



TogetherHealth 2.0

Our Journey to the Next Level



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Ray Anderson, Ph.D.

Executive Vice President,
Chief Strategy Officer

Demonstrate Exceptional Teamwork



Two are better than one, because they have a good reward for their toil. For if they fall, one will lift up the other; but woe to one who is alone and falls and does not have another to help.

Ecclesiastes 4:9-12

One of the Largest Catholic Health Care Systems in the Nation

\$23.9B

In Revenue

26

States

1.4M

Attributed Lives

\$1.3B

Community Benefit Ministry

127K

Colleagues

9.3K

Medical Group
Physicians and
Providers

29K

Affiliated Physicians

93

Hospitals*

15

Clinically Integrated
Networks

107

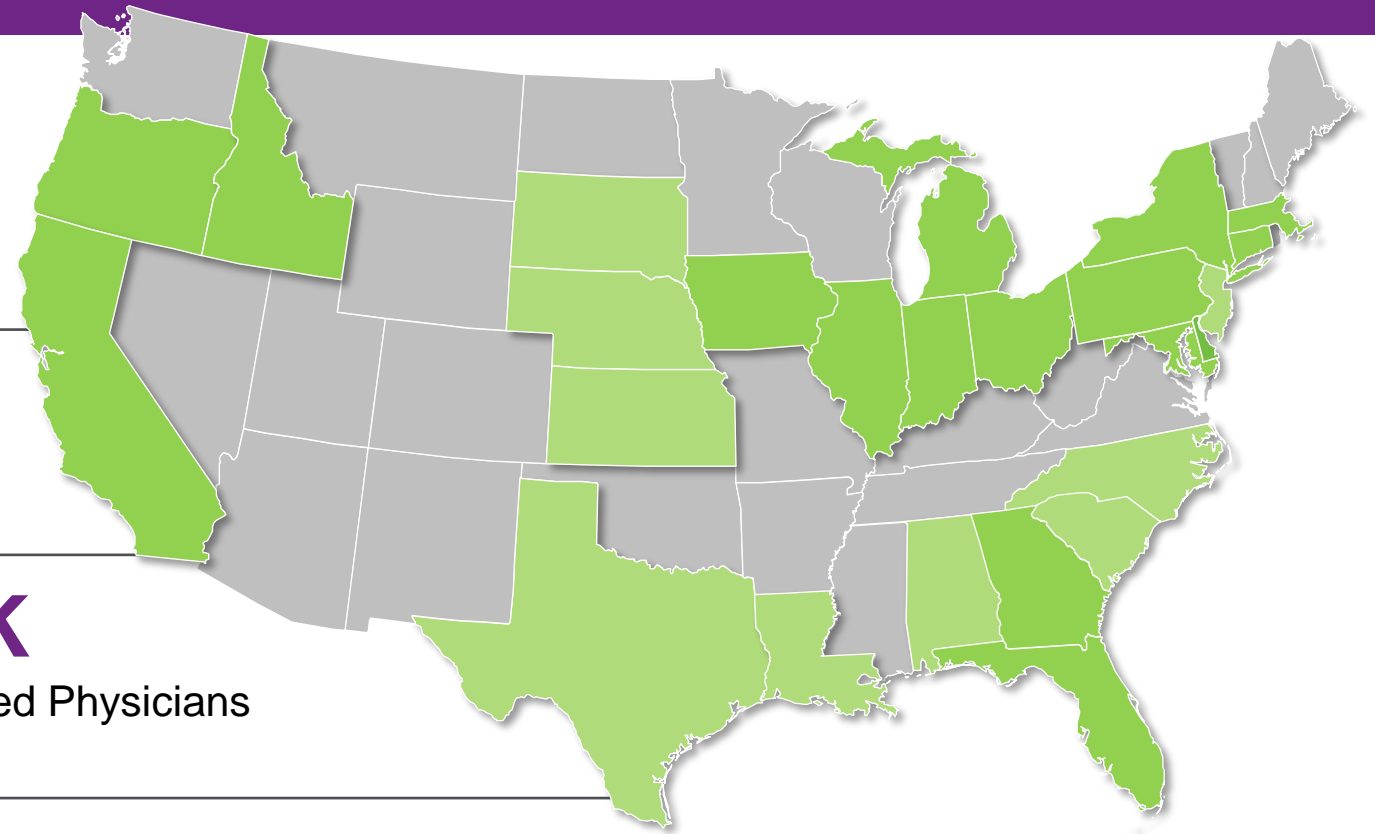
Continuing
Care Locations*

26

PACE Center
Locations*

142

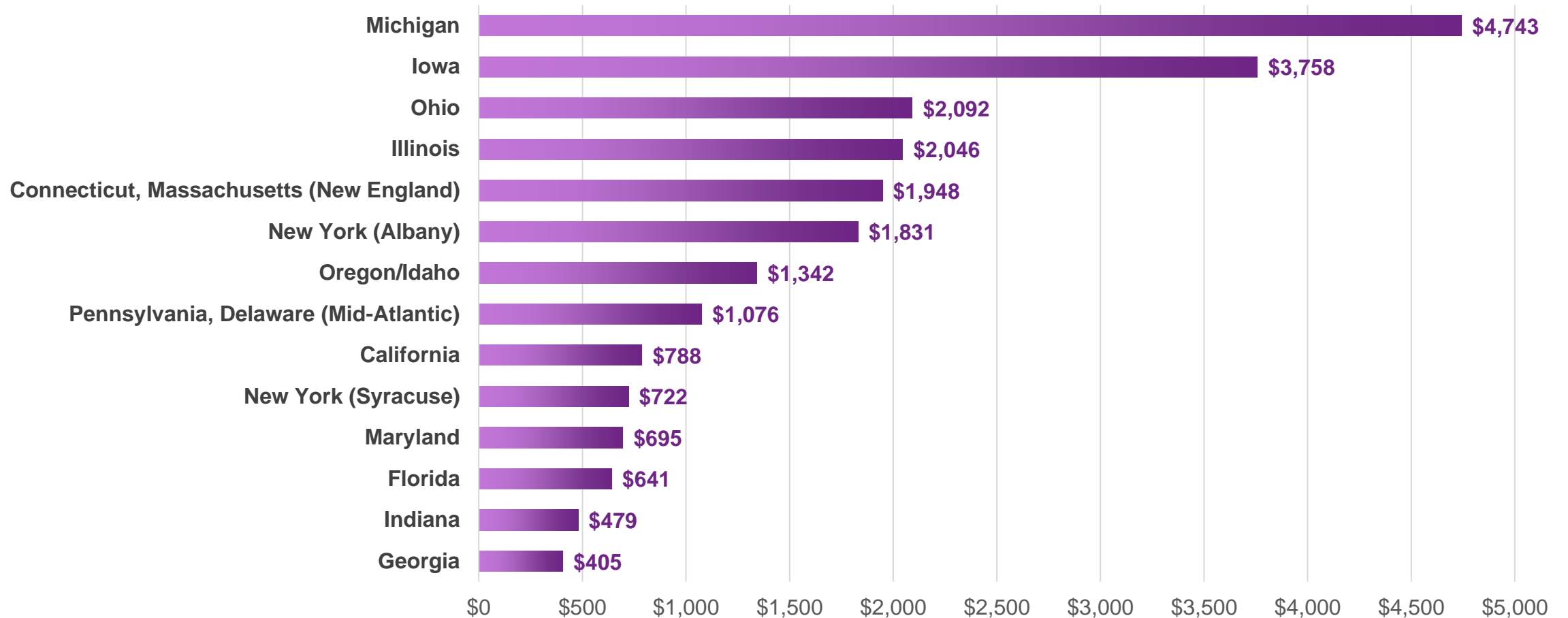
Urgent Care
Locations*



FY24 data unless noted. *Owned, managed or in JOAs or JVs. Dark green states: primary ministry locations. Light green states: other services

More than Half our Ministries Exceed \$1B in Operating Revenue

FY24 Operating Revenue (\$ in millions)



SOURCE: Trinity Health Finance; Does not include NHMs or MHMs.

TogetherHealth 2.0: 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

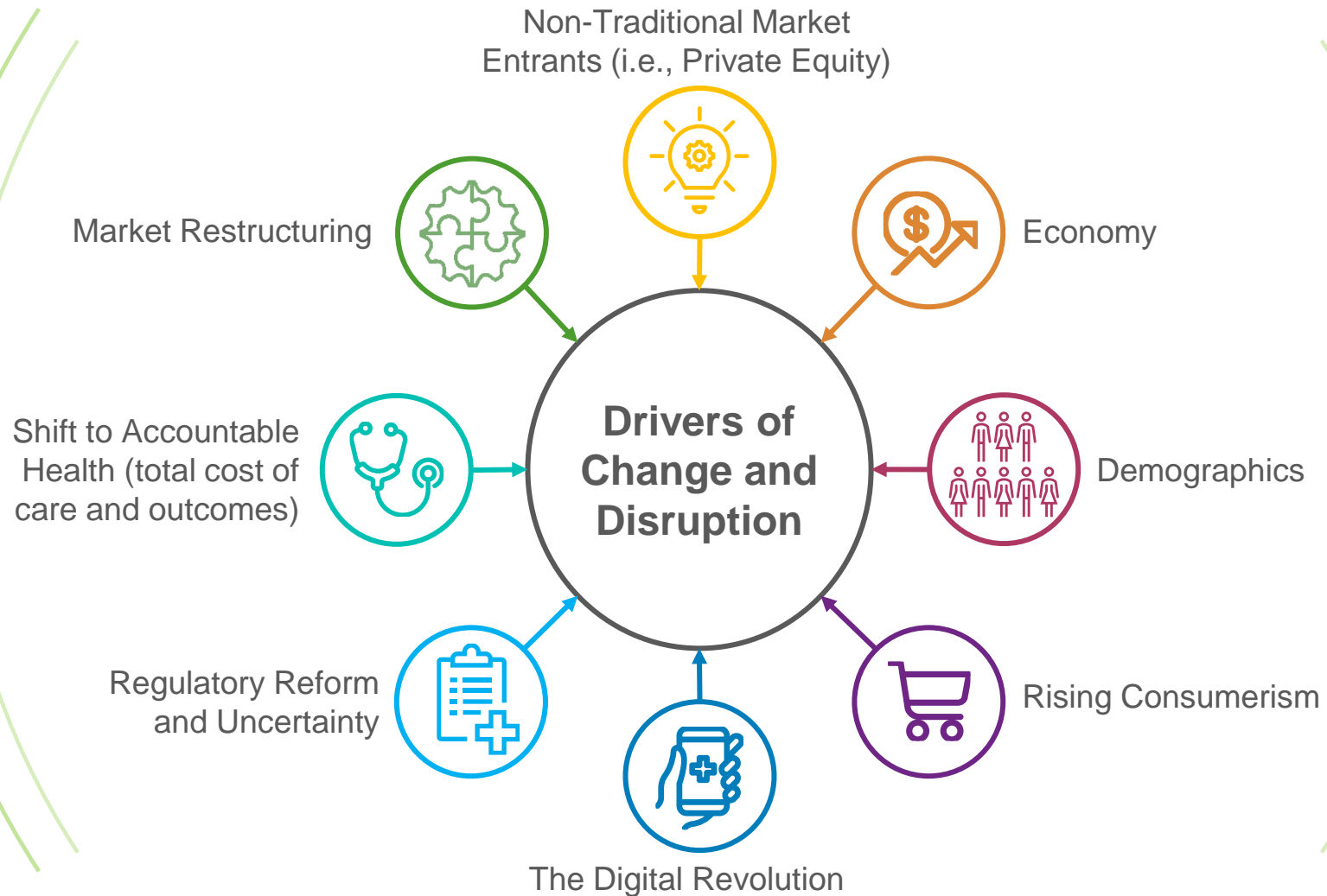
We Listen.

