communities we serve, while underscoring the importance of diversity, inclusion, and belonging for our employees.



37 million

American adults are affected by Chronic Kidney Disease (CKD).



Black Americans are four times more likely than white Americans to develop kidney failure.

90%

of American adults are undiagnosed and unaware of their condition.



Addressing Chronic Kidney Disease

For decades medical professionals have used an assessment tool called estimated glomerular filtration rate (eGFR) to calculate a variety of factors, including lab test results, age and race to measure kidney function. The previous eGFR equation included age, sex, race and/or body weight, however, recent studies have suggested that there is no scientific basis for including race in the algorithm.

In concert with guidelines provided by the National Kidney Foundation and the American College of Nephrology, CommonSpirit Health has removed race-based algorithms in lab testing for chronic kidney disease, which affects nearly 37 million Americans. This required significant collaboration between the ODEIB, Physician Enterprise, Laboratory, Informatics and the Clinical Standards and Variation Reduction team.

All CommonSpirit laboratories have adopted the new algorithms. This marks a significant step towards removing barriers to care that have disproportionately impacted Black, Hispanic and Native American individuals. They were more likely to be diagnosed at a later stage because their kidney health was measured differently, resulting in care delays and poorer clinical outcomes.

In addition to the lab transitions, CommonSpirit developed Equity Heals: Addressing Chronic Kidney Disease, a community outreach, awareness and education initiative. It launched in February 2023 as a pilot at Dignity Health St. Joseph’s Hospital and Medical Center in Phoenix, Arizona, and will be implemented in other CommonSpirit regions beginning in 2024.

Clinical Enterprise

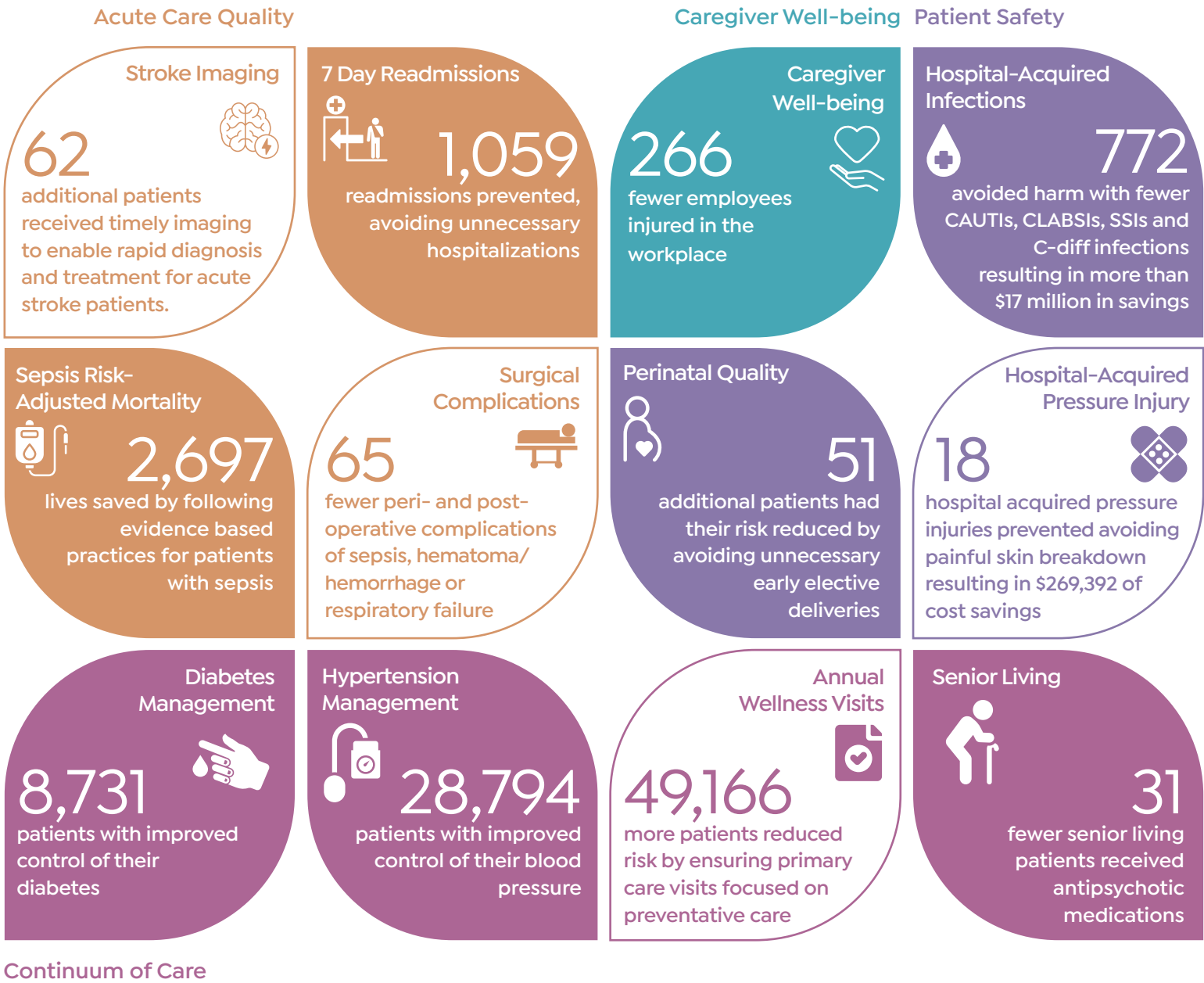


CommonSpirit's emphasis on healthy populations drives a clinical enterprise growth strategy that incorporates integrated delivery networks and continues to enhance the continuum of care in each division with a range of pre- and post-acute services. In addition, digital and community-based services are being expanded to address the health of populations. CommonSpirit may choose to grow and support communities with wholly owned services or through partnerships. In all these activities, CommonSpirit's goal is to advance clinical excellence through safe, high-quality care and patient-centered services delivered in the appropriate setting. CommonSpirit strives to strengthen the foundation for clinical excellence with strong leadership and a focus on caregiver well-being and employee engagement.

Improving Quality and Patient Safety Across CommonSpirit Health

CommonSpirit Health established 13 clinical areas for improvement as reflected on the FY2023 Clinical Scorecard. To the right is a summary of how those improvements translate into the lives impacted. For goals that were initiated in prior fiscal years (with continued improvement into FY2023), the cumulative improvement was used to calculate lives impacted and dollars saved.

Overall, the efforts of the organization have resulted in **improved care for over 92,100 patients** and a **total cost savings of \$17,685,497** (on an annualized basis).



Employees

CommonSpirit Health recognizes the undeniable link between the care our patients receive and how employees feel about their jobs and their ability to contribute to our healing ministry. Consistent with our mission and values, we are committed to creating a positive environment for our patients and employees. When we foster an environment of employee well-being, our employees can more fully devote themselves to that mission and to our patients. We become a better organization by drawing inspiration from the best ideas, skills and people. CommonSpirit is filled with wonderful people who dedicate their lives to being kind to others. In keeping with our commitment to humankindness, here are some of our 2023 well-being accomplishments.

Highlights



Developing programs that leverage virtual technologies to ensure broad and equitable access to learning and development across the ministry.



Continuing to use live online training by developing a series of leadership development sessions focused on key skills and current challenges like restructuring and employee retention.



Growing internal leadership talent to develop a pipeline of future CommonSpirit executives who bring strong operational knowledge and a deep reverence for our sacred mission.



Aligning national and division-level learning management administrators to improve processes and service, and integrate two learning management systems into one.



Achieving the 2023 employee engagement bold goal of 4.04 average engagement, up from 3.96 in 2022 (mean score on a five-point scale). This improvement in employee engagement places CommonSpirit above Press Ganey’s national health care average for the first time as a newly combined health care organization. This engagement improvement is atypical compared to other larger health care organizations that are continuing to see post-pandemic declines in engagement.





35,000+
employees have
participated in
Care for Caregivers

Improving Equity and Building Leaders with Online Learning

In FY2023, Learning & Organization Development introduced a full slate of new live online programs. These complemented existing on-demand courses and offered participants the opportunity to bring questions, discuss concepts and practice key skills from the courses. Sessions filled quickly, a testament to the demand for live learning, and facilitators used features like Zoom polling and Google jamboards.

While online training has become increasingly popular due to the reduction of environmental and financial impacts, it also provides important opportunities to increase inclusiveness and equity. By removing barriers traditionally associated with in-person training, leaders from across the ministry are able to attend these programs. This offers leadership development to areas that may otherwise be underserved. Bringing these skills to leaders also extends our employee engagement efforts.

