

41st Annual | January 9-12, 2023

Leading with Love: A Bold Foundation for Transforming Health Care

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President & CEO

Rob McMurray
Chief Financial Officer





“

Jalen Hurts lives leadership every second of his life. He leads by example. He leads by inclusion. **He leads with love.”**

The Philadelphia Inquirer



We serve together guided by our values

Love & Excellence

We anticipate the needs of others and help with compassion and generosity.

We embrace diversity and show respect to everyone.

We listen actively, seek to understand and assume good intentions.

We tell the truth with courage and empathy.

We accept responsibility for our attitudes and actions.

We commit to being exceptional today and even better tomorrow.

We use resources wisely and effectively.

We seek new knowledge, ask for feedback, and are open to change.

We are curious and continuously look for ways to innovate.

We are true to our word and follow through on our commitments.



Regional, Community-Based, Academic Health System Serving Delaware, Maryland, Pennsylvania & New Jersey

- Three hospitals and a freestanding ED.
- Gene Editing Institute.
- Health & Technology Innovation Center.
- Regional centers of excellence in heart and vascular care, stroke care, cancer care and women's and children's health.

**Top 15
East Coast**

ADMISSIONS
BIRTHS
ED VISITS



13,000+
Caregivers

130+
Practices, locations
and urgent care



The **ChristianaCare** Way

We serve our neighbors as respectful, expert, caring partners in their health. We do this by creating innovative, effective, affordable systems of care that our neighbors value.

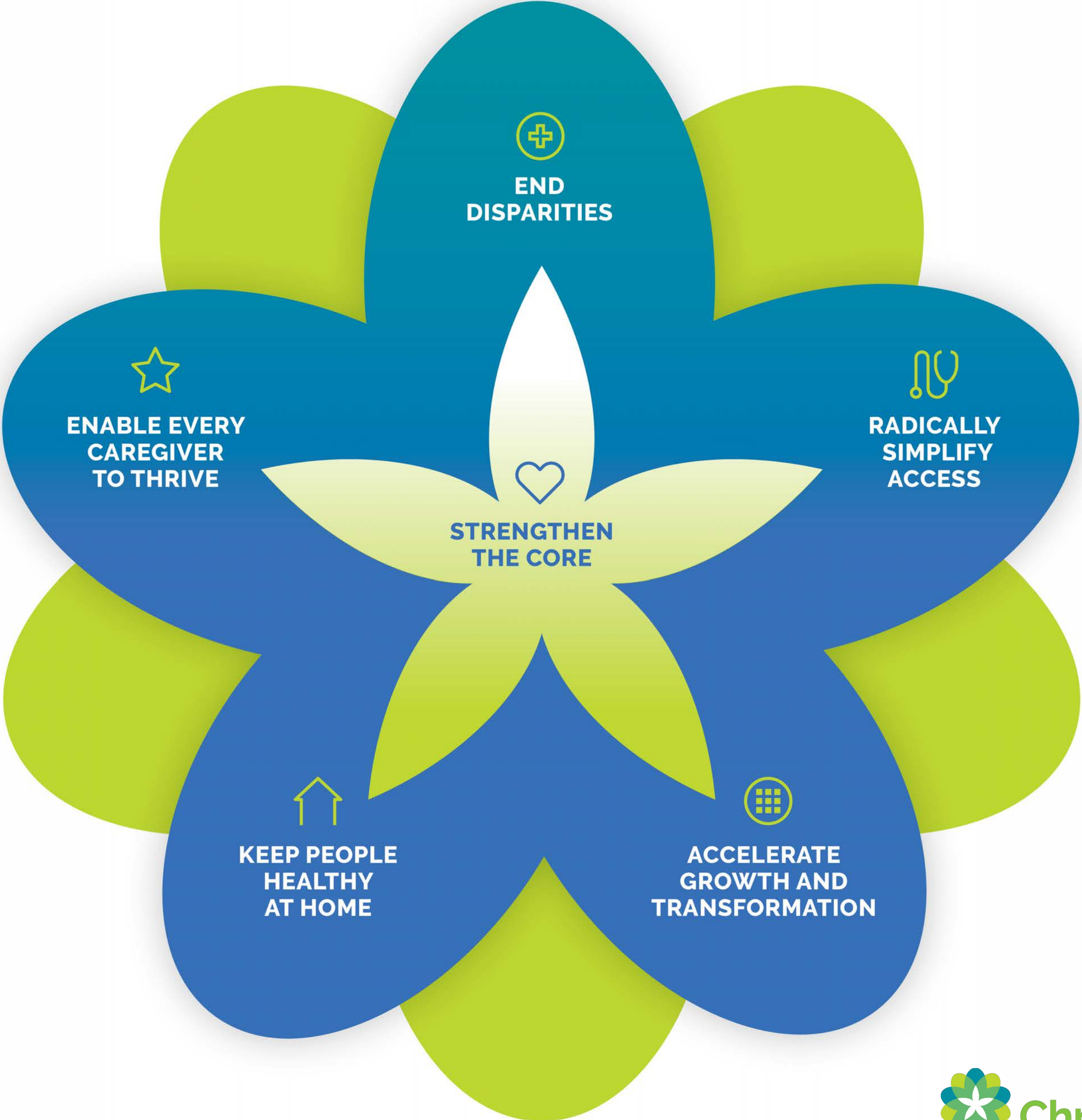
and equitable

Our Vision

Creating health together so every person can *flourish*.

