



Becker's Update

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Intro Slide

Our System



One of the Largest Catholic Health Care Systems in the Nation

\$21.6B

In Revenue

27

States

1.6M

Attributed Lives

\$1.5B

Community Benefit Ministry

121K

Colleagues

8.2K

Medical Group
Physicians and
Providers

28K

Affiliated Physicians

101

Hospitals*

17

Clinically Integrated
Networks

126

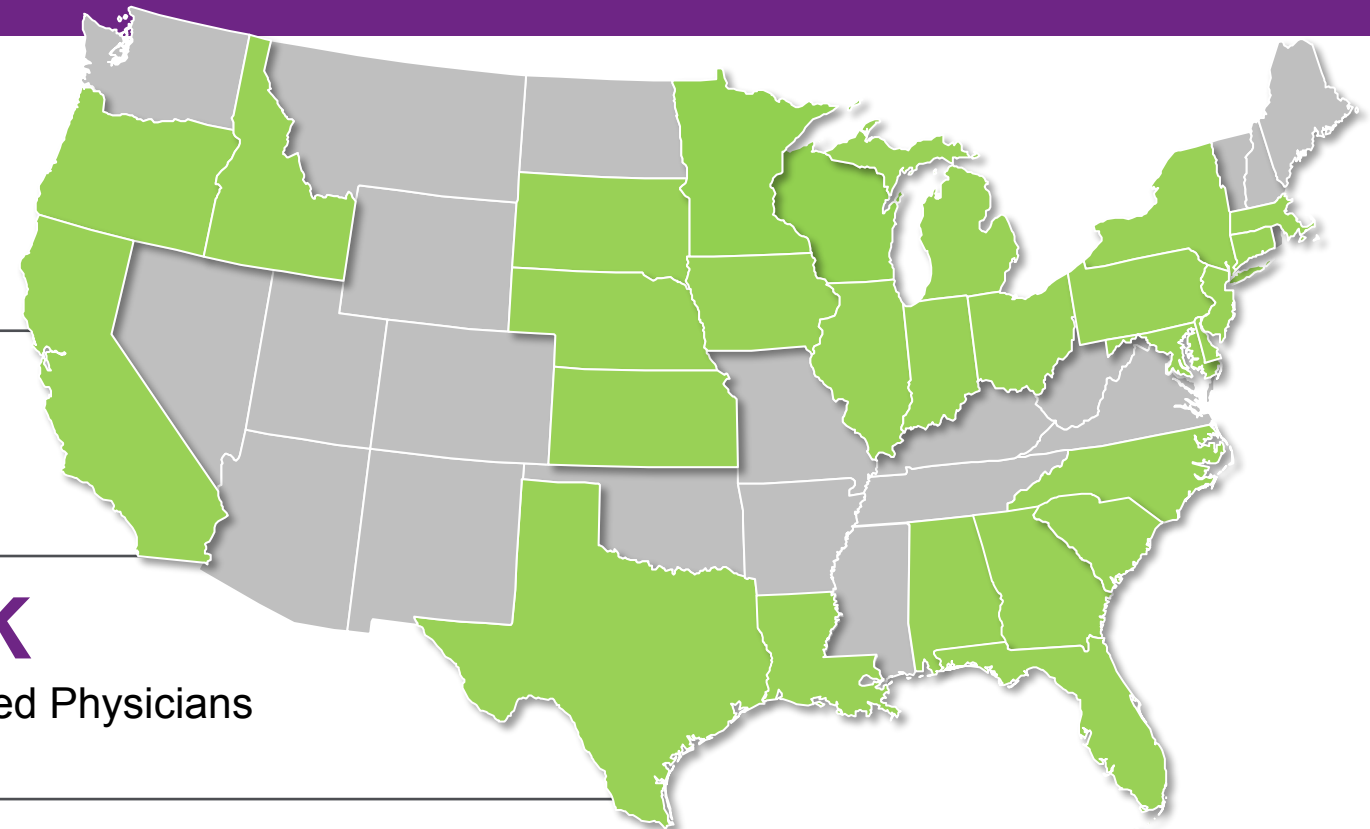
Continuing
Care Locations*

23

PACE Center
Locations*

136

Urgent Care
Locations*



FY23 data unless noted, *Owned, managed or in JOAs or JVs.