Two leadership academies – **Ascend for nurses**, and **Operations Leadership Academy** (OLA) for rising executives – also leveraged online learning technologies in developing future CommonSpirit leaders. Ascend is now offered entirely online, and four of the six OLA sessions were virtual. Building leaders from within allows us to develop skilled leaders who lead through our mission and vision, which includes prioritizing sustainability in decision-making.

Learning Together on One CommonSpirit Pathways

In FY2023, Human Resources, Learning & Organization Development (L&OD) and Technology teams began laying the foundation for a single online learning system. Merging the current two legacy systems has been a strategic goal and will be accomplished within the first half of FY2024. Bringing all employees onto one platform will streamline learning and performance management for leaders, improve resource allocation and efficiency, and standardize best practices by providing all employees with access to the same large learning catalog.

Unifying these systems helps eliminate redundancies, reduce the need for constant data synching and optimize resource allocation. During the preparation stages, the L&OD Team collaborated with content owners to remove 53,000 duplicated, outdated and non-standard items from the catalog. The 47,000 items left represent the best practices and most updated content in clinical, professional and leadership development. Making these available ministry-wide will result in better and more consistent learning for all employees.

Leadership Foundations Learning Labs

A live and interactive learning experience.



“Awesome course! I truly enjoy and have learned a lot in the break out session! Looking forward to the next session!”

Learning labs feature a short concept review and multiple opportunities to discuss and practice new skills in small groups.

Leadership Foundations Learning Labs

- Started during FY2023, Learning Labs, which now accompany Common Ground on-demand programs, were designed to maximize the benefits of online learning while also leveraging interactive features to provide a high-quality, interactive experience.
- The Common Ground Leadership Foundations program is open to more than 6,000 of CommonSpirit’s foundational leaders, from supervisors through directors. They interact directly with the largest number of employees – more than any other level of leader – and play an essential role in building and maintaining a mission-driven culture of humankindness and excellence.
- By the end of the fiscal year, three labs had been launched – **Succeeding in Difficult Conversations, Building Your Operational Agility Superpower, and Own Your Leadership Role**. Each provided opportunities for discussion and practice around concepts from the on-demand courses. Initial feedback about the courses and the virtual format has been positive.

Improving employee engagement with CommonSpirit’s 3P process

The MyVoice Survey 3P Process (Prepare-Plan-Practice) is an employee feedback framework that supports leaders and teams in being intentional and collaborative in improving their workplace cultures. Since it was implemented in 2021, the 3P process has contributed to a reduced number of culturally unhealthy teams, from 14 percent to 6 percent (2023). Culturally healthier teams have clearly demonstrated a better ability to retain staff and improve engagement of that staff.

Motivating teams to improve their working environment with *MyVoice in Motion* series

Our *MyVoice In Motion* illustrated series celebrates teams who are strengthening their workplaces together. The series helps demonstrate to employees that their voices and ideas are valued. Leaders and teams are invited to submit their own stories about how they improved team culture. These stories are illustrated and then released in CommonSpirit’s all-employee weekly newsletter and featured on the local organization’s employee intranet. Stories create team pride and offer inspiration and ideas to others.

Sharing stories that inform and inspire through the MyCulture podcasts

The MyCulture Podcast is released bimonthly and is designed to inspire meaning and joy at work by bringing CommonSpirit’s mission and values to life through employee stories anchored in humankindness. We do this by promoting a shared understanding of and excitement for our culture by identifying topics that matter to leaders and employees such as leading through change, employee engagement, and well-being.



FY2023 Goals		FY2023 Results
1.	Prepare to transition to one ministry-wide learning management system solution.	The two learning management systems have been integrated into one system.
2.	Pilot a leadership talent review process to support succession management planning across the ministry.	Process piloted with executive leadership and direct reports. Next step pending budget approval.
3.	Align and innovate clinical education learning technology with content standardization.	Piloted new learning technologies that show promise in significantly reducing training time for the clinical workforce.
4.	Achieve a 4.04 mean engagement score up from 3.96 in FY2022.	Achieved a 0.08 improvement in mean engagement score, which is a strong, statistically significant improvement in employee engagement across the system.
5.	Transition to a new employee survey platform, Press Ganey	Successful transition with improved user experience for our leaders and better insights from the improved reporting tools.

FY2024 Goals		FY2025 Goals
1.	Implement leadership talent review process in Pathways to support succession management planning across the ministry.	Launch one Leadership Development cohort for high-potential leaders identified in talent reviews with accelerated development plans.
2.	Increase learning adoption by 25 percent across leadership development programs (using FY2023 as baseline).	Increase learning adoption by 50 percent across leadership development programs (using FY2023 as baseline).
3.	Launch two leadership development cohorts with increased diversity of nominees and a 10 percent increase in post-program promotion rate (using FY2023 as baseline).	Launch four leadership development cohorts with increased diversity of nominees and a 15 percent increase in post-program promotion rate (using FY2023 as baseline).
4.	Engagement Index score of 4.06	Engagement Index score of 4.08 (goal of 4.10 by FY2026).
5.	Conduct an internal culture assessment and design a way to express our future-state culture, informed by our values and aligned to our brand.	Leverage our grassroots culture foundation to support our mission.

Employment

Employment by Gender					
Gender	Full Time	Part Time	Temporary	Other	Total
Overall	100,243	16,160	2,169	37,622	156,194
Female	74,355	13,397	1,807	12,024	101,583
Male	25,787	2,750	360	3,568	32,465
Unconnected/ Unknown	101	13	2	22,030	22,146

Work Type by Gender				
Gender	Full Time	Part Time	Other	Total
Overall	100,243	16,160	37,622	154,025
Female	74,355	13,397	12,024	99,776
Male	25,787	2,750	3,568	32,105
Unconnected/ Unknown	101	13	22,030	22,144

*Temporary excluded.

*Unconnected facilities are facilities whose data is not connected to our primary Human Resource Information System (HRIS). If employee data was unavailable for these groups the employees would be put into the Unconnected/Unknown group. For instance, if work type was unavailable for an unconnected facility, the employees from that facility would fall into the Others/Unknown work type group.

Employment by Region - Work Type					
Organization - Region	Full Time	Part Time	Temporary	Other/ Unknown	Total
CommonSpirit Health	100,243	16,160	2,169	37,622	156,194
Central Region	23,312	3,848	128	4,018	31,306
National	6,468	53	6	68	6,595
California Region	29,081	6,192	279	4,372	39,924
DHMF & DHMSO	3,920	228	12	24	4,184
Medical Groups	851	263	0	80	1,194
Northwest Region	12,359	3,010	34	3,140	18,543
South Region	19,479	1,484	443	3,693	25,099
Unconnected/Unknown	4,773	1,082	1,267	22,227	29,349

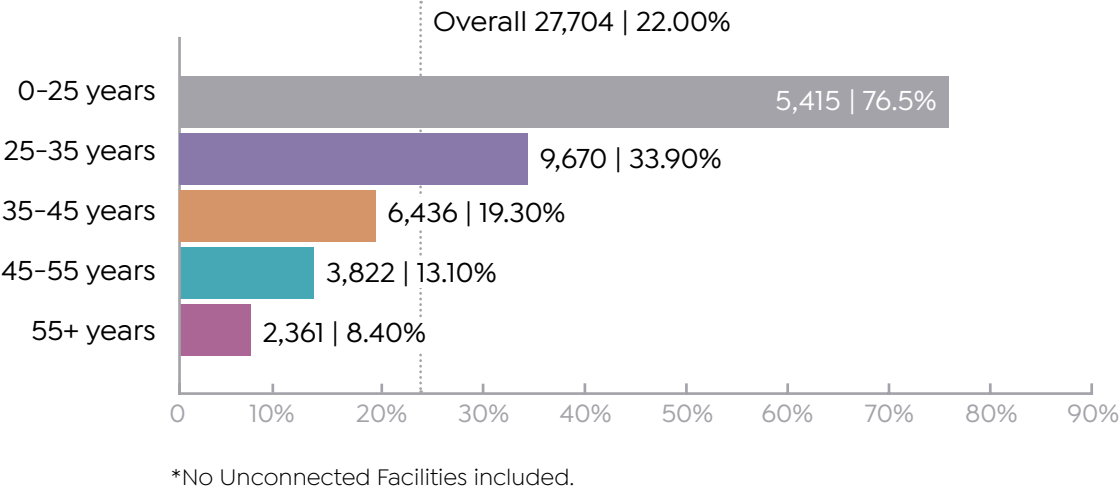
Union Representation		
Union Status	Overall	Percent (of Known)
Overall	156,194	
Not Represented	84,130	66.33%
Represented	42,715	33.67%
Unconnected/ Unknown	29,349	N/A

*No Unconnected Facilities included.

