

Transforming CommonSpirit: *Evolution, Innovation and Impact at Scale*

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Agenda



CommonSpirit 

Speakers

- **Wright Lassiter III**
President & Chief Executive Officer
- **Michael P. Browning**
Senior Executive Vice President & Chief Financial Officer

Topics

- **Defining Our Foundation:** Scale, Mission, and Momentum
- **Transforming for Tomorrow:** System Integration & Innovation
- **Delivering Impact:** Portfolio Evolution & Real-World Results
- **Strategic Vision:** Sustaining Growth in a Dynamic Landscape

Who We Are

Our People

America's Dream Employers

Forbes list 2025 & 2026



~75%

overall new hire
adjusted retention rate

4.08

employee
engagement score (out of 5)



*Inspired by faith. Driven by innovation.
Powered by humankindness.*



Our Scale

One of the nation's largest nonprofit healthcare providers.

24 states

& hundreds of
communities served

~160,000

employees + thousands
of physicians & volunteers



~2,300
care sites



158
hospitals



~25 million
annual patient encounters



25,000
physicians &
APPs

~3,100
residents &
fellows

2
major academic
partners

3
major research
institutes

Our Resources

**~\$40.1
billion**
annual
revenue

**\$16.8
billion**
unrestricted cash
& investments

**\$316
million**
philanthropy
raised

**\$5.2
billion**
community
benefits

*All data as of June 30, 2025. Annual revenue is normalized for timing differences of CA Provider Fees approvals by CMS. Community benefits include unpaid cost of Medicare. Total hospitals include hospitals operated through unconsolidated joint ventures.

Our Journey: Building the Foundation for the Future

Fiscal Year Ended June 30

2026

2019 – 2022

2023

2024

2025

New CFO

Merger closed

Early integration and value capture

CommonSpirit 2026 Roadmap
(Our People, Our Excellence, Our Future)

Focus on COVID response

2019 Financing: \$6.5B
Ratings: Baa1/ BBB+/ BBB+*

2022 Financing: \$2.3B
Ratings: Baa1/ A-/ BBB+*

New CEO

Addressing
key planned
retirements

Leadership
team
in place

Initiated
operating
model design
\$2B synergy
goal met

Evolving
portfolio
approach

Performance
improvement
5 for 25
initiatives

Project ImpACT launch

New Strategic Plan

Digital transformation
and innovation initiatives
well underway

Ratings:
Baa1/A-/A-*

Financing:
\$3.0B
Ratings:
A3/A-/A-*

Ratings:
A3/A-/A-*

Financing:
\$3.6B
Ratings:
A3/A-/A-*

Systemness: The Power of a Unified Ministry

Operations: Streamlining & Evolving



New Op Model

centralizing functions,
driving efficiency



Strategic Regional Consolidation

8 to 5 divisions
to regions



Precision Market Focus

35 markets tailoring
care for local needs



New Leadership

system, region
& market levels



Unified Systems

consolidating to
single EHR & ERP



Optimized Enterprise Scale

driving clinical &
operational excellence

Quality & Safety: Delivering Excellence

Overall in FY25, the efforts of the organization have resulted in
improved care for over 117,500 patients