National System Advantages

- Leveraging our skill, learning, innovation and scale
- Common platforms
- Value-creating initiatives
- Geographic diversification
- Economies for administrative and support services
- Leadership development – “Building our Own”
- Care delivery with market-based leaders and community boards strengthened with national platforms, processes, practices and resources



Question 1

Transformation

Together**Health**: Connecting Mission, Values and Vision to our Promise Through Actions – Importance of **Focus on Creating the Exceptional Member Experience**



Our Mission

We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.



Our Core Values

- Reverence
- Commitment to Those Experiencing Poverty
- Safety
- Justice
- Stewardship
- Integrity



Our Vision

We will be the most trusted health partner for life.



Our Actions

As a Trinity Health colleague, I will:

- Listen to understand.
- Learn continuously.
- Keep it simple.
- Create solutions.
- Deliver outstanding service.
- Own and speak up for safety.
- Expect, embrace and initiate change.
- Demonstrate exceptional teamwork.
- Trust and assume goodness of intentions.
- Hold myself and others accountable for results.
- Communicate directly with respect and honesty.
- Serve every person with empathy, dignity and compassion.
- Champion diversity, equity and inclusion.



Our Promise

We Listen.

We Partner.

We Make it Easy.

Focus on Creating the Exceptional Member Experience

In **TogetherHealth**, We Continue to Deploy System-Wide “**Together**” Initiatives That Support Our Evolution and Transformation

TogetherStrong

We will be known as a health provider that honors and represents diversity and inclusion in governance, leadership, colleagues and health equity.

TogetherTeam

We will be known as the health provider that has implemented innovative or new Transformational Care Models across the health service continuum by 2028.

TogetherCare Powered by **Epic**

We will be the health provider with the largest single instance of Epic in the country, connecting the health service continuum by 2028.

TogetherSafe

We will be one of the safest health system in the U.S. for patients and colleagues by 2028.

TogetherLead

We will build a diverse leadership pipeline to guide our future by 2028.

TogetherGrow

We will systematically expand access to care and attract patient/ members and clinicians to respond to the preventive care and interventional care needs and expectations of populations served.

TogetherNote

We will ensure accurate clinical documentation to improve patient care and align reimbursement with clinical efforts.

TogetherHealth — Strategy and Execution Framework



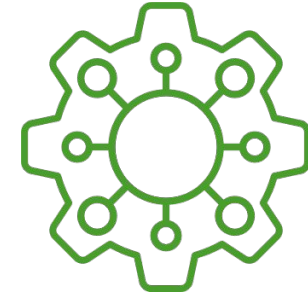
Run our Ministry *“to manage; operate”*

- Operational Excellence (balanced scorecard)
- Exceptional Colleague Experience
- Clinical Partnerships



Evolve our Ministry *“develop gradually, especially from a simple to complex form”*

- New health segments (growth of Community Division)
- Exceptional Member Experience



Transform our Ministry *“make a thorough or dramatic change in the form, appearance, or character of...”*

- Care management and population health
- New care delivery, care management and system support services enabled by technology/AI

Question 2

TogetherTeam Virtual Care Model



TogetherTeam: The 3-Person Care Team is a Transformational Model



Bedside RN

Provides direct patient care support

- Gains experience
- More time with patients and families
- On-demand guidance

Patient/Member-Centered Care

Coordinated, efficient care that supports better outcomes, safety and an exceptional experience



RN Partner

NA, CNA, or LPN/LVN

Partners with bedside RN to care for more patients

- Path to career advancement



Virtual RN

Brings expert support and coordinates complex care

- Ideal position for experienced RNs wanting a less physically demanding role and offers nurses nearing retirement an alternative
- Practicing at top of license
- More time mentoring