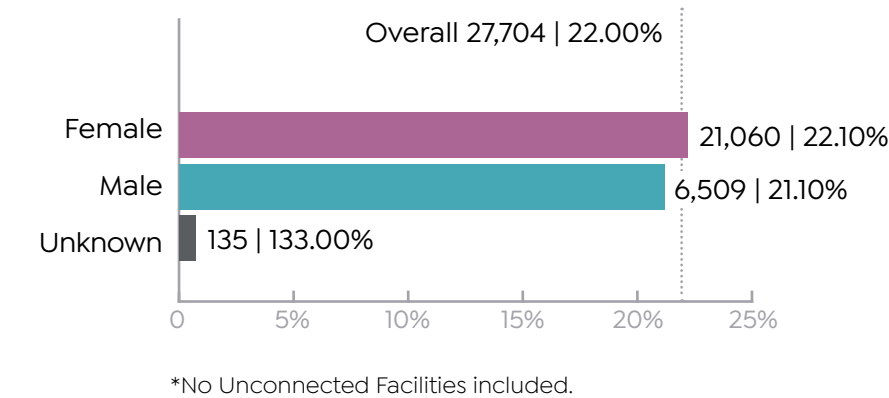
External Starts

Total number and rate of **new employee hires** during the reporting period, by age group, gender and organization - region.

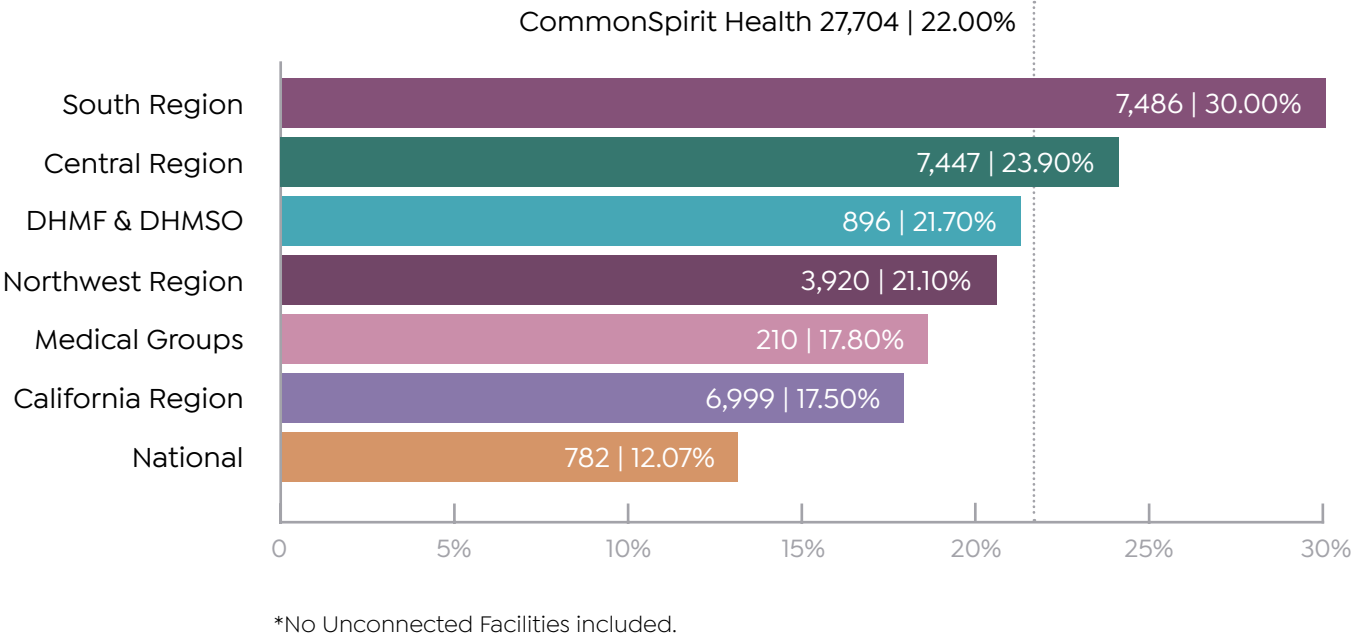
External Starts by Age (trailing 12 months)



External Starts by Gender (trailing 12 months)



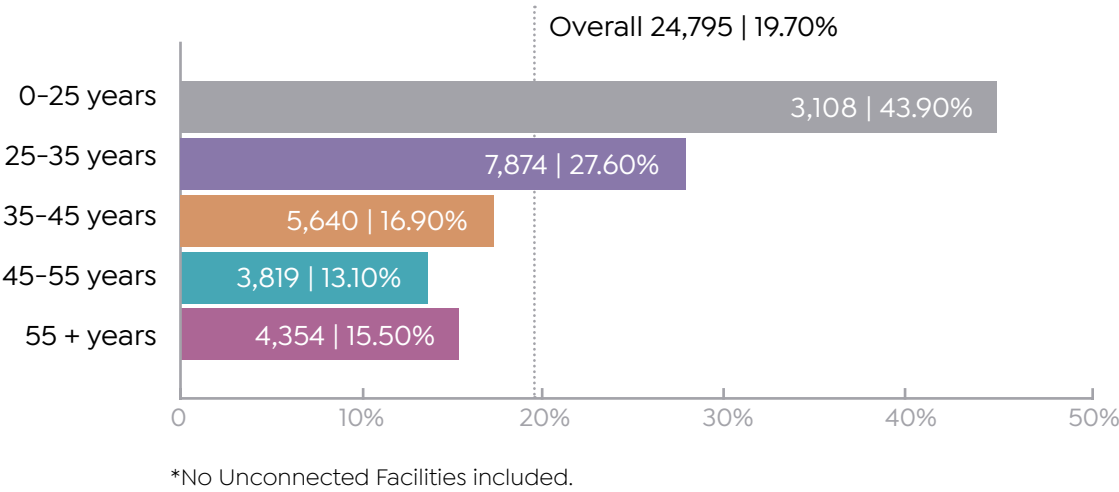
External Starts by Organization - Region (trailing 12 months)



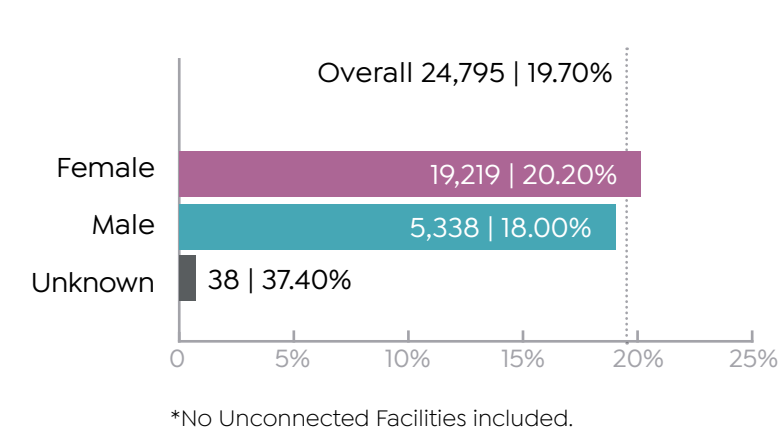
Employee Turnover

Total number and rate of voluntary **employee turnover** during the reporting period, by age group, gender and organization - region.