We Partner.

We Make it Easy.

Focus on
Creating the
**Exceptional
Member
Experience**

Health Care Industry Disruption and Change is Intensifying



Consumer Preference and Choice is Rapidly Evolving

- **1998**
Don't get into stranger's cars

Don't meet people from the internet
- **2017**
Literally summon strangers from the internet to
get into their car



Health Systems Must Drive Innovation to Have a Say in the Outcome

Members will take a more active role in making health-related decisions and improving their health; expectations for convenience, accessibility and affordability will continue to grow.

Authors

Publishers

Distributors

Bookstores

Readers



**Self Publishing
(2005)**



**E-Commerce
(1997)**



**Kindle
(2007)**

Health Systems Must Drive Innovation to Have a Say in the Outcome

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Clinicians

**Health
Systems**

Insurance

Employers

Patients



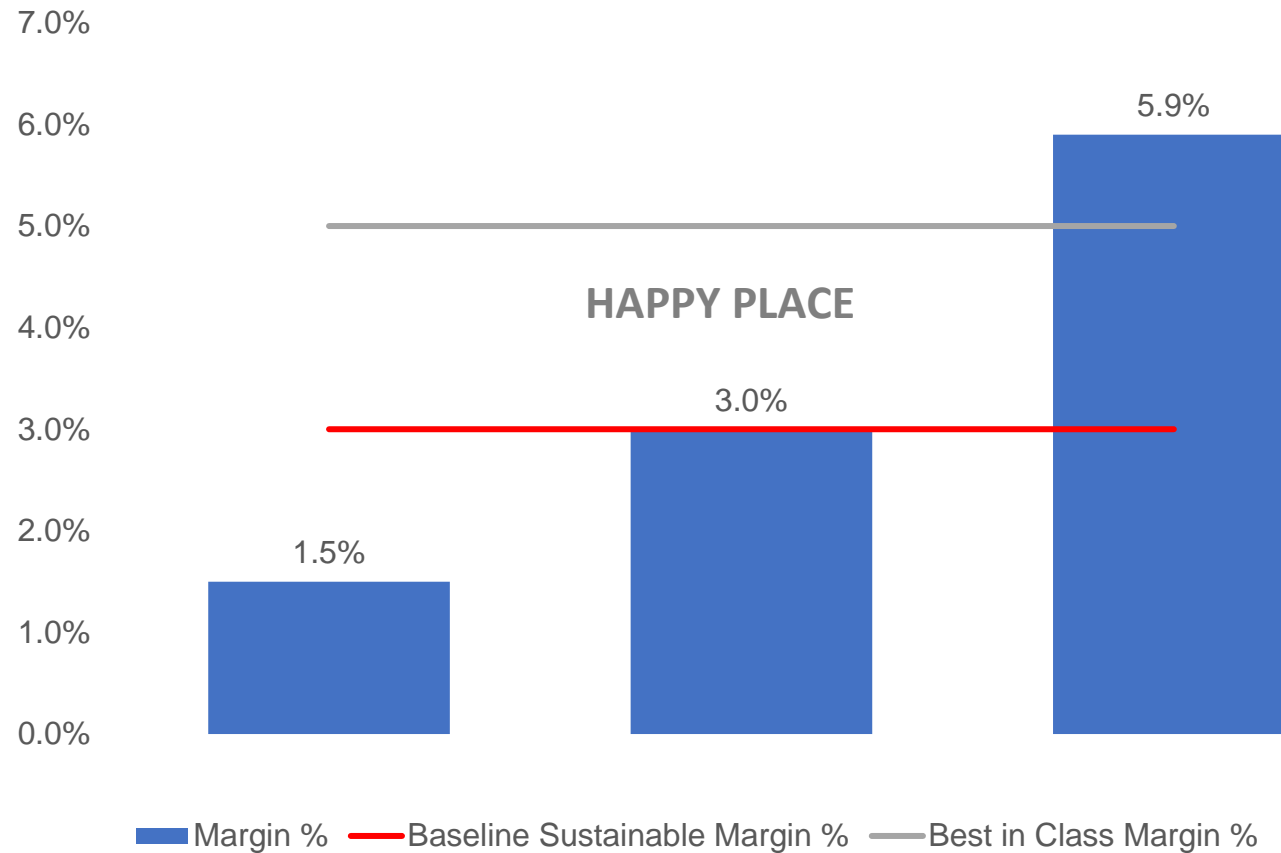
Exchanges



Performance and Role in the Community Understanding the P&L