86%
of CommonSpirit
hospitals
achieve Leapfrog
A or B ratings

Top-Tier Patient Experience

28% hospitals
above 75th
percentile



CMS 3.5 star
rating or higher
for CSH home
health agencies

10 of 12

met or exceeded
clinical quality
priorities



Revenue Growth

driven by
disciplined
execution



\$1.9B
EBITDA
49% improvement
from prior year



Solid Balance Sheet
providing
foundational stability
for future investment

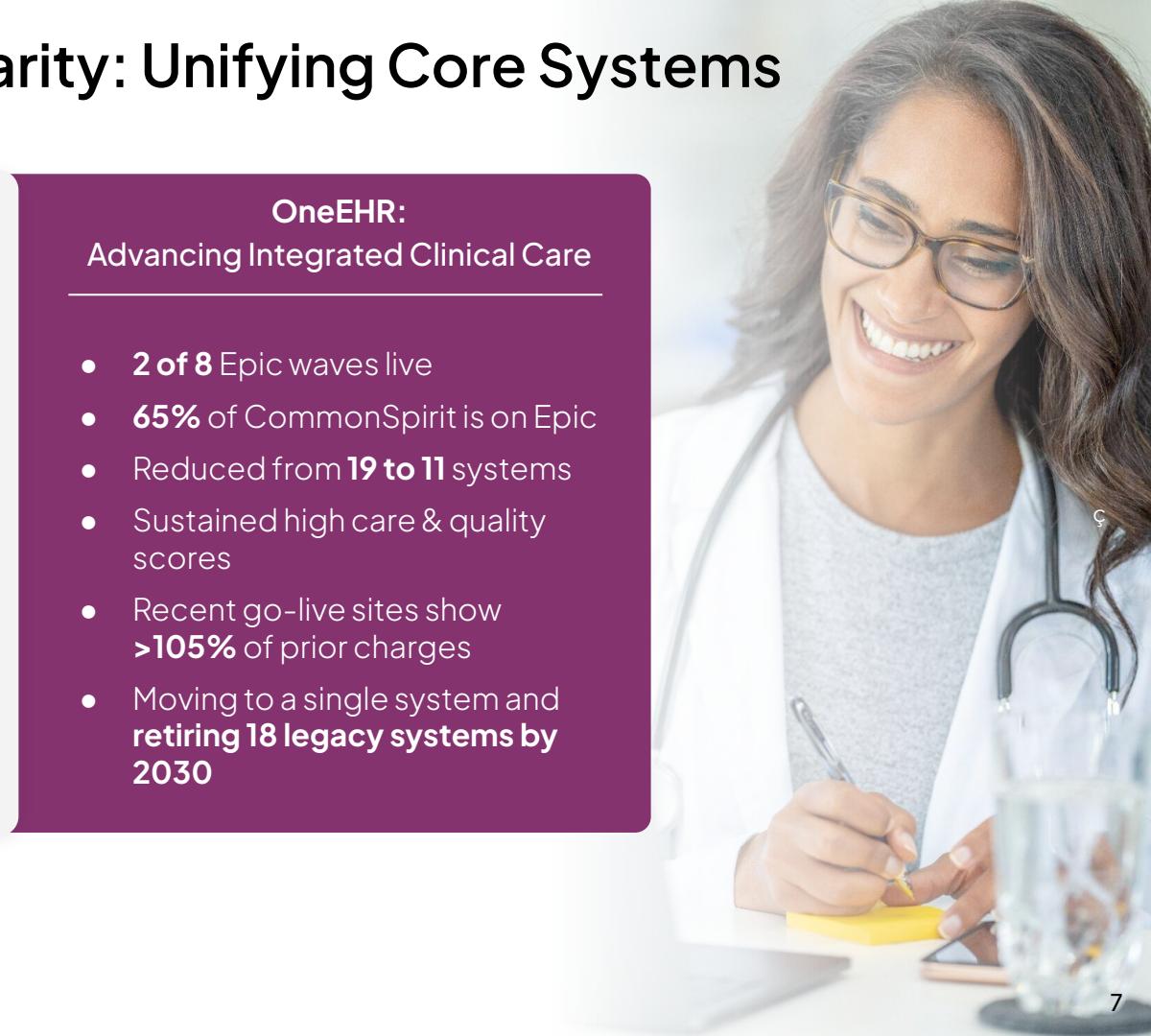
From Complexity to Clarity: Unifying Core Systems

ERP Transformation: Consolidating for Efficiency

- 2024: Launched Workday conversion (**July 2027 completion**)
- Initiative to align procurement, people and financial processes
- Significant operational synergies and enhanced capabilities
- **Eliminates 12 disparate systems**, 20 software platforms by 2028

OneEHR: Advancing Integrated Clinical Care

- **2 of 8** Epic waves live
- **65%** of CommonSpirit is on Epic
- Reduced from **19 to 11** systems
- Sustained high care & quality scores
- Recent go-live sites show **>105%** of prior charges
- Moving to a single system and **retiring 18 legacy systems by 2030**



Scaling AI to Transform Care, Operations, and Workforce Readiness

Proven clinical impact. Measurable cost savings. Enterprise-wide adoption at scale.