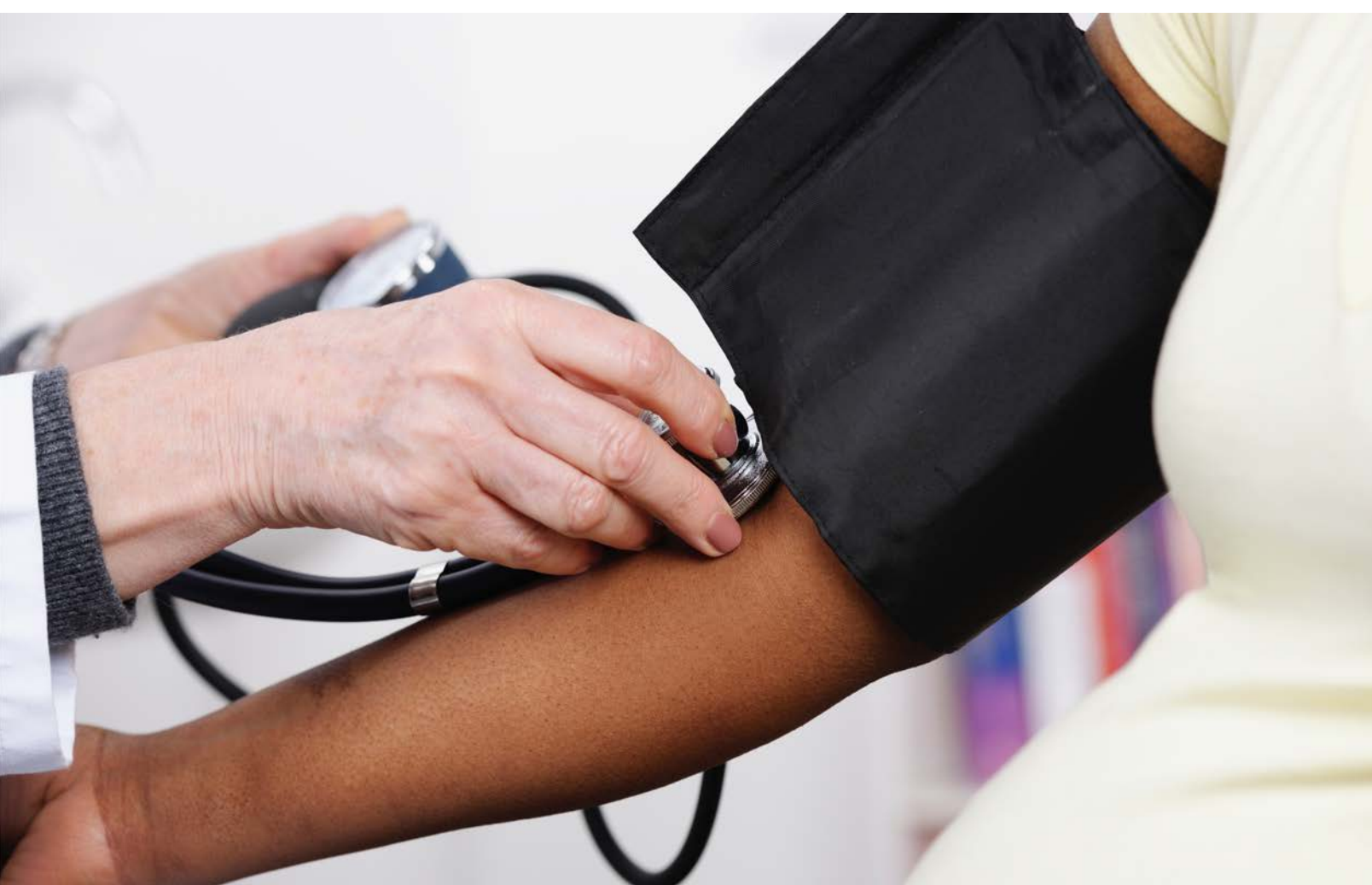
Our Aspirations

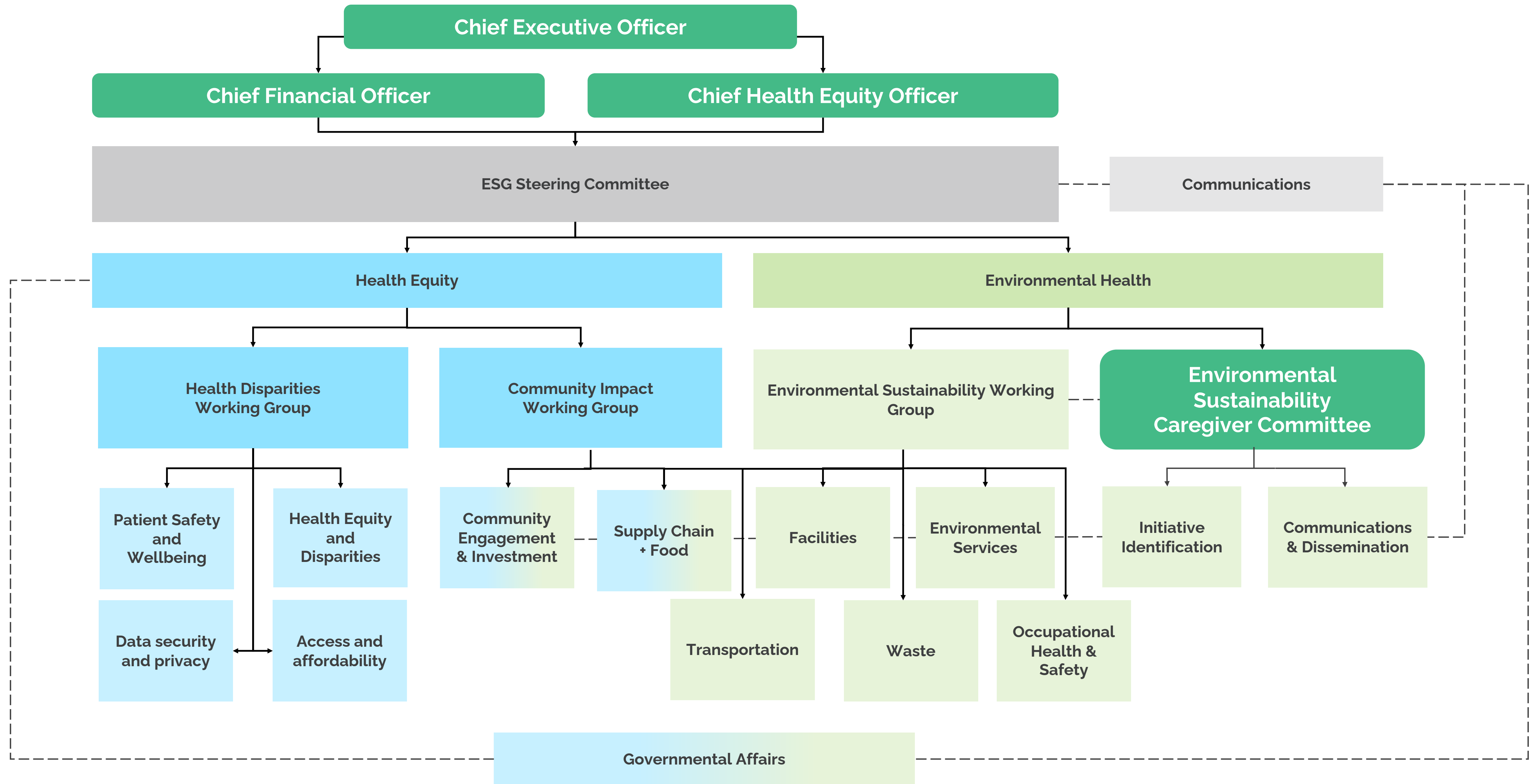
Building on what we do best, ChristianaCare will achieve breakthrough outcomes by creating a boundless organization driven to...