- Net Operating Income Net of Normalized Items



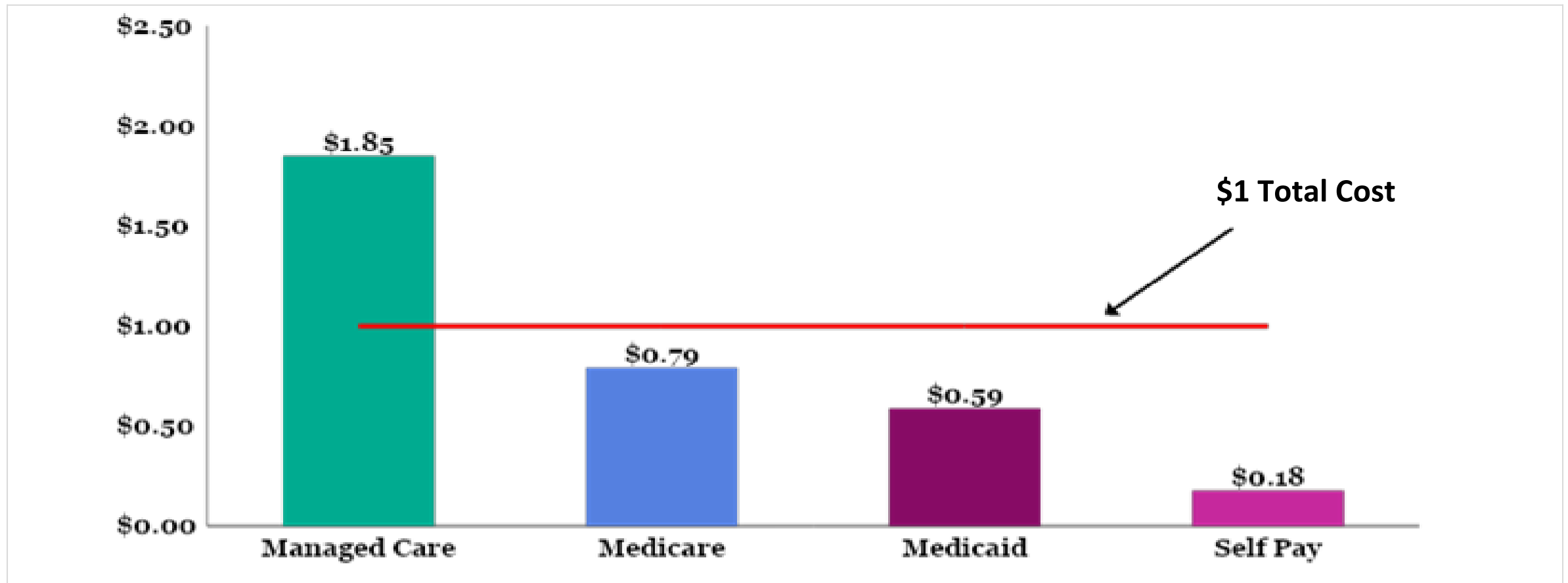
A strong net operating income is critical to re-invest in our colleagues, clinical programs and communities we are privileged to serve

Performance and Role in the Community

Understanding the P&L



Reimbursement per \$1.00 cost

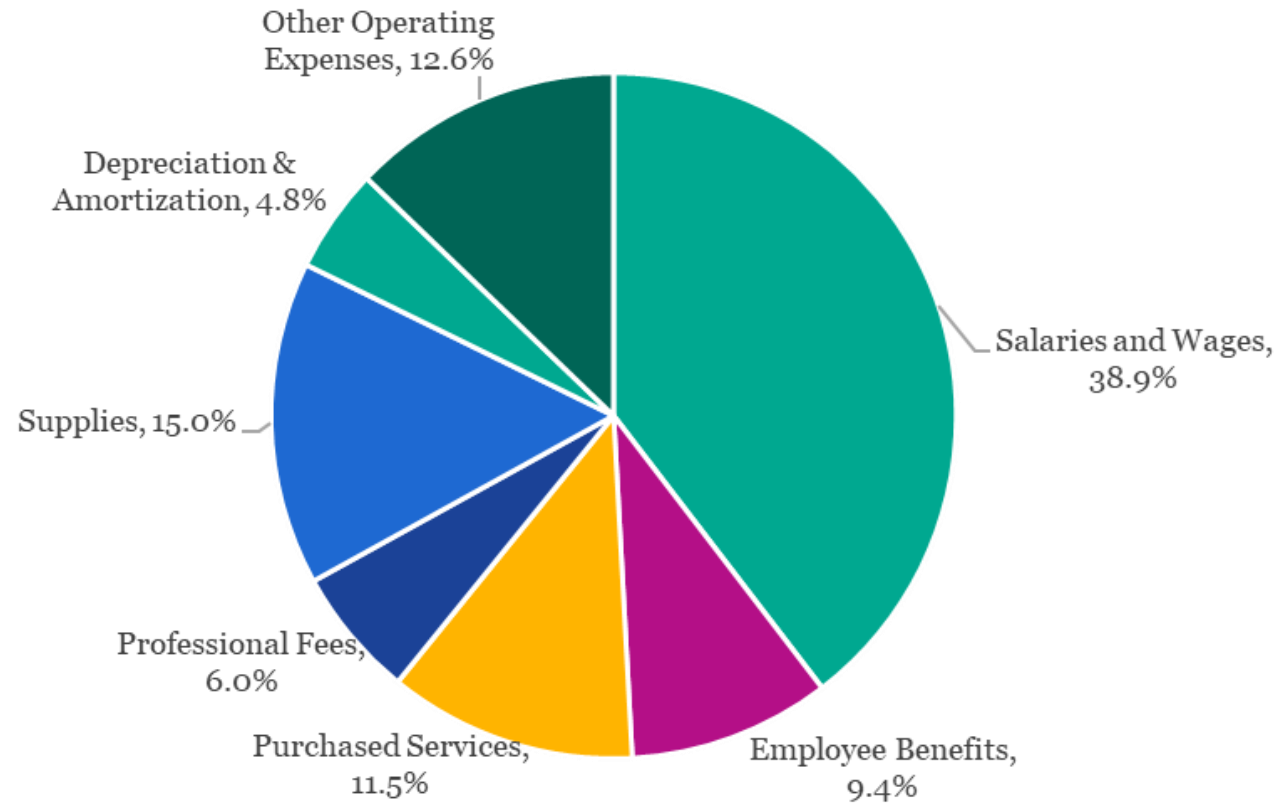


Performance and Role in the Community

Understanding the P&L



Expenses as a Percent of Net Patient Service Revenue



Performance and Role in the Community

Understanding the P&L



How Do You Improve Financial Performance?

- **Increase Revenue**
 - Grow volumes
 - Improve managed care rates
 - Shift payor mix

- **Reduce Expenses**
 - Improve efficiency (length of stay)
 - Reduce cost structure

What is “Strategy”

A good strategy

clearly **defines** the

tradeoffs you will

make to **deliver** the

best **return** on

limited **resources**.



- Sharp, easy to understand statement with supporting information

- What are we differentially focusing on (and not focusing on) – what choices are we making?