Strengthening Clinical Excellence:

Improving outcomes and earlier intervention



Scaled AI across **50+ facilities** to triage critical neuro emergencies, analyzing **57K scans** YTD and accelerating door-to-treatment times by over **40%**



Contributed to saving **3,655 lives** in FY25 by AI-enabled surveillance, monitored over **21M patients** since inception in 2015



Achieved a **5x YoY increase** in preventive screenings and care gap closures, projecting over **\$5M in annual value**

Improving Operational Performance:

Reducing burden while improving efficiency



Reduced patient call wait times by **25%**, projecting **1M total calls processed** and **expansion to 50 facilities** by FYE



Automated **200K+ clinical notes**, capturing **3.3M minutes of data**, which **reduced after-hours charting by 77%** and **boosted provider satisfaction by 71%**



Implemented AI solutions projected to deliver **\$40M+ in annual value** through point-of-care clinical documentation improvement



Generated **\$100M in annual value** by leveraging advanced AI and RPA automation

Accelerating Workforce Readiness:

Building responsible adoption



Ranked **11 out of 25 leading systems**, **1 of 4** systems building proprietary AI capabilities



Launched **AI Learning Academy** for all employees in **May 2025** to develop critical AI competencies



Drove a **3x enterprise-wide increase in AI solutions and agents** from FY24 to FY25, deploying a total of 240 solutions



Insightli (Internal AI Assistant): generated over **1.3M employee prompts** in 18 months, resulting in **224K+ hours saved**

Innovation Partnerships and Investments

Partner-first approach advancing innovative solutions that scale across the system



Innovative Partnerships

Priority Areas

- Technology and automation (AI, new devices, robotics)
- Scientific discovery and care delivery (new care models, life sciences, pharma)
- Prevention, health improvement and quality of life (longevity, nutrition, personalization)

6 new
partnerships
this year

Demonstrated Leadership

Examples of CSH leading the way with national health innovators



Aligning Through Commonspirit Ventures

Investment Approach

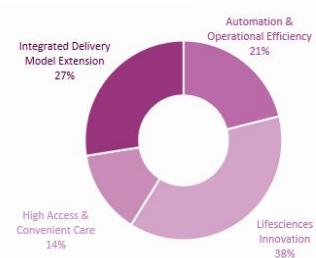
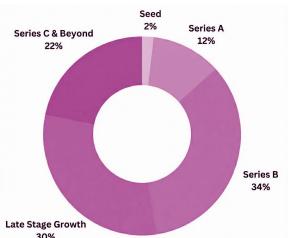
- Partnership-first
- Co-invest with trusted lead investors
- Solutions shaping future care models
- Diverse proving ground
- Scaling innovations across CommonSpirit

\$250M
current
fund

20
portfolio
companies

16
exits since
inception

Diversified by Stage



Innovation Partnerships Yield Results

Accelerating Digital Engagement with **ERAdvisor** powered by **Vital**

Improving patient experience and financial performance

What **ERAdvisor** Delivers

- Real-time, mobile ED patient experience
- Scaled from pilot to 40 hospitals
- Further expansion underway

FY25 Impact & Results

- **Reduced abandonment, LWBS & LBTC:** 60% of facilities observe prompt financial impact post launch
- **Consumer engagement**
- **Bookings & in-network retention:** Positive average ROI at 2.5:1 from repeat engagement
- **15% improvement in overall satisfaction**

Transforming Financial Sustainability with **Midstream**

AI-powered financial action platform

What **Midstream** Enables

- Purpose-built platform
- Identifies margin opportunities in contracts, systems, and unstructured data
- Meaningful improvements in cost structure and financial performance