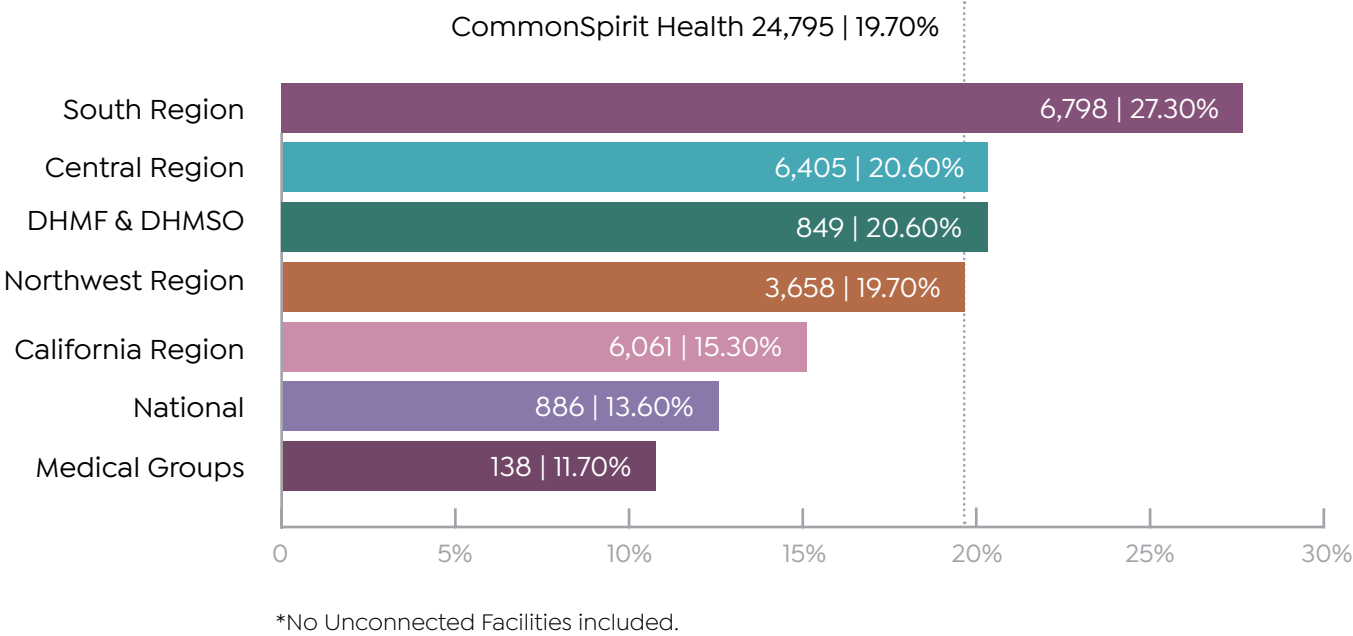
Turnover by Age (trailing 12 months)



Turnover by Gender (trailing 12 months)



Turnover by Organization - Region (trailing 12 months)



Workforce

Workforce by Gender				
EEOC Functions	Female	Male	Unknown	Total
Overall	101,583	32,465	22,146	156,194
Executive/Senior-level Officials & Managers	152	283	2	437
First/Mid-level Officials & Managers	4,062	1,909	4	5,975
Professionals	49,536	14,679	88	64,303
Technicians	12,223	5,285	15	17,523
Sales Workers	33	17	0	50
Administrative Support Workers	11,508	1,080	11	12,599
Craft Workers	49	1,043	2	1,094
Operatives	314	361	0	675
Laborers & Helpers	396	505	0	901
Service Workers	16,578	5,679	22	22,279
Unconnected/Unknown	6,732	1,624	22,002	30,358

Workforce by Ethnicity				
EEOC Functions	Minority	Not Minority	Unknown	Total
Overall	63,051	71,143	22,000	156,194
Executive/Senior-level Officials & Managers	104	333	0	437
First/Mid-level Officials & Managers	1,525	4,450	0	5,975
Professionals	25,745	38,558	0	64,303
Technicians	7,535	9,988	0	17,523
Sales Workers	16	34	0	50
Administrative Support Workers	6,540	6,059	0	12,599
Craft Workers	411	683	0	1,094
Operatives	444	231	0	675
Laborers & Helpers	495	406	0	901
Service Workers	13,837	8,442	0	22,279
Unconnected/Unknown	6,399	1,959	22,000	30,358

Workforce (continued)



Workforce by Age					
EEOC Functions	0 to 30 years	30 to 50 years	50+ years	Unknown	Total
Overall	20,515	65,907	43,855	25,917	156,194
Executive/Senior-level Officials	3	149	285	0	437
First/Mid-level Officials & Management	81	2921	2,973	0	5,975
Professionals	9,214	35,066	20,023	0	64,303
Technicians	2,621	9,149	5,753	0	17,523
Sales Workers	2	13	35	0	50
Administrative Support Workers	1,671	6,047	4,881	0	12,599
Craft Workers	51	384	659	0	1,094
Operatives	183	276	216	0	675
Laborers & Helpers	123	389	389	0	901
Service Workers	5,614	9,567	7,098	0	22,279
Unconnected/Unknown	952	1,946	1,543	25,917	30,358



“At the very center of the sun is what scientists call its core. The core represents only 1% of the sun’s volume. Remarkably, this 1% is responsible for 99% of the energy the sun generates.”

– Hitendra Wadhwa,
Inner Mastery, Outer Impact

In this section

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- 59 Environmental Services & Waste Management

National Real Estate Services (NRES)



“The best way to predict the future is to design it.”

– Buckminster Fuller

Highlights



Effective Retro-Commissioning Program

Retro-commissioning is the process of fine-tuning building systems to ensure a building is running at its optimal performance. It addresses problems that have developed throughout a building's life as a result of issues such as aging equipment or changes in how spaces are used by occupants. The program is expected to reduce utility consumption from five to eight percent.



LED Lighting Retrofits

A LED (light emitting diode) retrofit is essentially a conversion of an existing fixture (whether it be CFL, fluorescent, incandescent, etc.) to a LED lighting fixture. The energy savings from these upgrades can be significant, as the U.S. Department of Energy reports that LEDs use 75% less electricity than their incandescent counterparts.

St. Rose Dominican – Siena:
Retro-Commissioning Project

Through the implementation of our Retro-Commissioning Project, we were able to identify and implement a series of no-cost and low-cost projects at St. Rose Dominican – Siena in Henderson, Nevada. These energy conservation measures lowered the cost of running the heating, ventilating, and air conditioning (HVAC) systems. In order to validate these savings, we took temperature, pressure, power and other readings before and after the retrofits, and used these values to estimate annual energy savings.

From our measurements, we determined the project saved the facility approximately \$269,000 annually in utility costs. In addition, the local utility company provided an additional \$63,000 in incentives. Considering the cost of the project and the payback that was achieved, the calculated simple payback was 0.78 years. The estimated electricity and natural gas savings is equal to reducing the facility’s emissions by 1,413 MTCO2e annually.



Reduced
emissions

\$269,000
saved annually
in utility costs due
to the retrofit.



Our Progress

In April, 2022, CommonSpirit released our Climate Action Plan, which put forth an industry leading plan for how a healthcare organization can reduce operational emissions 50% by 2030 and achieve net zero by 2040. With this bold commitment, we began the process to provide the necessary resources to meet these objectives. In 2022, CommonSpirit moved forward to implement 20 projects directed solely at energy conservation and greenhouse gas (GHG) reduction. These initial projects focused primarily on retro-commissioning and lighting retrofits in order to show quick paybacks and an earnest commitment to these goals. Moving forward additional funding and resources will continue to be available.

At the close of CY2022, CommonSpirit performed an exhaustive GHG emission accounting. With a change in reporting from operational to financial as well as actions taken by the ministry, we reported our total GHG emissions for CY2022 as 3,038,541 MTCO₂e. This number represents a 12.2% reduction from our 2019 baseline value of 3,461,012 MTCO₂e. Based on the updated GHG accounting, operational emissions account for 31% of CommonSpirit's total greenhouse gas footprint. These emissions come in two forms: Scope 1 is the fuels, fugitive emissions and activities that CommonSpirit has direct

control in creating, and Scope 2 is energy that is purchased from third-party vendors but consumed by CommonSpirit. Through the Buildings & Operations pillar of our Climate Action Plan, CommonSpirit developed short- and long-term plans to reduce these emissions.

In CY2022, CommonSpirit focused on implementing Retro-Commissioning Programs in 15 different facilities, as well as five LED lighting retrofits. Moving forward, CommonSpirit will explore other opportunities, including but not limited to, creating energy efficient design guidelines, identifying and installing onsite solar power systems, building automation system upgrades, installing and replacing more efficient HVAC equipment, improving indoor air quality, reducing water waste and other energy conservation measures.

The road to net zero is long and challenging. CommonSpirit is focused on improving the health of the people and communities we serve while advancing health equity. The health of the planet is critical to this work. Investments in our operations and improving the efficiency of our infrastructure to reduce emissions is of paramount importance and will be a major focus for CommonSpirit for years to come.



50%
reduction
by 2030

What is net zero?

Net zero by 2050 aligns with the Paris Climate Accords goal of limiting global temperature rise less than 1.5°C, helping humanity avoid many of the worst potential impacts of climate change.

In 2019, CommonSpirit's greenhouse gas footprint was 3.5 million tons of CO₂ equivalent. Our goal of net zero carbon emissions by 2040 puts us on an accelerated path to meet the requirements of the Paris Climate Accords 10 years ahead of schedule.