- How will we implement the strategy?

- How will we define success? What metric is being optimized?

- What assets are we deploying?

Strategy Centers on Differentiation and Playing to Win By Serving Patients and Families in a Sustainable Way

Strategy is...

A clear definition of the choices we will make

- Must include what we will and will not do (tradeoffs)

A set of activities designed for differentiated performance

- Performing *different* activities or activities in *different* ways

Designed for competitiveness

- Decisive choices that make our competitors irrelevant

Strategy is not...

A vision or a set of goals, metrics or targets we will achieve

- Strategies enable us to reach goals, metrics, and targets

A set of activities designed for operational effectiveness

- Performing activities *better* than rivals perform them

Designed for “softball” maneuvering

- Passive choices that allow competitors to gain advantage

Differentiated choices come by creating or by leveraging sources of sustained advantage

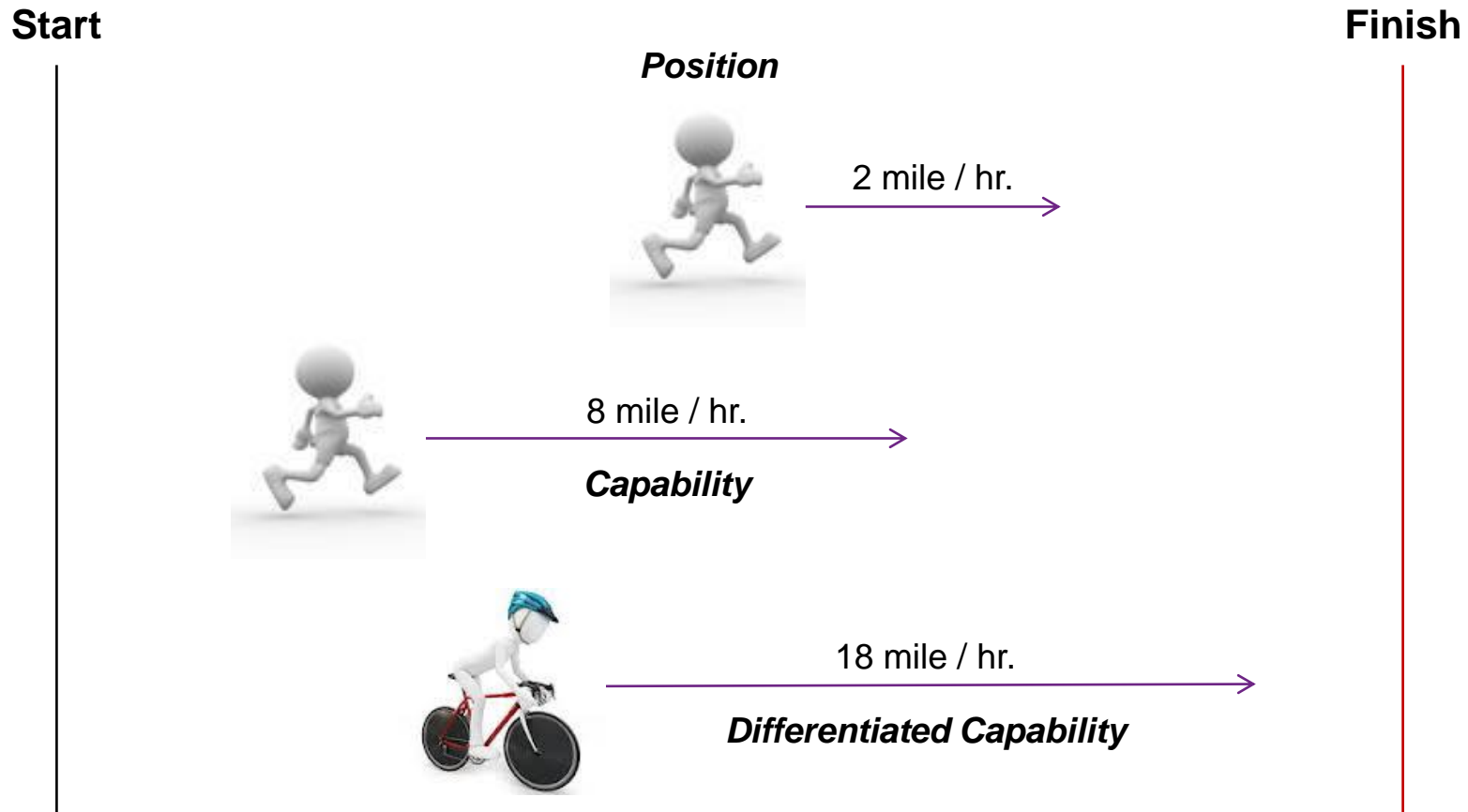
Sustained Competitive Advantage Can Come in Three Areas

**Capabilities
and positions**

**Disruptive
innovation**

**Adaptive
advantage**

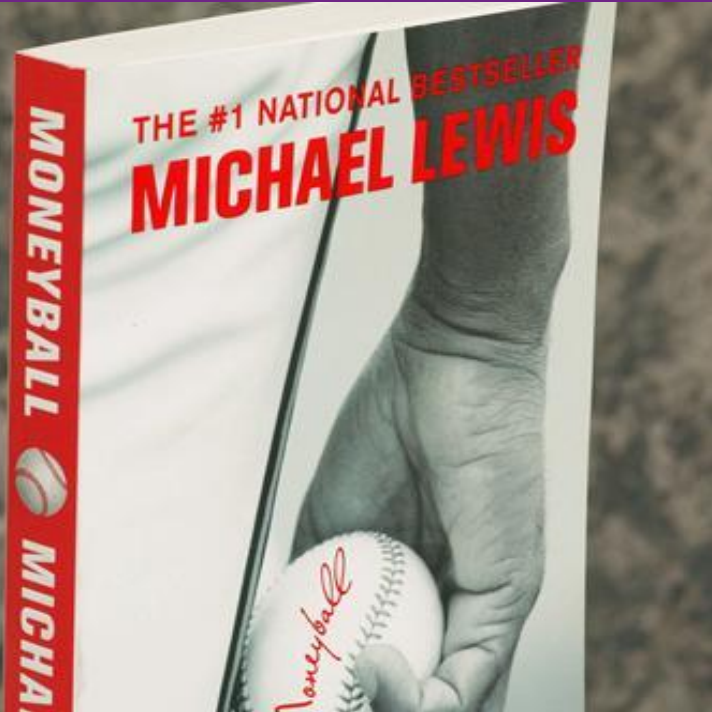
Sustained Competitive Advantage Comes via Differentiated Capabilities, Not Just Market Position