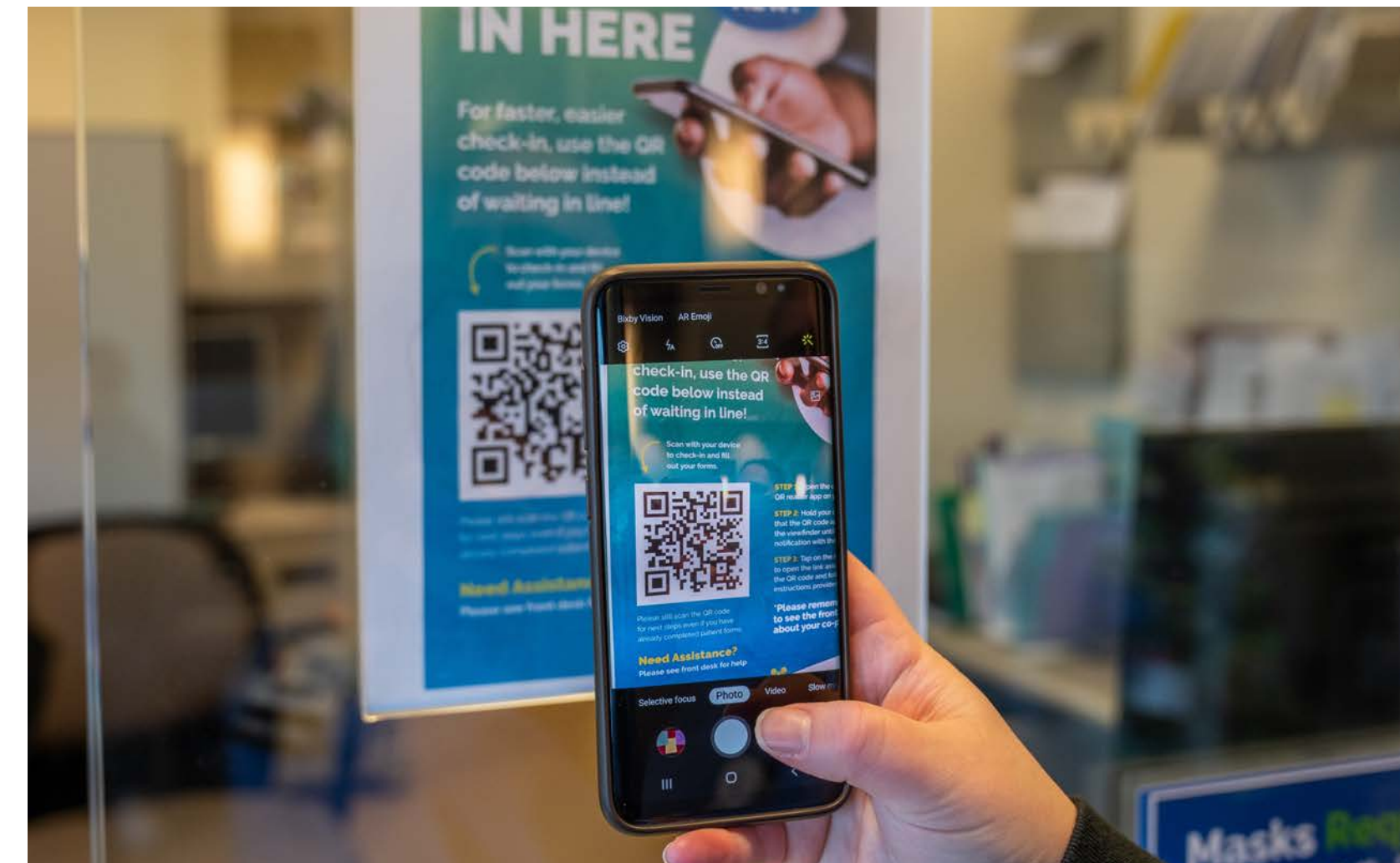
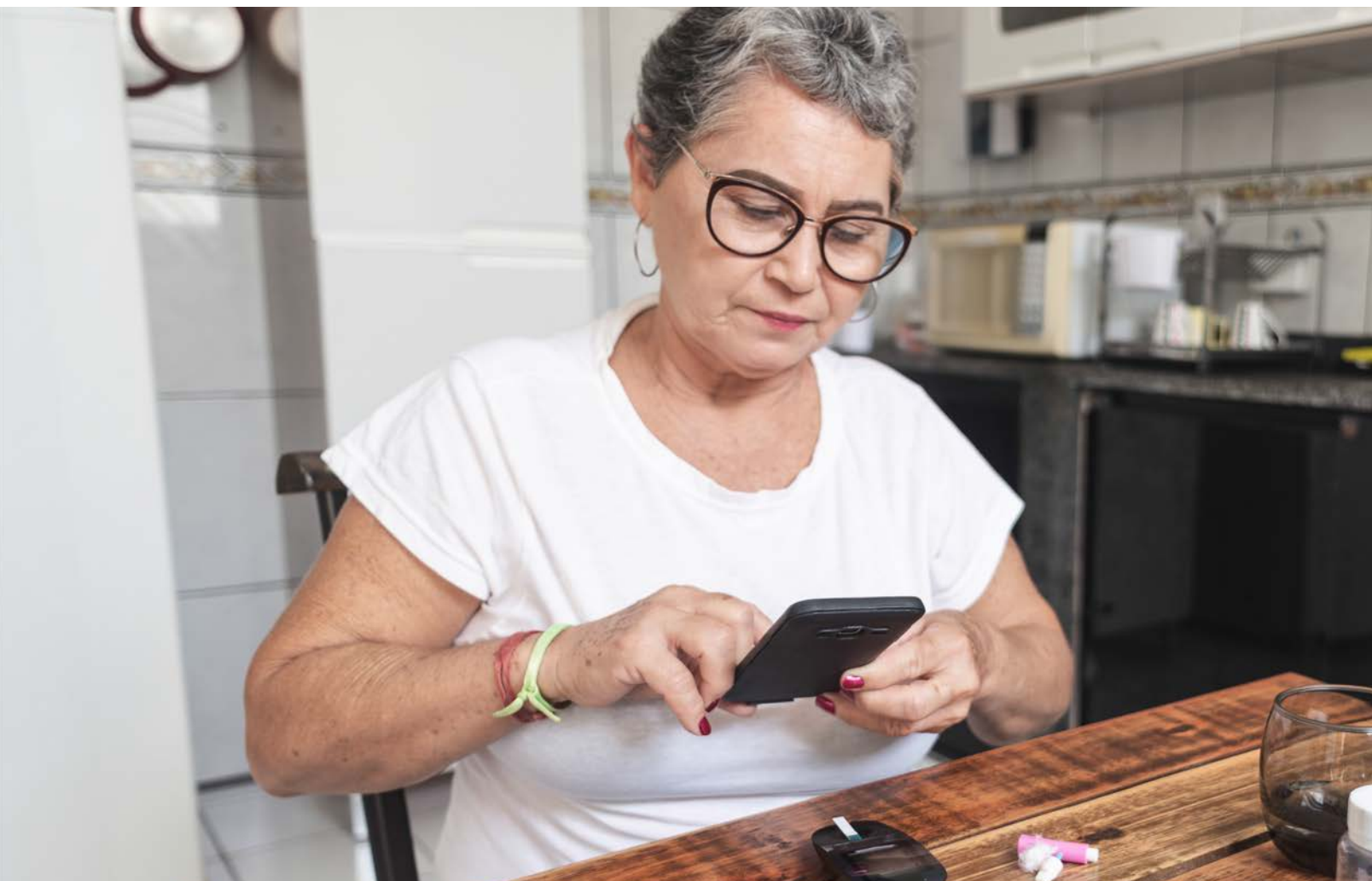
End Disparities