“The impulse to address climate change, to protect people, and to seek justice also reflects the beauty of community, the gift of health, and the majesty of the natural world.”

– Journal of American Medical Association April 2018

The key metrics table lists values that represent key performance indicators for CommonSpirit in terms of carbon emissions and energy use intensity. This table summarizes CY2022 data and breaks down total emissions by scope as well as presents system averages for the amount of energy (kBtUs) used per square foot.

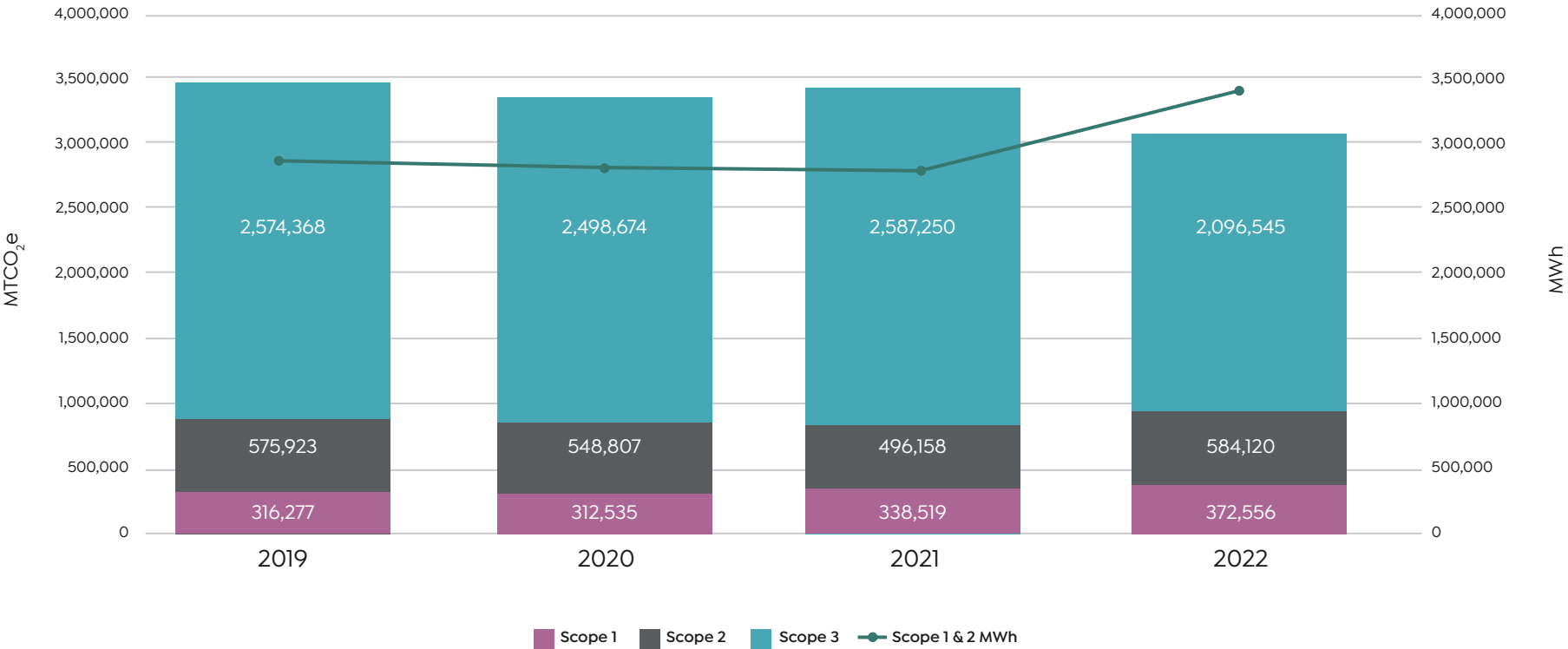
Key Metrics CY2022	
Total Emissions (All 3 Scopes)	3,038,541 MTCO ₂ e
Scope 1	372,556 MTCO ₂ e
Scope 2 (Market)	569,440 MTCO ₂ e
Scope 2 (Location)	584,120 MTCO ₂ e
Scope 3	2,096,545 MTCO ₂ e
Operational emissions (Scope 1 & 2) greenhouse gas	941,996 MTCO ₂ e
Total square feet	73,778,156 sqft
Total system wide energy use intensity	181.40 kBtU/sqft
Total greenhouse gas/square feet	0.041 MTCO ₂ e/sqft
Total square feet/greenhouse gas	24.16 sqft/MTCO ₂ e
Number of electric vehicle charging stations	192 ports

Key Metrics CY2022 Regional energy use intensity	
California	217.70 kBtU/sqft
Central	217.82 kBtU/sqft
Northwest	170.58 kBtU/sqft
South	223.11 kBtU/sqft
Other	202.30 kBtU/sqft

This graph shows CommonSpirit’s total greenhouse gas emissions since our base year of 2019. Years 2019 – 2021, we used an operational control approach in how our carbon emissions were counted. In 2022, that process changed so that we only account for the emissions that it financially controls. While the distinction is subtle, the impact is great. Through the years we have partnered with many great organizations and have been a part of many joint ventures. By understanding what percent of financial investment we have made into these facilities, a value can be derived in order to determine what percent of emissions we will need to include as part of our total greenhouse gas inventory.

CommonSpirit Health CY2022 greenhouse gas inventory

Enterprise greenhouse gas emissions & usage historical trending summary



In order to achieve net zero and a 50% reduction in operational emissions by 2030 (446,000 MT CO₂e), CommonSpirit needs to focus its efforts in the following areas through 2030. Interim goals and ambitions for each focus area are also highlighted below.

Focus Areas

Building Performance

- 2030: Announced 50% reduction in operational emissions.
- 2030: An ambition of 30% absolute emissions reduction across leased assets.
- 2040: 100% reduction in operational emissions required to hit net zero.
- 2040: An ambition of 55% absolute emissions reduction across leased assets.

New Construction & Major Renovation

- 2026: Identify first project to pilot net zero new construction.
- 2030: Substantially complete a net zero new construction project.
- 2035: All new construction and major renovations built to meet net zero standards.

Renewable Energy Strategy

- 2025: On-site generation accounts for 1% of electricity usage.
- 2030: On-site generation accounts for 5% of electricity usage.
- 2030: Renewable energy sources account for 100% of electricity usage, includes both on-site and off-site generation.

Supporting

- Project Guidelines:** Update and iterate guidelines to include emission reductions, performance standards and energy efficiency targets.
- Training and Education:** Provide education modules tailored to stakeholders (e.g., sustainability and progress towards our Climate Action Plan goals for system-wide energy management for facility managers) and increase knowledge sharing for regional operations and newly installed equipment.
- Standardization:** Adopt energy efficiency standards that establish a baseline set of guidelines and requirements contributing to the reduction of utility usage, energy consumption, GHG emissions and the lowering of utility bills for our facilities.
- Data and Reporting:** Implement tools and data analytics designed to capture, report, monitor and analyze GHG emissions, energy efficiency projects and utility usage throughout the ministry.
- Unlock Resources:** Identify stakeholders and enhance access to resources that provide an effective way to monitor, manage and implement energy and emission related projects as well as facilitate enhanced reporting of these endeavors.

Supply & Service Resource Management (SSRM)

Highlights



Sustainability: The majority of CommonSpirit's greenhouse gas (GHG) emissions come from purchased goods/services and upstream leased assets. The SSRM Team sent questionnaires to our top 73 GHG emitting vendors, and we received responses from 66 of them to begin collaborating on reduction strategies.



Human trafficking: CommonSpirit SSRM completed an internal baseline survey to understand how our system can improve our efforts in relation to human trafficking awareness and purchasing. We communicated with and surveyed vendors about the issue and our program. Contract language was put in place, and RFX (request for anything – proposal, information, quote or bid) questions have been developed and are pending implementation.