Fast Facts

- Live in 10 States
- 21 Hospitals
- 1,864 Beds
- 58 Nursing Units
- ~313 vRNs

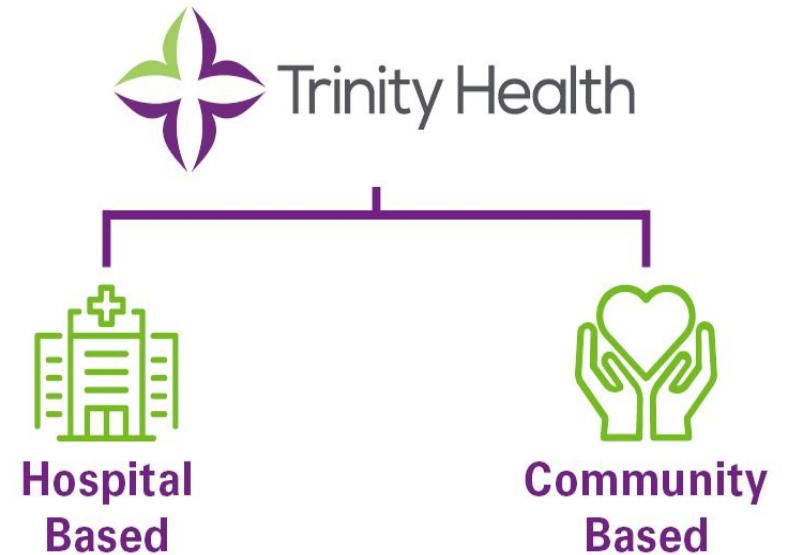
Question 3
Growth

Community-Based Care is a Key Element of Our Growth and Repositioning

For a sustainable future: Repositioning through strategy and structure

Reorganize services, staffing, cost structure:

- **Hospital-Based** – ED, Inpatient Care, Provider-Based Outpatient Services
- **Community-Based** – Medical Groups, Clinically Integrated Networks, Freestanding Ambulatory Surgery, Imaging, Digital Health, Health Plan, PACE, Home Care, Continuing Care/Senior Services
 - **Multiple physical and virtual access points**
 - **Lower cost structure**



Question 4

Partnerships



We Remain Active Participants in Disruptive Collaborations. Examples:

The logo for CIVICA features the word "CIVICA" in a dark blue, sans-serif font. The letter "V" is stylized with a green leaf-like shape integrated into its structure.

- 55+ health systems, supplying >60 medications
- Finishing construction on manufacturing plant in VA
- Expanding the number of products and ease of distribution for member hospitals
- CivicaRx planning to produce insulin to improve patient access and affordability

The logo for TRUVETA features a teal-colored icon on the left consisting of three stylized, overlapping leaf-like shapes. To the right of the icon, the word "TRUVETA" is written in a bold, black, sans-serif font.

- 28 health systems caring for 75M people
- Growing customer base among pharmaceutical and device companies
- Growing the scope of available data as customer demands and technical capabilities evolve