If we don't develop differentiated capabilities, the competition will eventually catch up and pass us

Sustained Strategic Advantage

Adaptive Advantage



Adaptive Advantage

- Adaptive advantage allows companies to effectively adjust to a changing environment
- Adapting more quickly or with greater implementation success than the market drives differentiation

• What is “Moneyball”?

- What does the book's subtitle mean by "an unfair game"? Why "unfair"?
- What qualities made Billy Beane a successful manager?
- One of the main themes of the book is on the use of empirical data versus subjective opinion or gut decisions. Can you think of other fields where people prefer opinion to science? Why do you suppose it is this way?
- Moneyball discusses the difference between good data/bad data. Specifically, how box scores only tell part of the story (an example is batting average versus on-base percentage). Can you think of other times statistics have been misleading?

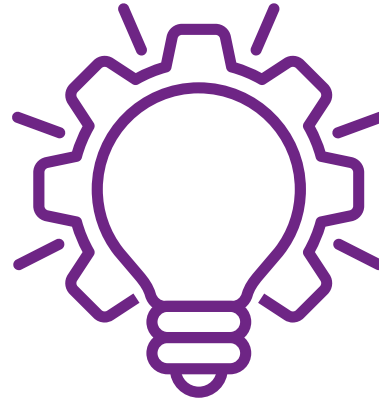
TogetherHealth 2.0 - Strategy and Execution Framework



RUN

Run our Ministry

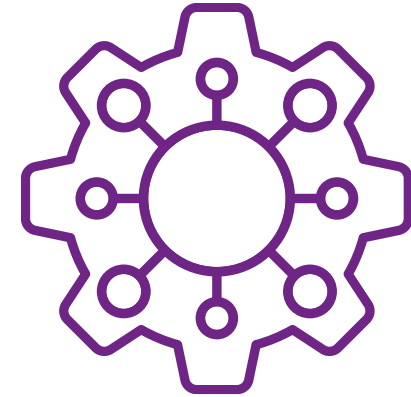
“to manage; operate”



EVOLVE

Evolve our Ministry

“develop gradually, especially from a simple to complex form”



TRANSFORM

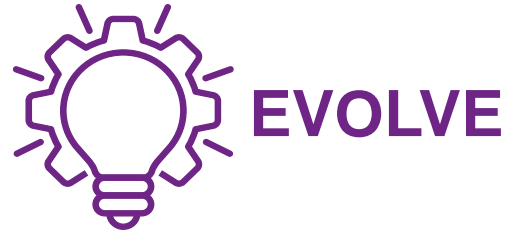
Transform our Ministry

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

Together**Health** 2.0 – Seven Strategies



RUN



EVOLVE



TRANSFORM

Priority Focus

Rebuild and Expand **Core Clinical Programs** and **Physician Partnerships**

Develop and Grow **Community Division** and New Health Segments

Create an **Exceptional Member Experience**

Become the **National Benchmark** for **Care Excellence**

Foundational

Advance **Mission, Community Impact** and **Clinical/Operational Excellence**

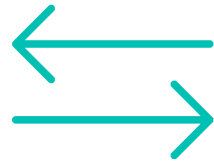
Advance an **Exceptional Colleague Experience**

Implement **Innovative Care Delivery, Safety Practices, Technologies** and **System Support Models**

Market Differentiators Ensure a Sustainable Health Care Delivery Model



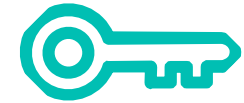
Surgeries and Procedures are our Revenue Engine



We Must Embrace the Duality of Acute and Ambulatory Services



The Medical Group is our Growth Engine



Access is our Market Differentiator

Key Enablers Provide a Foundation for Strategic Priorities



Top Decile Performance
in Quality, Patient
Safety, and Service



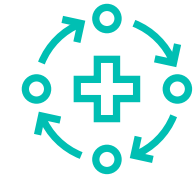
Engaged and Aligned
Work Force



Enhanced Philanthropy



Strong Advocacy Efforts
and Community
Partnerships



Care Continuity



Agility and
Adaptability



Mission Integration
and Catholic Identity



Strong Physician
Engagement
and Alignment



Operational Discipline
and Focus on
Outcomes



Technology and
Innovation Solutions

Rebuilding and Expanding Core Clinical Programs



Focus Clinical Program	Regional Health Ministry Minimum Focus Areas	
Heart & Vascular	<ul style="list-style-type: none"> • Structural Heart Program Growth (Pump Cases) • Imaging / Screening Growth 	<ul style="list-style-type: none"> • Ambulatory Expansion • Electrophysiology Program Expansion
Oncology	<ul style="list-style-type: none"> • Infusion Treatment Growth • Radiation Treatment Growth 	<ul style="list-style-type: none"> • Surgery Growth • Screening Growth
Neuroscience	<ul style="list-style-type: none"> • Neurosurgical Program Growth • Neuroendovascular / Stroke Program Growth 	<ul style="list-style-type: none"> • Specialty Program Growth
Musculoskeletal	<ul style="list-style-type: none"> • Manage Transition to Outpatient • Outcomes Measurement 	<ul style="list-style-type: none"> • Physician Governance • Alternative Payment Models
Robotics (focused investment and enabler for growth)	<ul style="list-style-type: none"> • Minimize Clinical Variation • Minimize Supply Chain Variation • Develop Standardized Training, Education, and Governance Model 	<ul style="list-style-type: none"> • Prioritize New Store Growth not Transition of Existing Cases to Robotics Cases
Women's Health	<ul style="list-style-type: none"> • Growth of Women's Services (e.g., Breast and Gynecology) • Growth of Labor and Delivery 	<ul style="list-style-type: none"> • Growth of NICU Days / High Risk Deliveries • Repositioning of MFM Programs