Strategic Impact

- **First health system partnership**
- **Spend management:** Deep insight engine optimizing complex supply and clinical spend
- **Team enablement:** Enhanced forecasting and scenario modeling unlocks ROI rapidly and builds a strong analytical data foundation
- **Fast time to value:** 4.1x typical realization in 12 months

Delivery System Evolution Continues

Expanding Access • Advancing Value • Strengthening our Footprint

Diversifying Local Care Delivery

- Expanding ambulatory footprint across markets
- **~2,300 ambulatory care sites** create flexible, lower-cost outpatient access



Deepening Strategic Market Partnerships

- **Strengthening Denver footprint** with Kaiser collaboration
- Academic alignment with University of Utah Health

Optimizing the Portfolio

- Devils' Lake expected closing March 1
- Steubenville and another market in LOI
- **4 additional divestitures completed** since merger

Scaling Value & Population Health

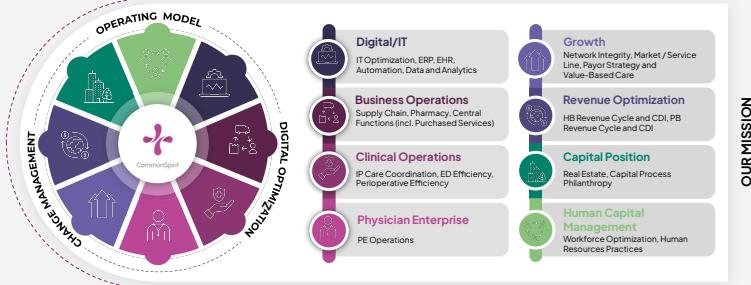
- 7 hubs coordinating care for **2.5M+ members**
- **53K providers and 400+** value-based agreements
- **~\$12.7B in premiums** under management
- Quality performance at **87%+**

Growing National Platforms

- **Accelerating ASC and service-line diversification**
- Lifepoint IRF/Behavioral portfolio expanding
- Planned Emerus micro hospitals in 2 new states

Project ImpACT: Accelerating Performance

Project ImpACT is intended to fundamentally reshape our operational model toward new ways of working – across people, processes, and tools – to unlock greater efficiency and ensure every dollar powerfully advances our mission that we embody each day.