Radically Simplify Access





Accelerate Growth & Transformation



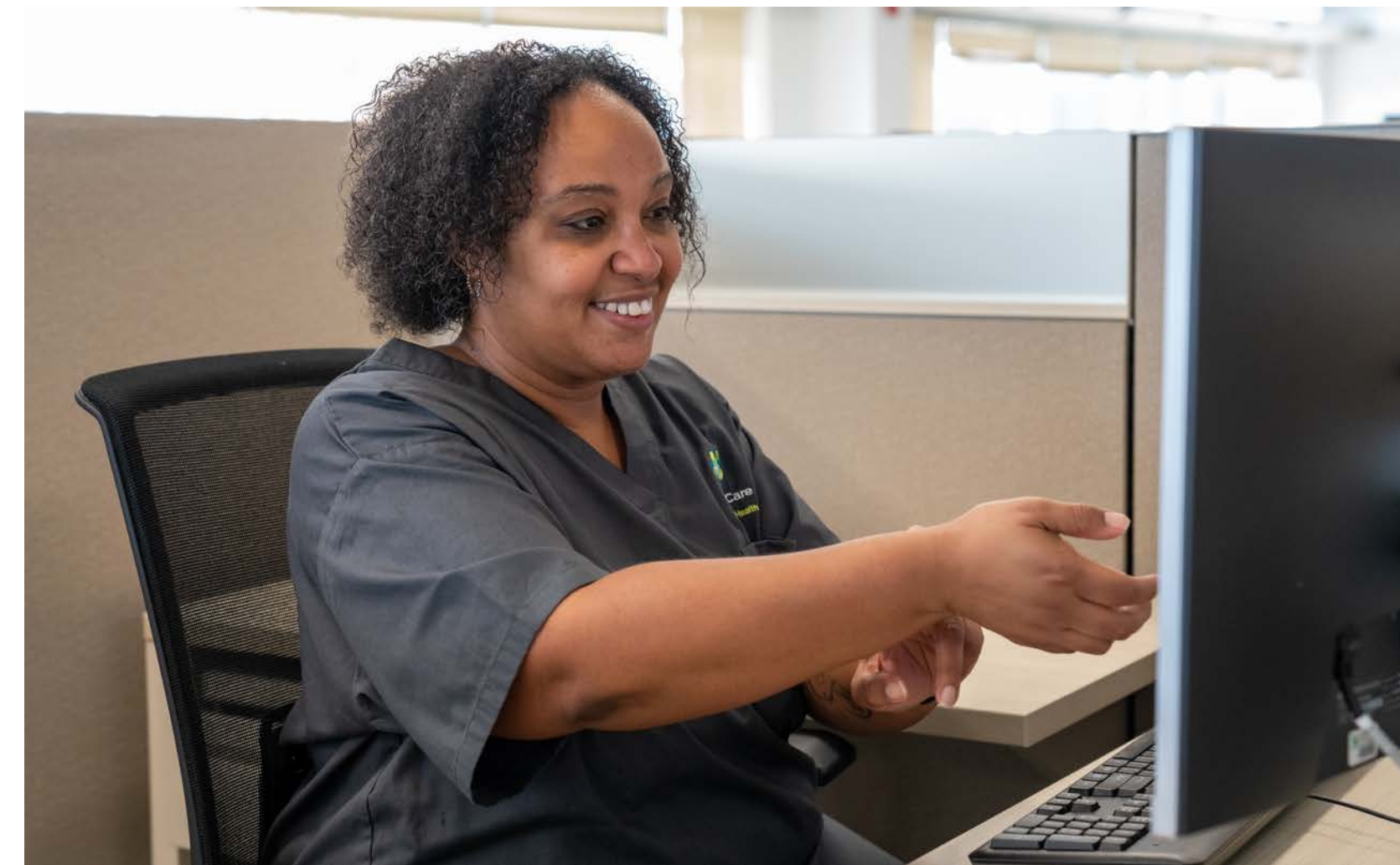
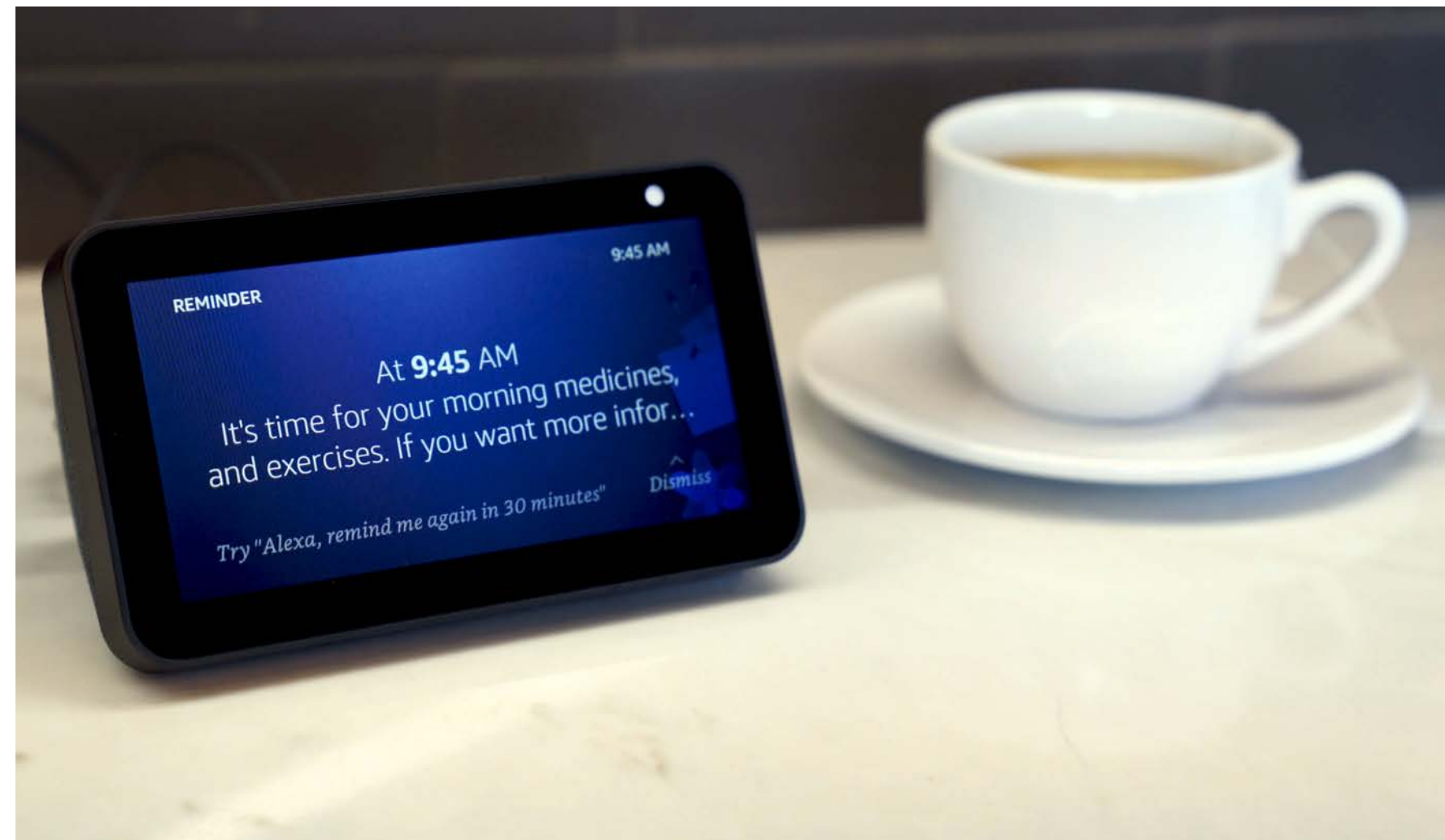