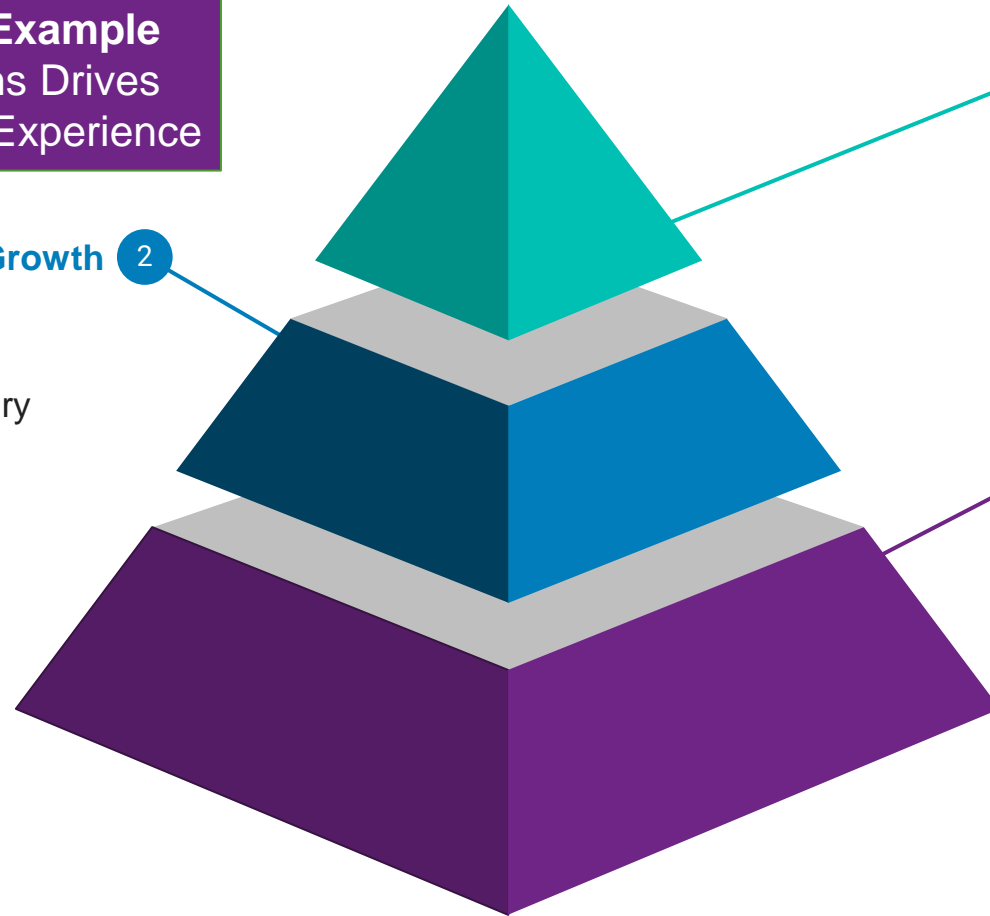
Physician Partnership Strategy Drives the Development of Clinical Programs and Market Differentiation



Neurology and Neurosurgery Example
Development of Clinical Programs Drives Improved Patient Outcomes and Experience

Neurology & Neurosurgery Integrated Growth

- Stroke - Endovascular, Aneurysm
- Spine/Deformity
- Epilepsy & DBS/Functional Neurosurgery
- Neuro-Trauma
- Neuro-Oncology & Brain Tumor
- Neuro-Critical Care
- PM&R
- Movement Disorders
- Neuromuscular
- Peripheral Nerve Injury
- Sleep Medicine



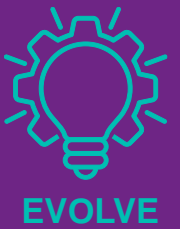
1 Service Enhancement

- Infusion Care (ex. MS)
- Stroke Follow Up Clinic
- Remote EEG Monitoring & Interpretation
- Clinical trials
- Mobile Stroke Unit
- Integrated Spine Model

3 Foundational Structure & Operational Readiness

- Address “front door” barriers - referrals, transfers, internal outmigration
- Shift to multi-hub model for regional approach to rationalization of care—quaternary vs tertiary vs community care centers
- Determine staffing model/recruitment needs for rapid improvement of outpatient neurology access

Community-Based Care: A Key Element of Our 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**



*PACE: Program All-Inclusive Care for the Elderly

Creating an Exceptional Member Experience

Member-Focused Culture Must Be Central to Create the Exceptional Member Experience

The Exceptional Member Experience



**“Job One” is
TIMELY ACCESS TO CARE**



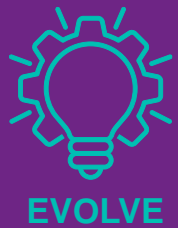
**We Listen, Partner
and Make It Easy**



**“Get ’em in,
and treat ’em well.”**

What action(s) can each colleague take to help more members gain access and improve satisfaction with our services.