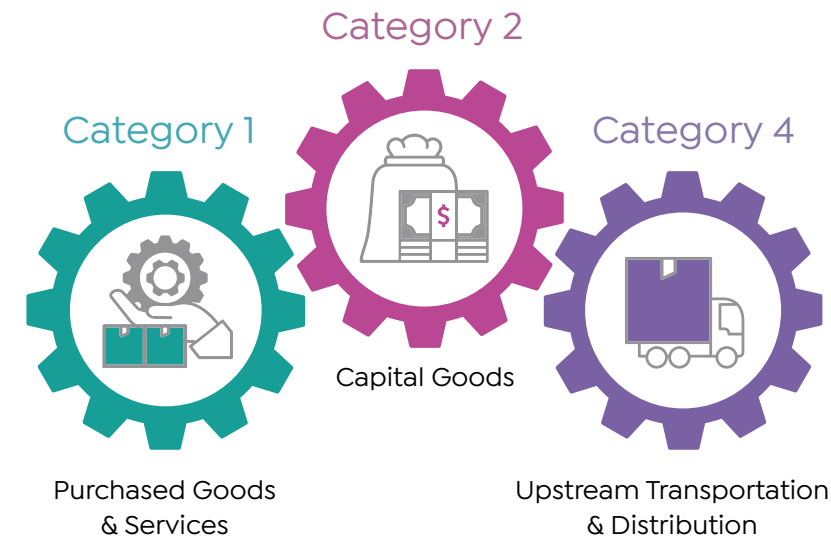
Supplier diversity: CommonSpirit continued to make strides in our supplier diversity strategy; enhancing reporting functionality; and partnering with internal purchasing teams, our group purchasing organization and other member systems to implement a strategic, broad approach towards increasing diverse reporting and program growth with our vendors. Our Tier-2 reporting program launched in the fall of 2022, and we continue to work with our vendor partners to increase reporting compliance. Contract language focusing on Tier-2 reporting and establishment of supplier diversity vendor strategies have been developed and are currently being finalized to implement into all CommonSpirit agreements in addition to the inclusion of similar questions when requesting suppliers to provide information, proposals and/or quotes (RFX).



Climate Action Plan

Addressing Scope 3 emissions is a critical part of CommonSpirit’s [Climate Action Plan](#) strategy, with Scope 3 emissions comprising approximately 75 percent of CommonSpirit’s 2019 greenhouse gas emissions footprint (based on baseline footprinting). As part of our Climate Action Plan, we outlined a strategy to reduce Scope 3 emissions by at least 90 percent by 2040, to demonstrate decarbonization leadership and to align with the net zero criteria outlined by the Science Based Targets initiative (SBTi). CommonSpirit’s Supply Chain decarbonization strategy will use its market power and influence to create change up and down the health care value chain that will reduce greenhouse gas emissions.

Organizations typically break down Scope 3 into 15 categories that can be addressed according to the materiality of each category to that particular organization. Three of CommonSpirit’s most material Scope 3 categories are purchased goods and services (category 1), capital goods (category 2) and upstream



transportation and distribution (category 4). These three categories collectively account for 59 percent of our Scope 3 emissions and 44 percent of our total Scope 1, 2 and 3 emissions. The Supply Chain pillar of our Climate Action Plan provides a road map to address emissions from these three categories.

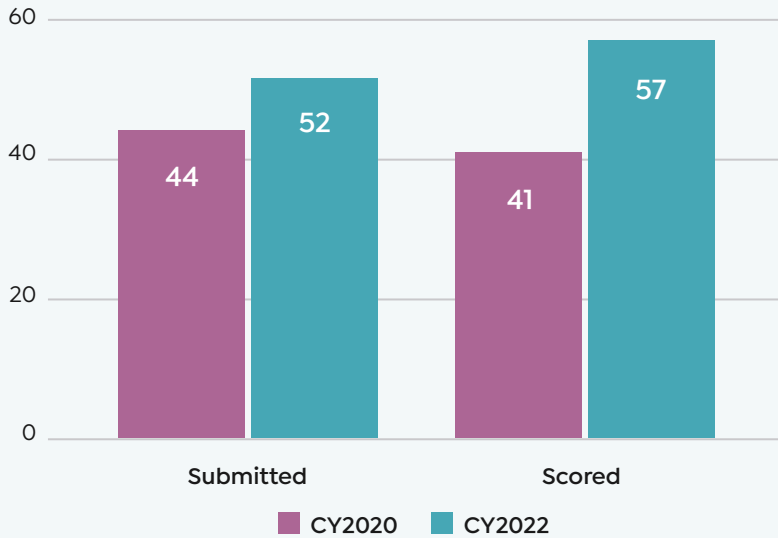
While CommonSpirit lacks direct control of Scope 3 emissions compared with Scope 1 and 2, we will work closely with stakeholders and partners across the value chain to target Scope 3 emissions reductions in line with the guidance of the Science Based Targets initiative.

We engage with our top emitting vendors to influence climate action, including disclosure to the [Carbon Disclosure Project \(CDP\)](#) and setting emissions reduction goals through the [SBTi](#). We are currently sharing educational resources through an email campaign to support vendors with a variety of approaches.

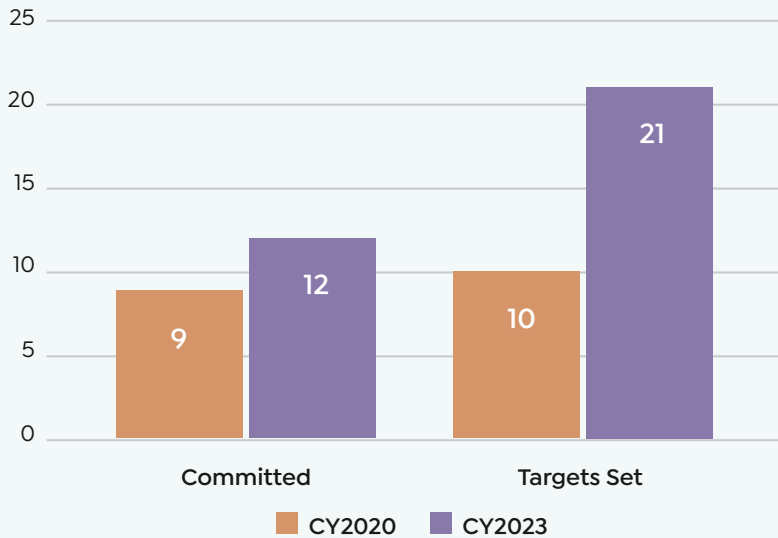
To help reform the statistic that hospitals generate an average of 29 lbs of waste per bed per day, we collected 449,850 pounds of devices (e.g., pulse oximeters, DVT sleeves, ECG leads and tourniquet cuffs) from our hospitals in partnership with Stryker, one of our medical device vendors. This enabled many of these devices to be reprocessed and reused while also saving CommonSpirit over \$130,000 in waste disposal fees. We are also making the largest impact on the lateral transfer mat reprocessing collections program run by one of our distributors, Medline, which results in CO2 and waste avoidance.

Vendor Reporting Tracking

Vendors: CDP Disclosure Status



Vendors: Science Based Targets Status

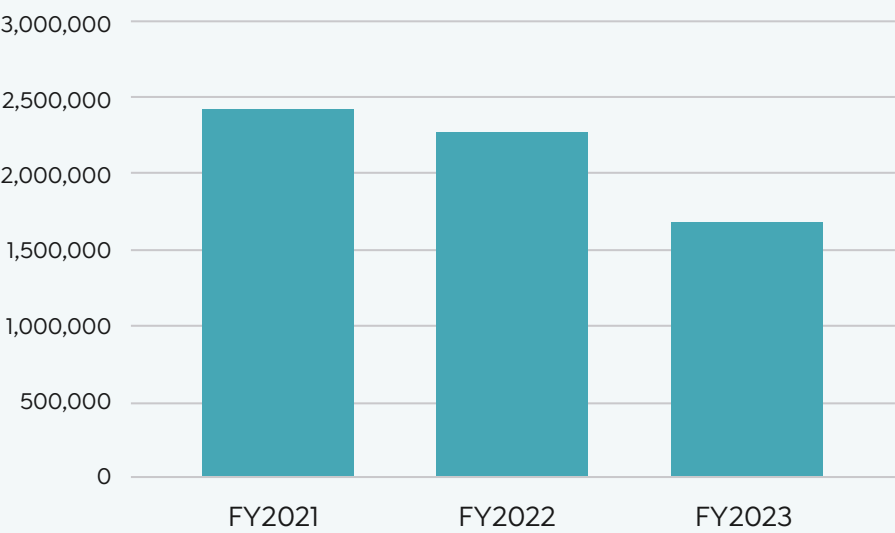


Data is based on CommonSpirit’s top 117 emitting vendors identified in CY2020 baseline data. CDP status verified at [cdp.net](#). SBTi status verified at [sciencebasedtargets.org](#).

FY2023 Anesthetic Gas

Desflurane, an inhaled anesthetic gas commonly used in operating rooms, contributes to global warming. According to the [National Library of Medicine](#), desflurane has a 10-year “lifetime” in the atmosphere. There has been a consistent drop in our desflurane utilization following our system efforts to decrease utilization of this particular anesthetic gas. An organization-wide effort has resulted in a decrease in overall purchase volume (in milliliters).