CorriXR
THERAPEUTICS





Keep People Healthy at Home





Enable Every Caregiver to Thrive





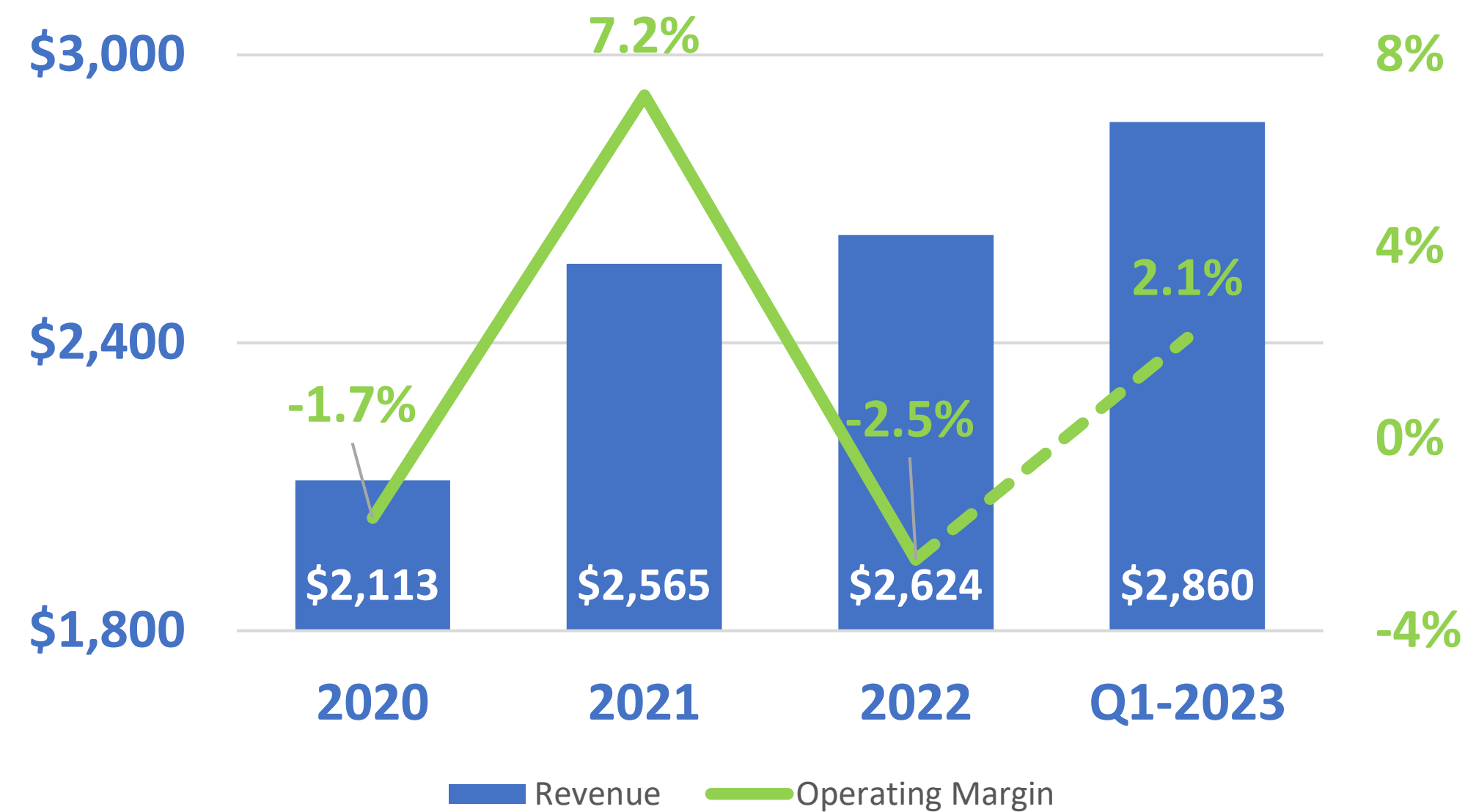


Strengthen the Core

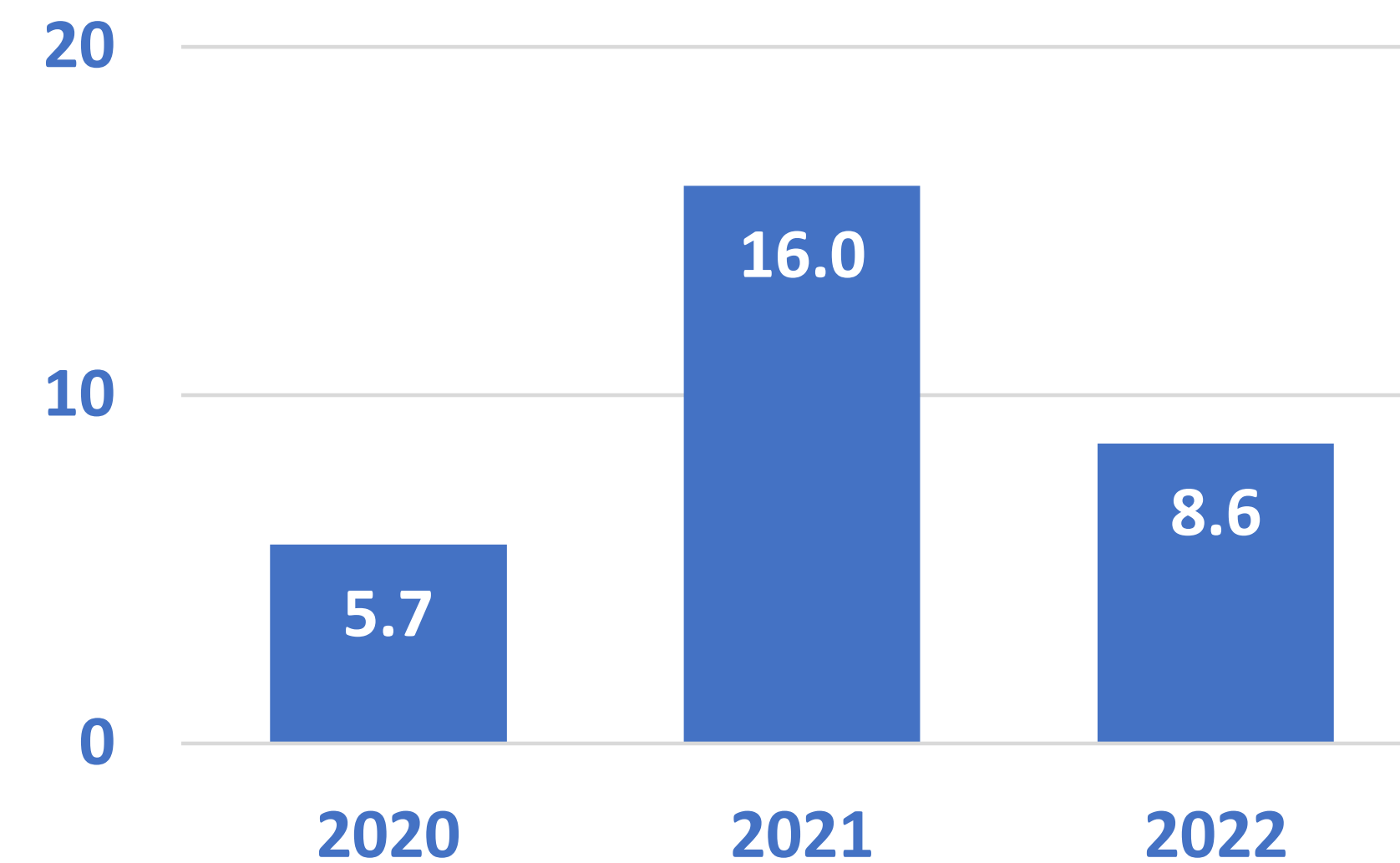


Operating Performance

Revenue & Operating Margin



Debt Service Coverage



Bond Rating
AA+ Aa2



POURING A NEW FOUNDATION

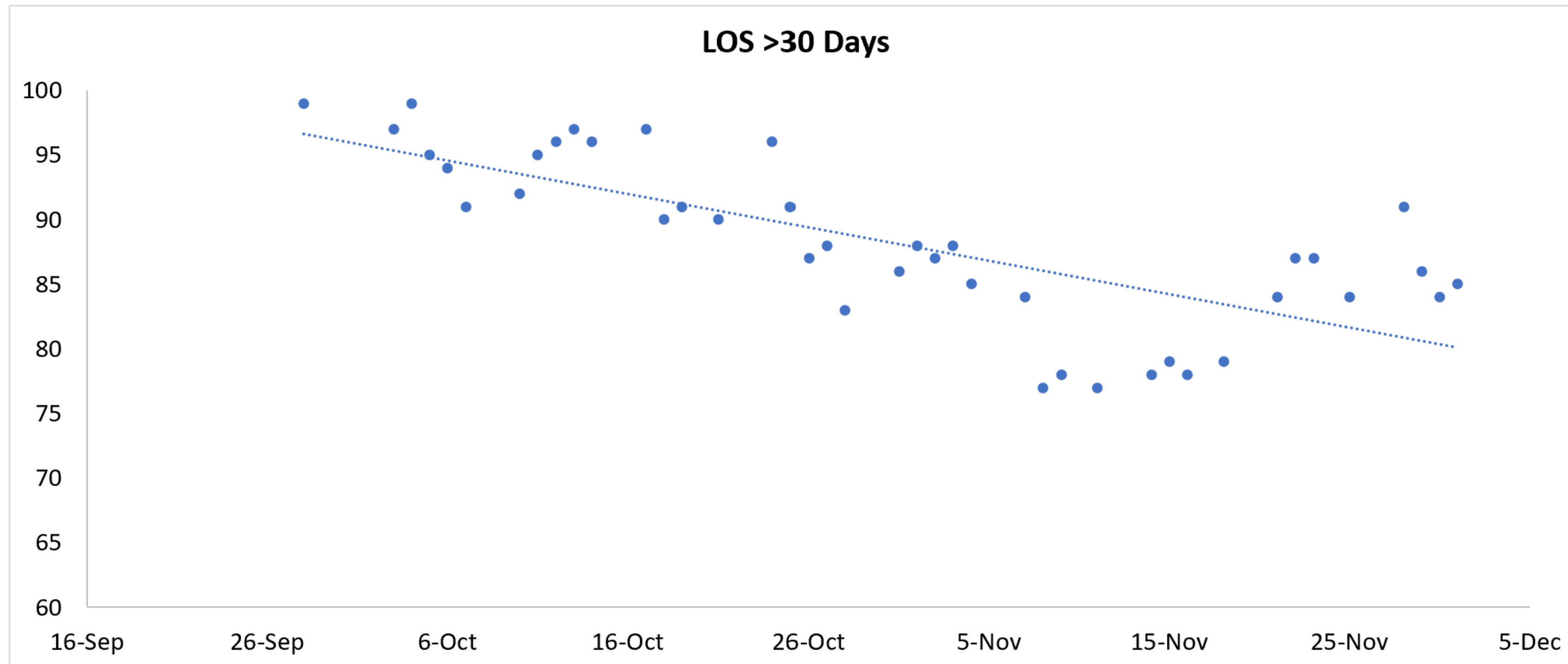
Project Bedrock Workstreams

- Length of Stay
- Workforce
- Non-Labor
- Real Estate
- Perioperative Services
- Physician Enterprise
- Revenue Cycle
- Non-Core Segments