Foundation for Project ImpACT's Acceleration

7 Pillars

17 Workstreams

186 Initiatives

Ministry Rapid Realization Plan – Immediate Improvements for FY26

1 Clinical Capacity

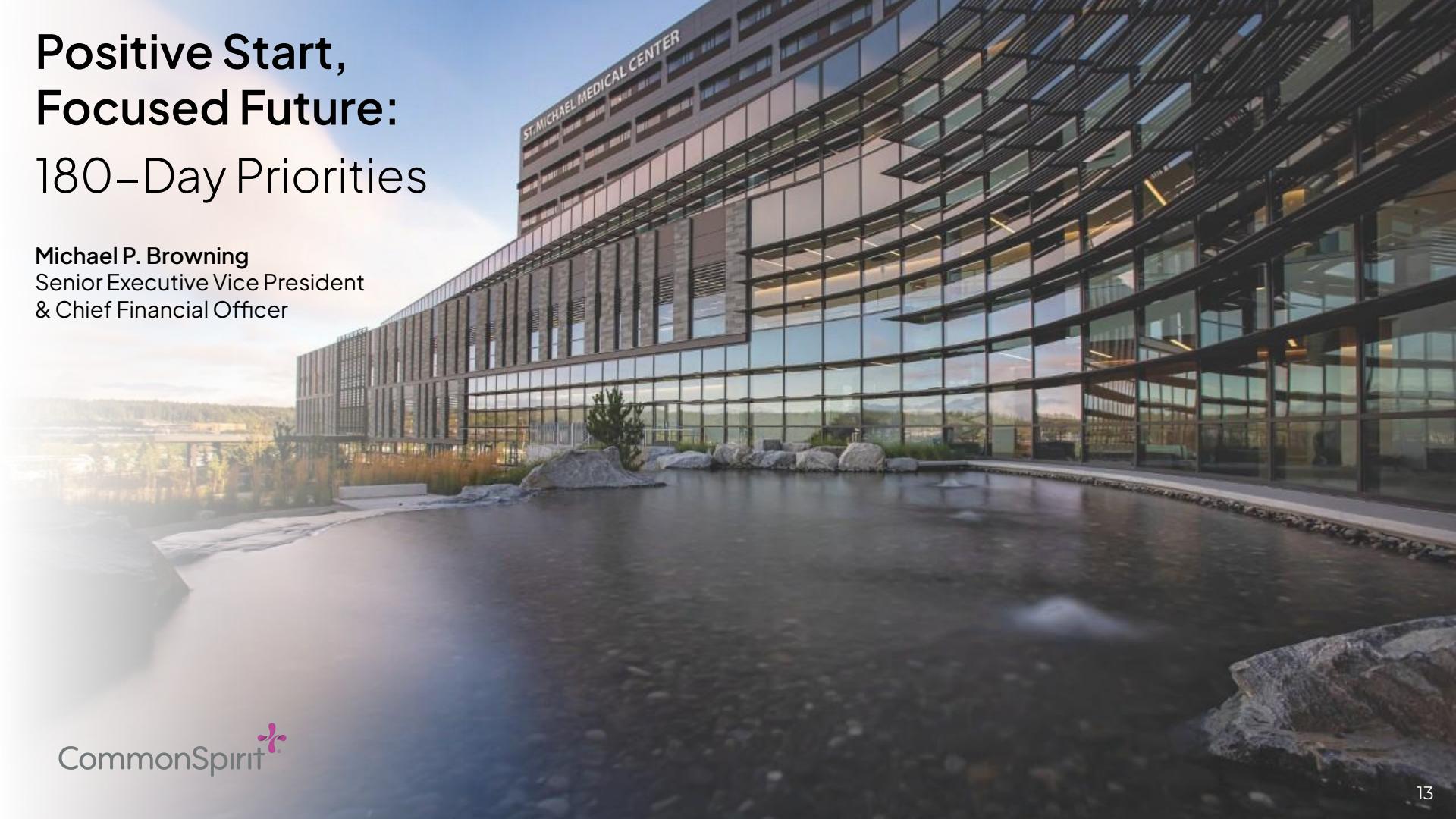
2 Care Access

3 Select Discretionary Spend

4 Workforce Optimization

Positive Start, Focused Future: 180-Day Priorities

Michael P. Browning
Senior Executive Vice President
& Chief Financial Officer



Building on a Positive FY 26 Start

Continued **volume growth 3.4%** over prior year

Operating revenues increased 8% over prior year*

Strong investment results
\$1.7 billion in returns

Progress on margin improvement
4.8% vs 3.5% over prior year*

Near-Term Improvement Actions for FY 2026

These actions will continue even as Project ImpACT is implemented



Productivity
Improvement



Contract Labor
Reduction



Revenue
Cycle



Supply Chain,
Purchased
Services



Growth



Length of Stay