Desflurane Utilization (ml)



Our Progress

Human trafficking: SSRM leadership continued working with the Mission Integration Team to evolve the Supply Chain Workgroup to address staff education and vendor engagement and continue our progress on eliminating human trafficking through training, mutual discussions, contracting and GPO support. This program speaks to our mission of advancing social justice for all and supports our core values of Compassion, Inclusion and Collaboration. The workgroup is made up of contracting, sourcing, sustainability and education staff and is sponsored by Mission Integration.

We have also engaged our group purchasing organization to assist us with this work. We are a current member of the Mekong Club, a non-governmental organization focused on education in the private sector, and continue to self-evaluate to identify ways we can help prevent human trafficking.

NOTE: HT = Human Trafficking; D = Supplier Diversity; S = Sustainability/Climate

FY2022 & FY2023 Goals		FY2022 & FY2023 Results
HT	Select and launch Human Trafficking Staff Education for all system-level SSRM employees.	Training assigned to and completed by all system-level SSRM employees.
HT	Human Trafficking: engage vendors by sending a co-sponsored letter (CommonSpirit and group purchasing organization) and vendor survey to identify priorities.	Sent letter and survey to 73 vendors in FY2022 for baseline data; received responses from 13 out of 73 vendors (18% response rate).
D	Increase percent of third-party certified Tier-1 Minority and Woman-owned Business Enterprise (MWBE) spend/total spend with an increase in overall third-party certified diverse supplier spend from prior year.	<p>FY2022: Total MWBE spend remained at 2.2% from the prior year. Includes 2.3% increase in MWBE Construction spend.</p> <p>FY2023: Total MWBE spend decreased to 2%. Includes a .2% increase in MWBE Construction spend. Although total spend did not increase, increase in Construction spend demonstrates a focus in this area.</p>
D, S, HT	Develop sustainability, supplier diversity and human trafficking questions for all CommonSpirit RFXs.	RFX questions developed; provided for leadership review.
S	Increase the amount of reprocessed devices purchased and waste diversion through Stryker Sustainability Solutions partnership.	<p>FY2022-2023 progress since FY2021</p> <ul style="list-style-type: none"> • Purchased \$23+ million in reprocessed medical devices (\$2.5 million increase/12.5% growth). • Collected 3.4 million devices to be reprocessed (31% increase), which diverted 907,000 pounds of waste from landfills. • Saw significant growth in 3 target product categories: Pulse Oximeters: +71%; ECG Leads: +30%; Fall Alarms: +40%
S	Increase the amount of waste diverted from landfill by reprocessing lateral transfer mats from prior year.	Diverted 78.3 cubic metric tons of waste from landfills by reprocessing lateral transfer mats in Calendar Year 2023 (a consistent increase from 52.5 cubic metric tons in Calendar Year 2022 and 15.7 cubic metric tons in Calendar Year 2021).
S	Increase utilization of reusable gait belts from prior year.	Achieved full utilization of reusable gait belt initiative; reduced waste stream by 30 tons.
S	Engage with top 100 greenhouse gas emitting suppliers to determine future requirements and implementation timeframe; collect data on supplier decarbonization plans.	Communicated with 73 of our top emitting vendors based on FY2020 emissions baseline; 86% response rate.

NOTE: HT = Human Trafficking; D = Supplier Diversity; S = Sustainability/Climate

FY2024 Goals			FY2025 Goals
D	Increase percent of third-party certified Tier-1 Minority and Woman-owned Business Enterprise (MWBE) spend/total spend with an increase in overall third-party certified diverse supplier spend from prior year.	D, S, HT	Collect supplier diversity, sustainability, and human trafficking data based on the RFX process with vendors. Track diverse vendor RFX inclusion and contract award metrics.
D	Increase percent of required vendors consistently reporting Tier 2 spend from prior year, focus on data integrity.	S	Influence our top 30 healthcare vendors to commit to establish science-aligned targets for reducing their Scope 1 and 2 emissions.
D	Supplement supplier diversity contract language to provide clearer parameters for Tier 2 reporting.	S	Decrease the annual quantity of sensors used with reprocessed pulse oximeters.
D, S, HT	Implement sustainability, supplier diversity, and human trafficking questions for all department RFXs and vendor reviews.	S	Move to 25% of the “dirty dozen” produce to organic by 2025.
HT	Relaunch Human Trafficking SSRM Staff Education for all SSRM employees.	S	Implement contract language specific to our Climate Action Plan strategy for new and renewed suppliers.
S	Work collaboratively with our group purchasing organization and Health Care Without Harm to identify training to support supplier decarbonization.		
S	Communicate with the remaining 27 of the top 100 vendors for Scope 3 emissions.		
S	Begin rewarding vendors leading on decarbonization (e.g., article feature).		

Environmental Services & Waste Management



Reducing waste is a component of our stewardship commitment. If improperly handled, this waste poses a very real threat to human and environmental health. Waste reduction, control of regulated medical waste and recycling protects our climate by reducing energy use and greenhouse gas emissions, protects our air and water by reducing waste going to landfills, and improves the environment of the communities we serve and the communities where our waste goes for disposal. Waste minimization and management is a critical aspect of our sustainability initiatives. It's at the core of our prevention efforts, the precursor to healing.

Highlights



Launched a program to eliminate all batteries from our hand hygiene dispensers across the organization.



Migrated to a full-service cubical curtain program, eliminating the need for disposable curtains and preventing disposable curtains from entering the landfill.



Integrated 3M dilution dispensers at acute care facilities across 100% of our ministry, reducing waste and minimizing chemicals through improved dilution accuracy.



Reduced our scrub losses by 22% through our new scrub dispensing program.

Our Progress



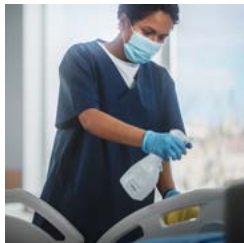
Eliminate Batteries

Our journey to eliminate batteries from all soap and hand sanitizers is on its way. We are 60% there! In FY2023 we began the journey to integrate to Ecolab for all hand soap and hand sanitizers. Our sustainability initiative is to eliminate all batteries from our hand hygiene dispensers across the organization. Batteries is an elevated waste stream classification, separate from the municipal waste stream. They are a part the “universal waste” stream. This will have a significant environmental impact once we have completed this work across the system. Eliminating batteries will also reduce our annual spend of \$250,000. The new manual hand soap and hand sanitizer dispensers are infused with silver nitrate, which makes them anti-microbial.



Privacy Curtain Program

Our full-service cubical curtain program eliminates the need for disposable curtains. It prevents disposable curtains from going into a landfill. Capital is no longer required for cubicle curtains. We now have a fully automated tracking system which enables us to demonstrate to regulators that we have a true exchange program in place. It enables us to track where, when and how often we exchange curtains.



Making Green Cleaner

We have integrated 3M dilution dispensers at acute care facilities across 100% of our ministry. An important result of accurate chemical use is the environmental advantage it brings to our facilities. The correct combination of chemical concentrate and water prevents excess depletion of expensive disinfectants and eliminates product waste. The accurate mixture will dispense exactly the right amount of water, reducing water usage in our facilities.



Scrub Dispensing Program

In FY2023, CommonSpirit’s Environmental Services Team began the journey of moving away from a bulk scrub program to a scrub dispensing program. This program is fully integrated in our Southwest Division, Pacific Northwest Division, Southeast Division and Texas Division. In FY2024 we will integrate the scrub dispensing program in the California Division. In FY2023 this program reduced our scrub losses by 22%.

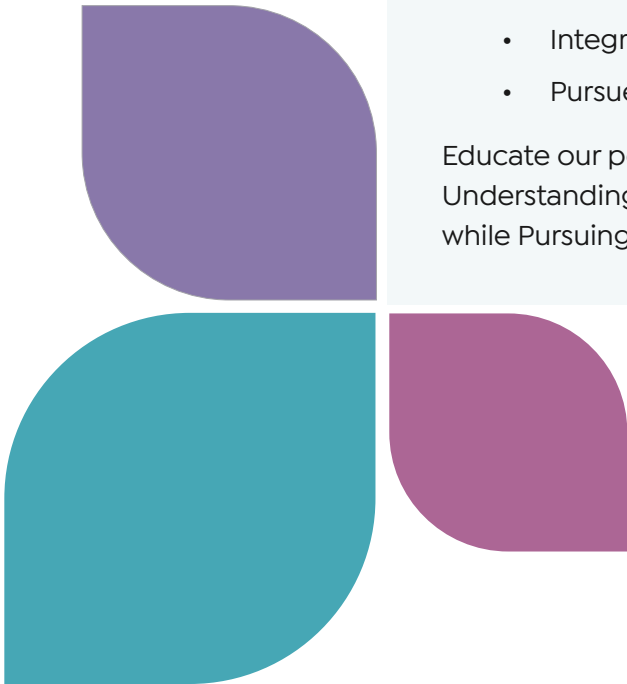
Our Vision Statement

Create a highly equipped and engaged Environmental Services Team using evidence-based techniques, processes and mission metrics to ensure we provide a clean and safe environment. We help save lives.