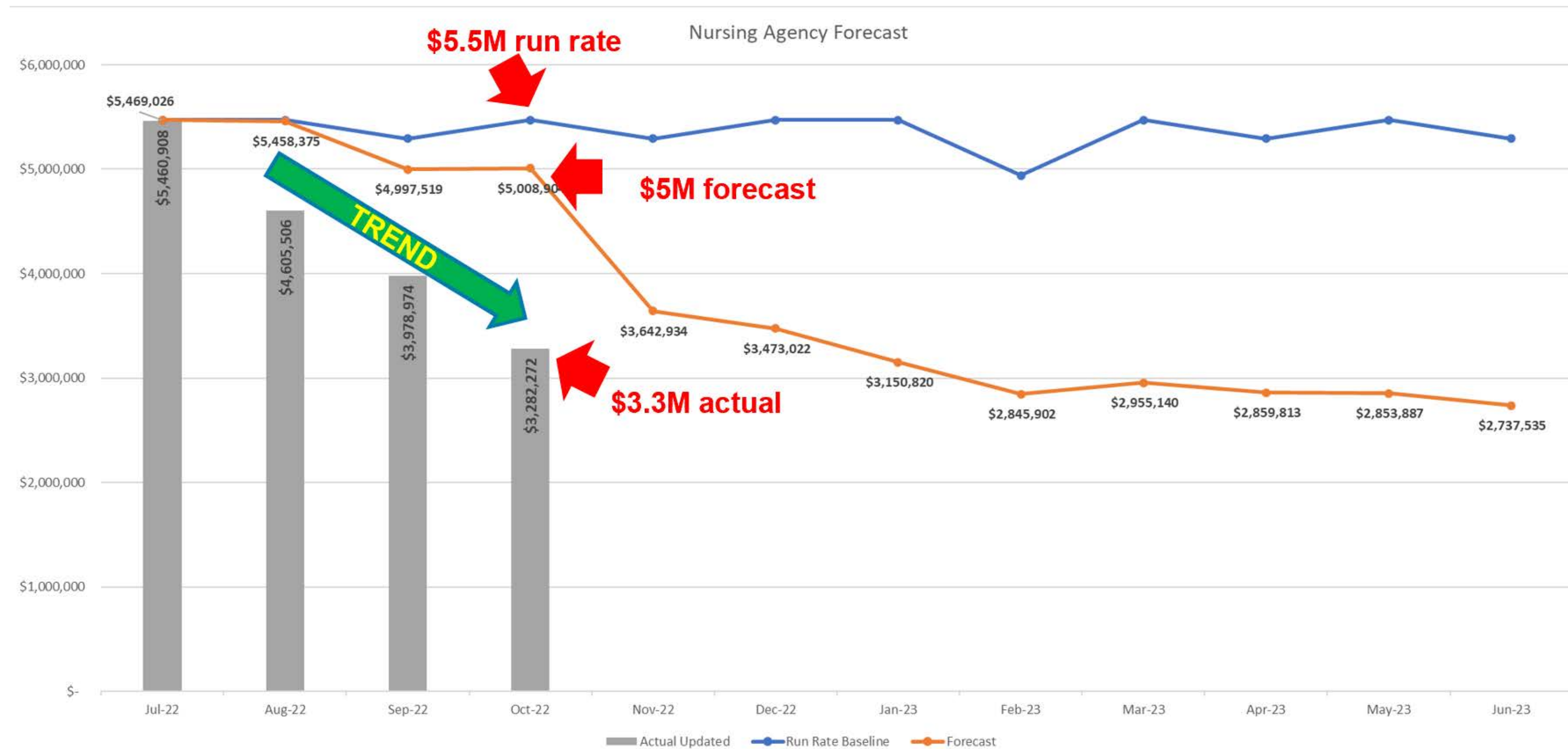
Early Success: Reduced Length of Stay

LOS Opportunity | Implementation Progress – Number of Patients with Long LOS

The number of patients with LOS ≥ 30 days continues to decrease, freeing up needed bed capacity.