Question 5

System Administrative and Support Services



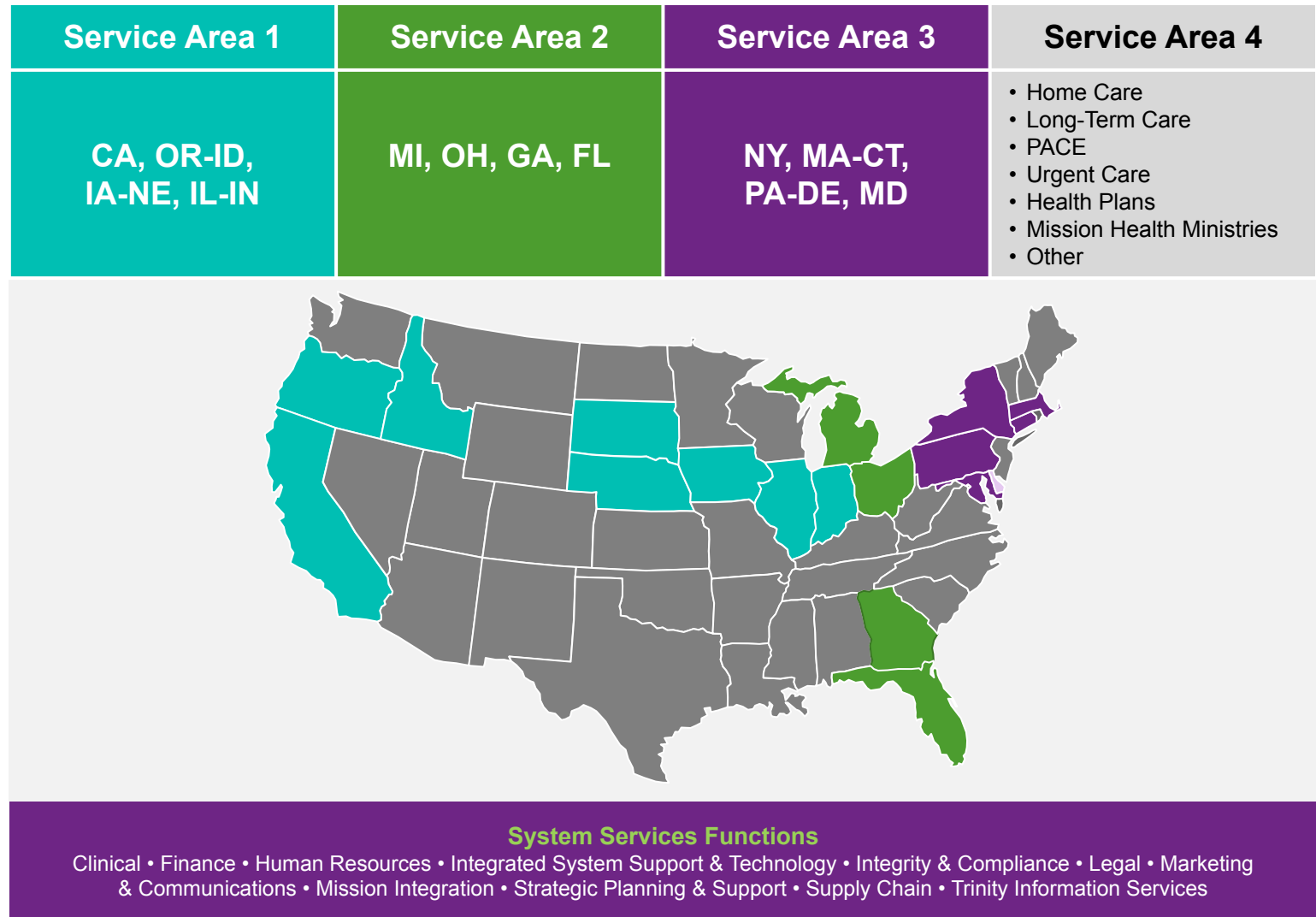
System, Administrative & Support Services (SASS) Redesigned to Strategically Support RHM's and Advance **TogetherHealth**

Our operating model for system services drives alignment at lower cost and with less management layers:

- 15% less Senior Officers, VPs, and Directors
- Three service areas based on Regional Health Ministry (RHM) geographies
- One service area that includes our national Health Segments and System Services functions
- SASS cost reduction from 11.1% to 9.7% of revenue

\$75M projected multi-year savings (more than halfway there already!)

FY23 Data



Question 6

Value-Based Care





I despise the term “Value-Based Care”! I’ve eliminated it from my Lexicon!



My Lexicon: “Population Health” and Responsibility for Total Cost of Care and Outcomes for Populations Served

We currently hold \$11.5B in cost of care accountability for 2.1M people

	 Annual Medical Cost	 Attributed Lives
Medicare ACOs	\$2.9 Billion	236,000
Medicare Advantage	\$2.2 Billion	239,000
PACE / LIFE	\$350 Million	3,300
Bundled Payment for Care Improvement Advanced	\$210 Million	12,700
Colleague Health Plan*	\$1.1 Billion	159,000
Commercial & Medicaid	\$4.1 Billion	939,000
Maryland All-Payer Global Budget	\$620 Million	488,000

*Colleague health plan is total medical and Rx cost, not adjusted for domestic or colleague payroll contributions. Data as of 6/30/2023.

Our Commitment to Population Health

Despite headwinds we face, including continued recalcitrance on the part of government and commercial payers to shift from FFS to population-based payment, we still firmly believe that the only way to transform healthcare is to give PROVIDERS the opportunity to assume responsibility for total cost of care and outcomes for populations served!





Trinity Health