Reduction



Improvement
in Specific
Markets



Corporate and
PE Expense
Stability

180–Day Priorities

Co-Lead Project ImpACT

Partner with COO and CAO



Accelerate Core Improvement

FY26 bridge plan as ImpACT ramps



Improve Revenue Cycle

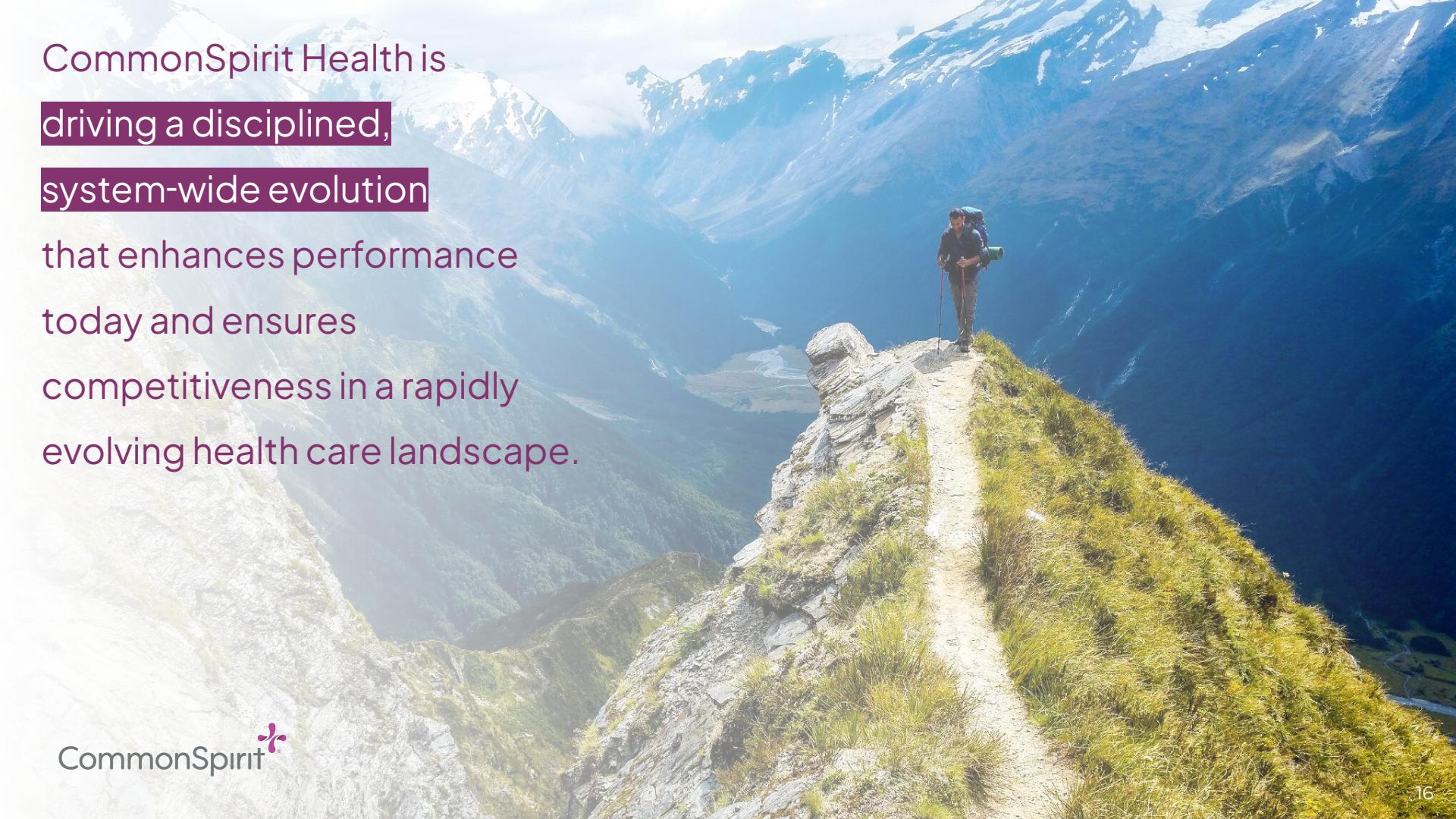
Achieve meaningful change



Finance Function of the Future

Leverage a single ERP



A wide-angle photograph of a majestic mountain range. In the foreground, a hiker in dark clothing and a large green backpack stands on a narrow, rocky mountain ridge. The ridge is covered in patches of green grass and rocky terrain. The background features towering mountains with snow-capped peaks and deep, shadowed valleys. The sky is a clear, pale blue.

CommonSpirit Health is
driving a disciplined,
system-wide evolution
that enhances performance
today and ensures
competitiveness in a rapidly
evolving health care landscape.

Thank you