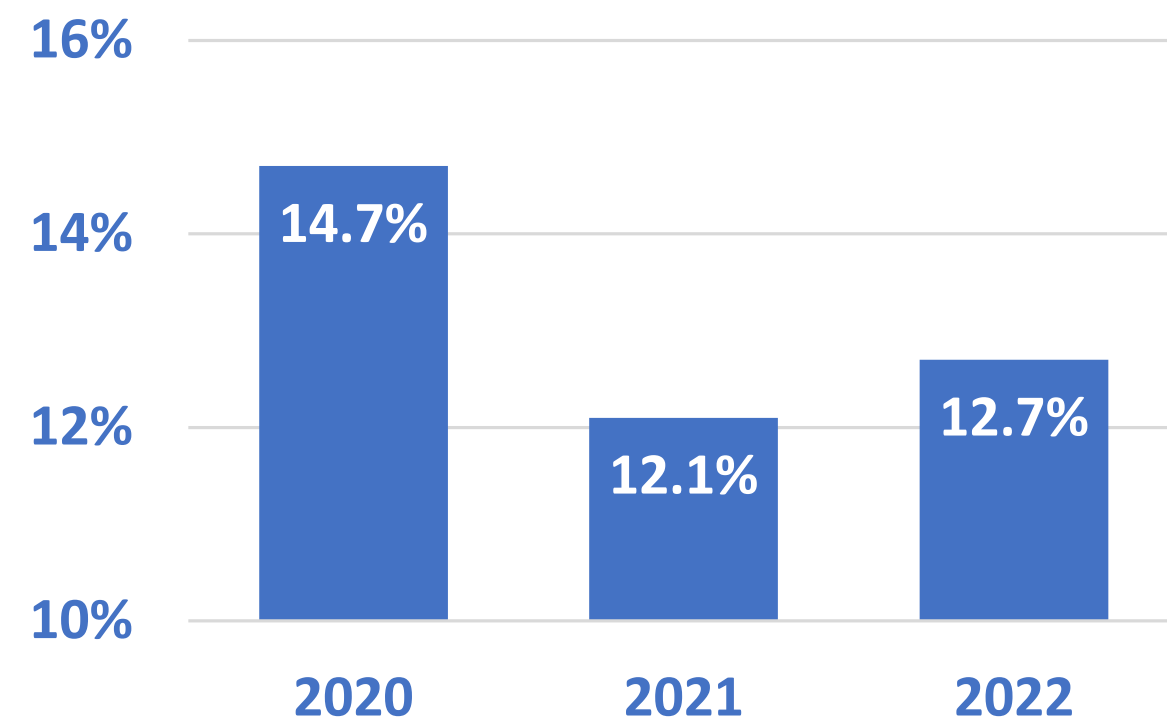


Early Success: Reduced Purchased Labor

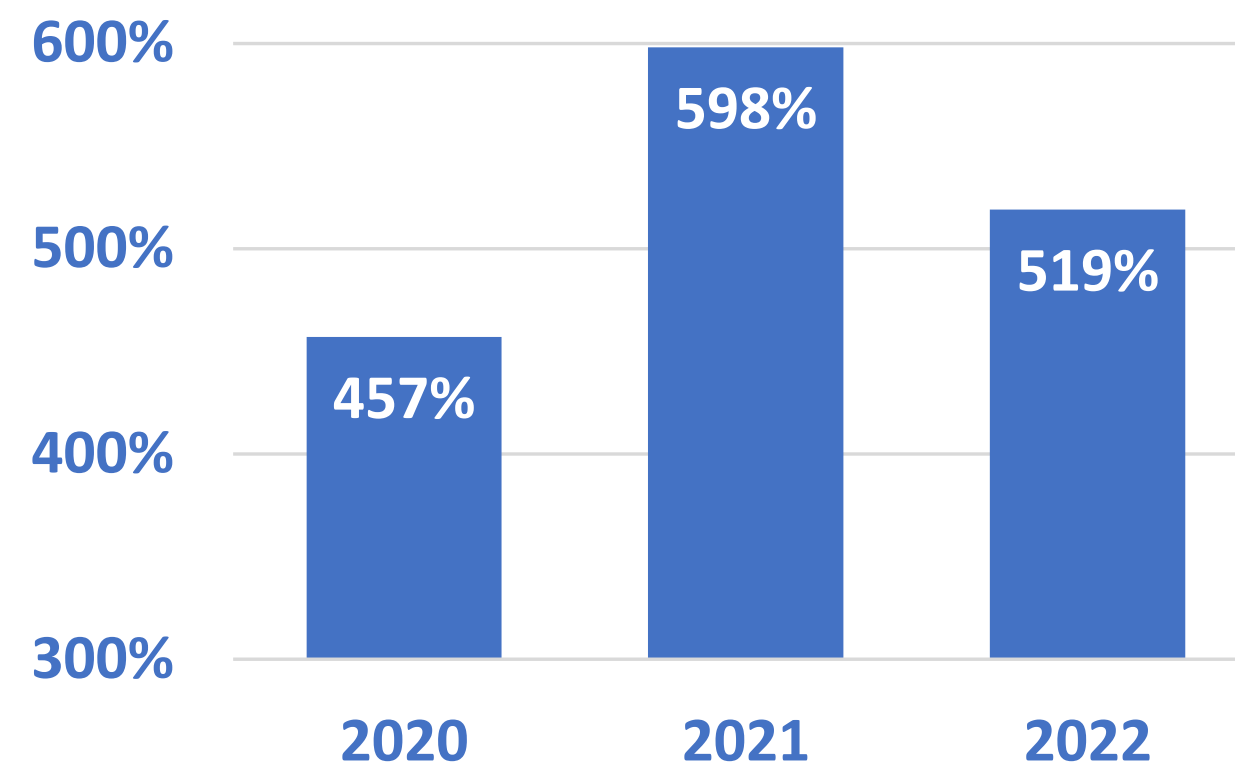


Balance Sheet Strength