Keeping our Promise and Delivering the Exceptional Member Experience through Access, Systems, Behaviors and Culture

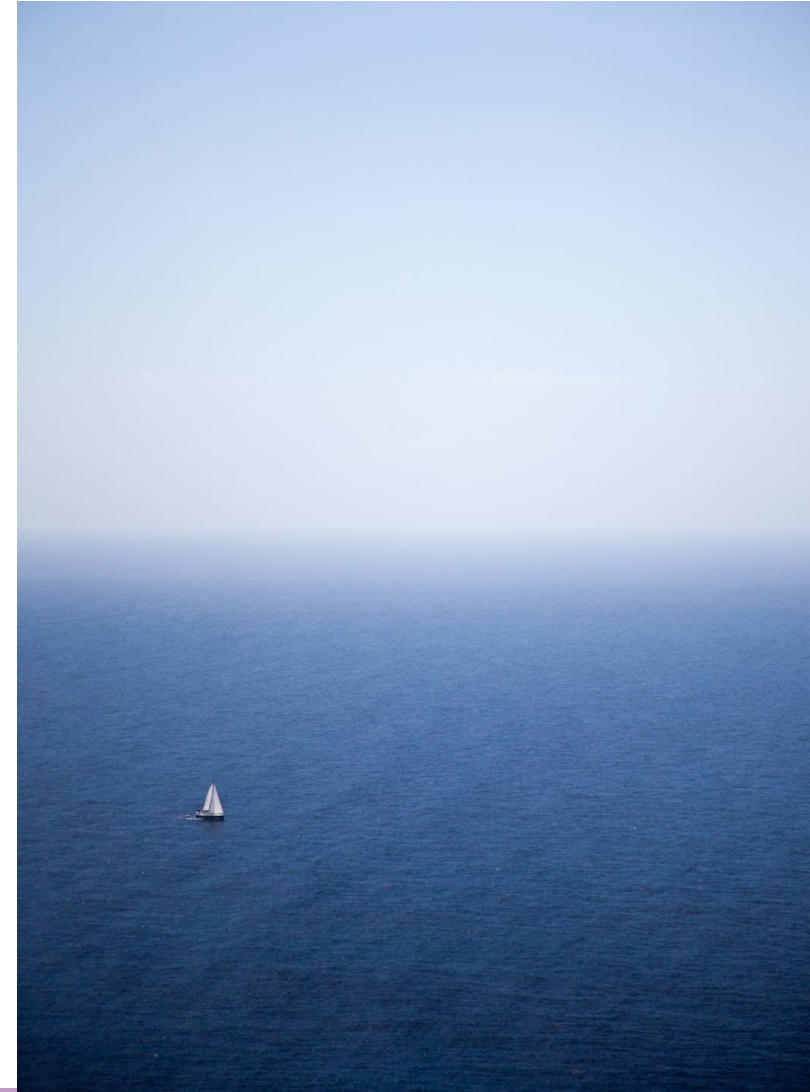


Strategic Initiative	Description
MyChart / TogetherCare	Monitor MyChart Adoption where patients can access health records, test results, care/visit summaries and medical history or schedule an appointment, register for an appointment and pay a bill all in one integrated, modern place
Real-time Listening Strategy	Expansion of data flywheel to better know and serve our members; Qualtrics survey feedback and MyChart survey feedback
People Enablement	Create a culture that strives for experience excellence by removing barriers that limit great interactions between our colleagues and our members and providing the tools and technology
Day to Day Engagement	Proactively connect with those we serve, both inbound and outbound, through personalized engagement along the journey
Pre-Visit Experience	Create a simple, frictionless omnichannel scheduling experience – Access to Care is key!
Care Experience	<ul style="list-style-type: none"> • Enable flexible care options by expanding avenues for care and technology support behind it • Cultivate more inclusive experiences for our members • Engage our colleagues to deliver unparalleled levels of service
Post- Care Experience:	<ul style="list-style-type: none"> • Improve the way we recover from failures and leverage consumer data to fuel continuous improvement for our members • Provide members with a unified, flexible and personalized digital experience • Through member education, provide inclusive evidence-based and innovative resources, advance member knowledge and improve health outcomes

Case Study

Leadership Transition

You have been appointed the new CEO of a Hospital System in the Midwest. The Board has given you 90 days to develop a strategic plan for the organization. What do you do?



Case Study

Declining Business

You are coming off the most successful financial year in your health system's 100-year history. The Board has concerns that although net operating income is at record highs, your patient discharges continue to decline. What do you do?



Developing an Effective Strategic Framework

- **Market Attractiveness**
- **Competitive Landscape**
- **Company Attractiveness / Capabilities**
- **Customer Segmentation and Needs**
- **Financial Considerations**
- **Synergies**
- **Risks and Mitigations**
- **Other Considerations**



Why Our Work Matters

Future State



Northwest Ohio Hospital and Medical Office Building

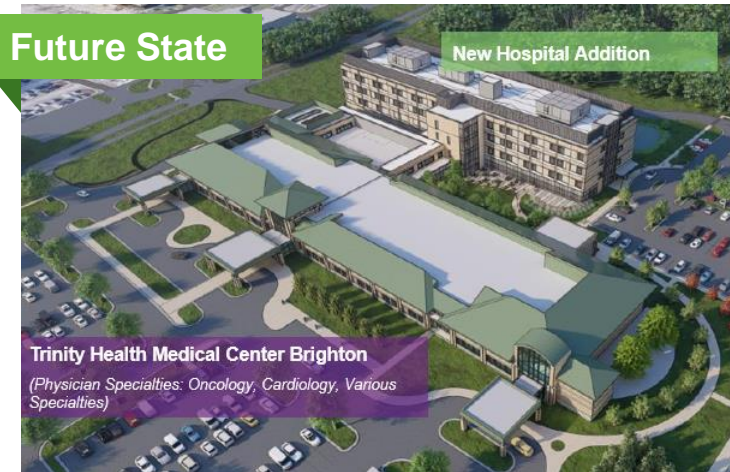
Opened July 2023



Tinley Park East and Northeast Elevations



Future State



Trinity Health Medical Center Brighton
(Physician Specialties: Oncology, Cardiology, Various Specialties)

Ambulatory Surgery Center



Why Our Work Matters

Quiet wonders occur here every day. Miracles happen from time to time





Trinity Health