We achieve this by how we EQUIP people to perform:

- Educate our People
- Quality Service
- Understanding Deliverables
- Integrity in Serving Others
- Pursue Excellence

Educate our people to provide Quality Service delivery by Understanding deliverables in serving others with Integrity while Pursuing excellence.





100%
compliance

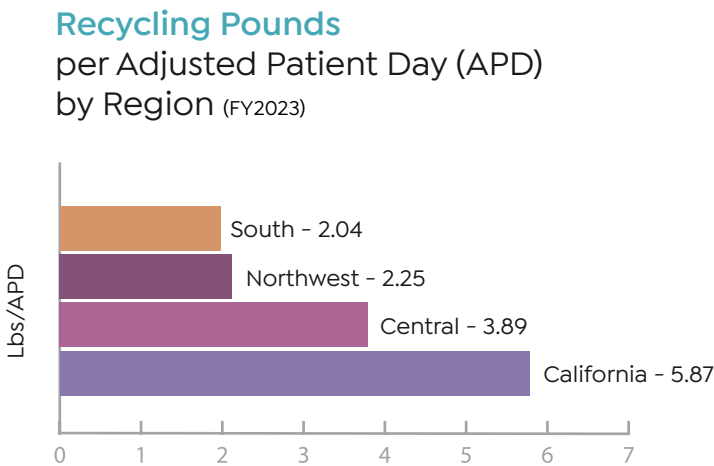
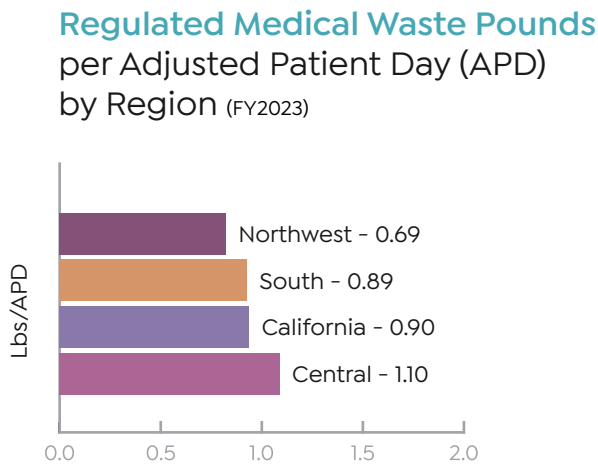
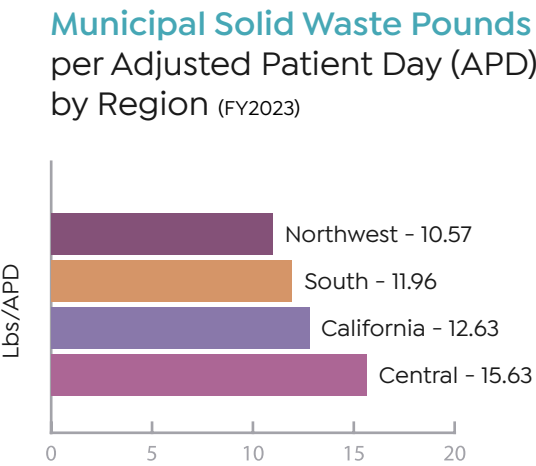
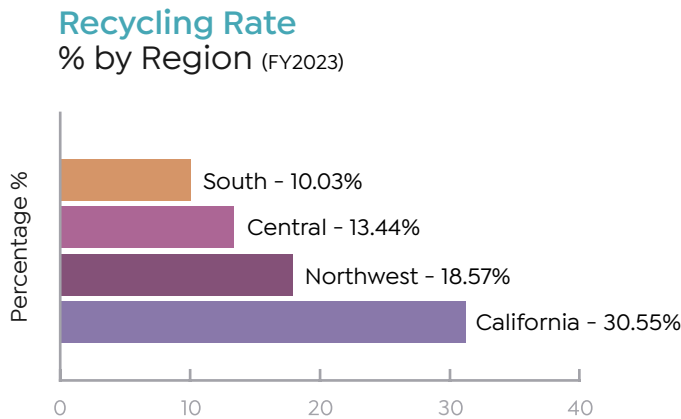
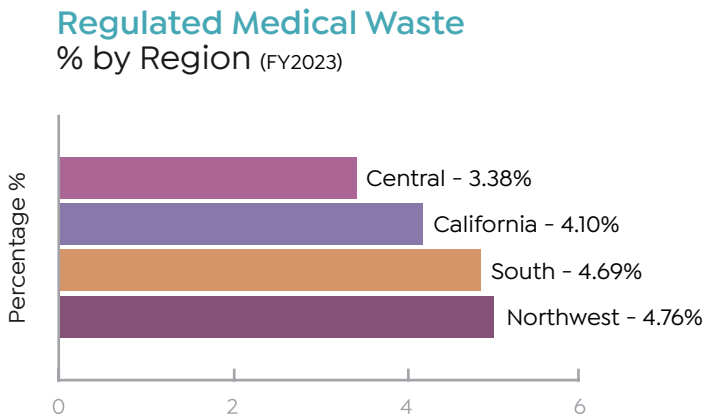
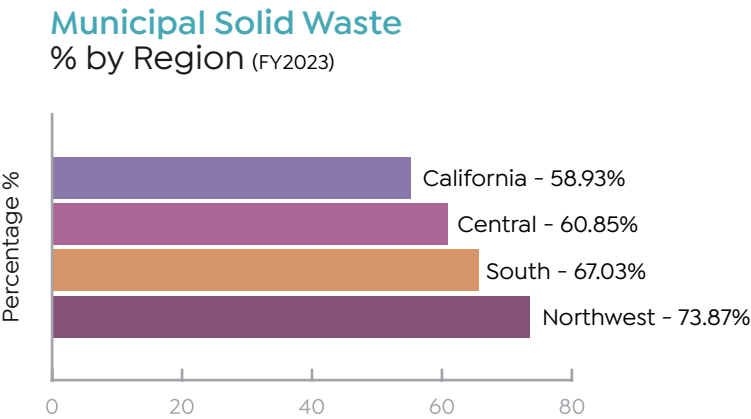
reduced solid waste
footprint across
CommonSpirit

FY2023 Accomplishments

- | | |
|----|---|
| 1. | 3M Green Seal Certified Cleaners and Dispensing System – 100%. |
| 2. | Tennant –ec-H2O and Waste Elimination Efforts – 75%. |
| 3. | 3M Green Seal Certification on multiple cleaners including the Flow Control Solution Center – 100%. |
| 4. | Stericycle – Bio Systems reusable sharps and pharmaceutical waste program – 100%. |
| 5. | Secure Document Recycling Program – 100%. |
| 6. | Reusable Microfiber Cleaning Program – 100%. |
| 7. | Chlorine-free Paper Towels – 90%. |
| 8. | Technology <ul style="list-style-type: none">• ES OPTIMIZER: Automated Staffing Analysis, Unitized Responsibility Task Lists, Cleaning Validation – Hand-held devices with real time uploads for tracking, monitoring and improvement. Paperless inspections across the entire ministry. 100% implemented in FY2023.• IT TeleTracking: Integrated hand-held technology across the entire California Division in FY2023. This eliminates tracking discharge activities. Staff are now fully automated with full-time bed management. |

Waste

The amount of waste generated as a percentage of its various components and uses adjusted patient days (APD)* to normalize the volumes against the level of facility use.



*Adjusted patient days (APD) take into account inpatient and outpatient activity and are generally calculated as:
APD = (total patient days)x(total patient revenue/inpatient revenue); where total patient revenue = inpatient + outpatient revenue.

Waste Categories
in metric tons

44,665
Solid Waste

13,799
Recycling &
Hazardous Recycling

3,777
Medical Waste

60
Hazardous Waste

880
Pharmaceutical

912
Diversion

64,083
Total Waste