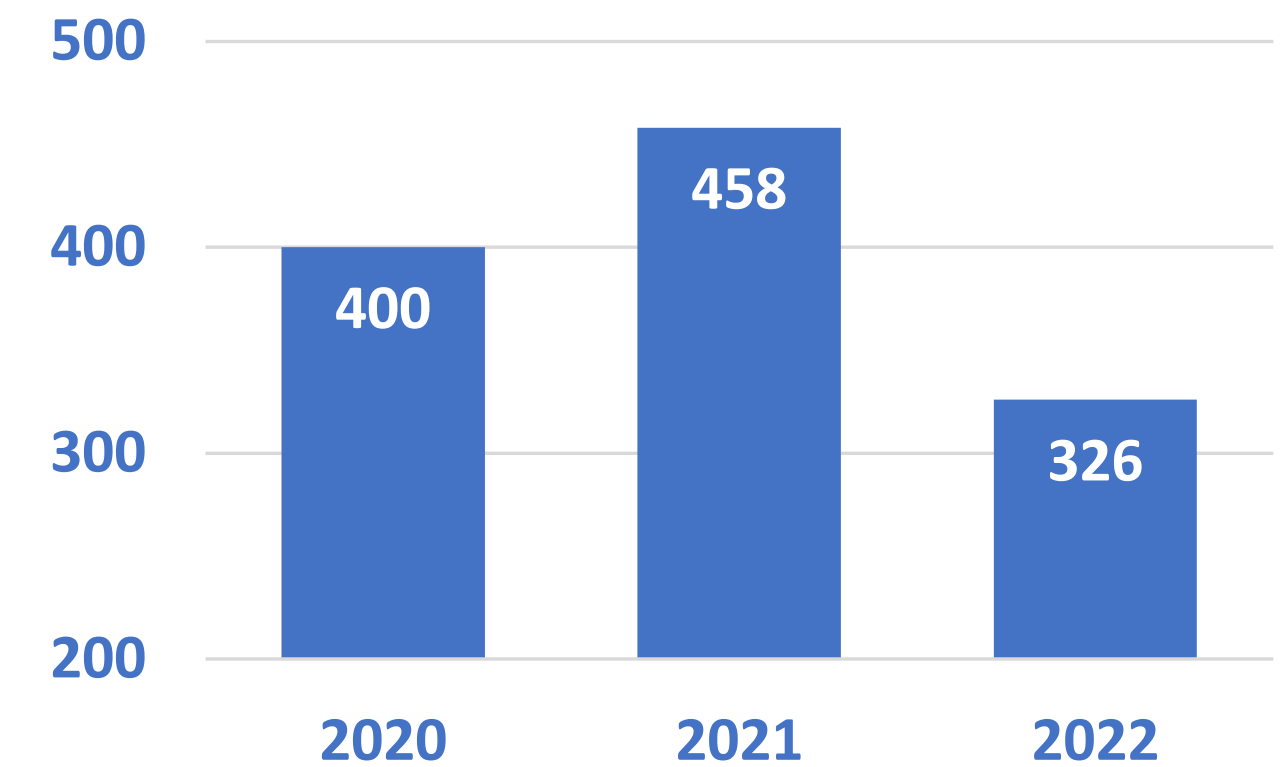
Debt to Capitalization



Cash to Debt

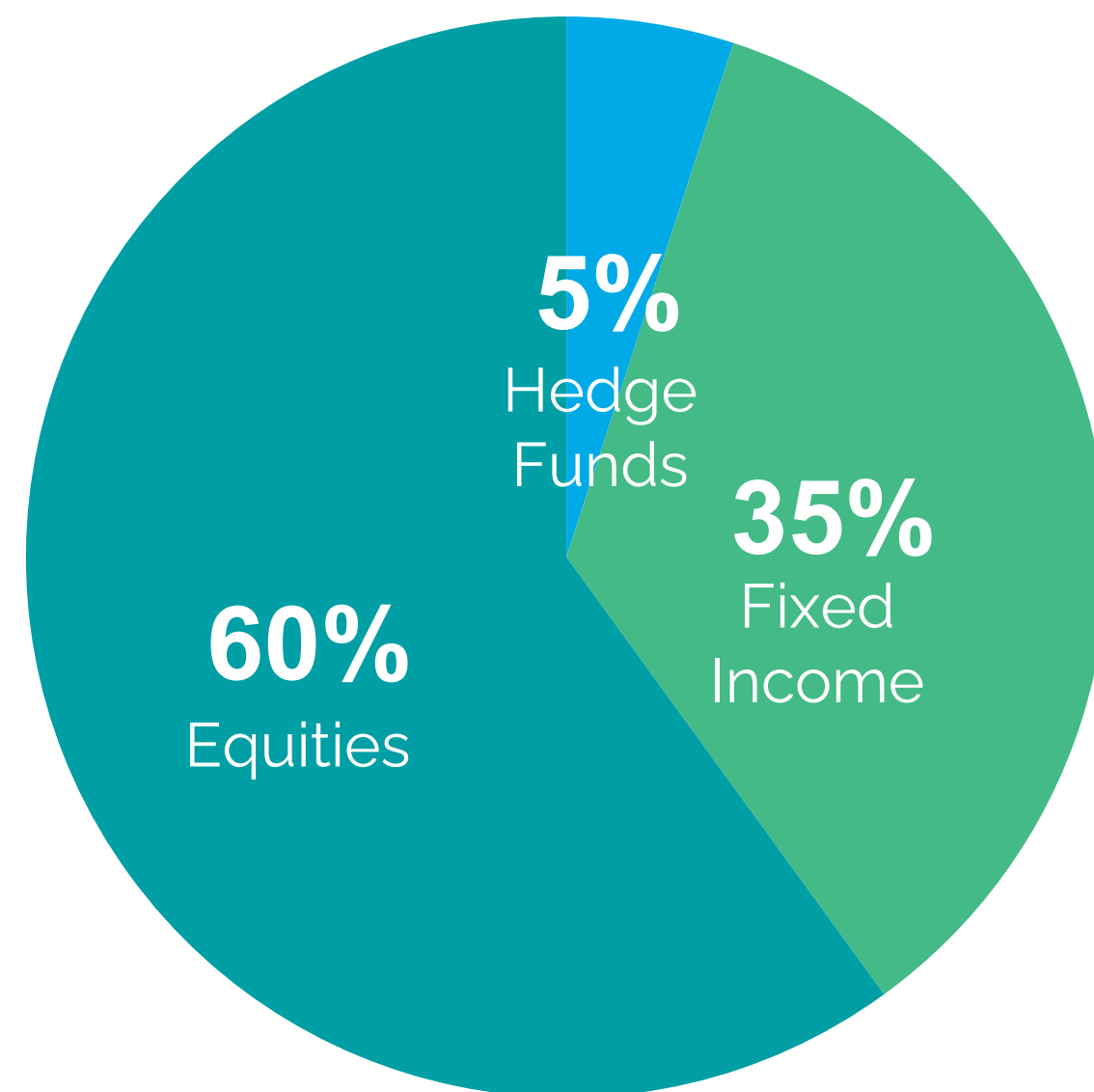


Days Cash on Hand

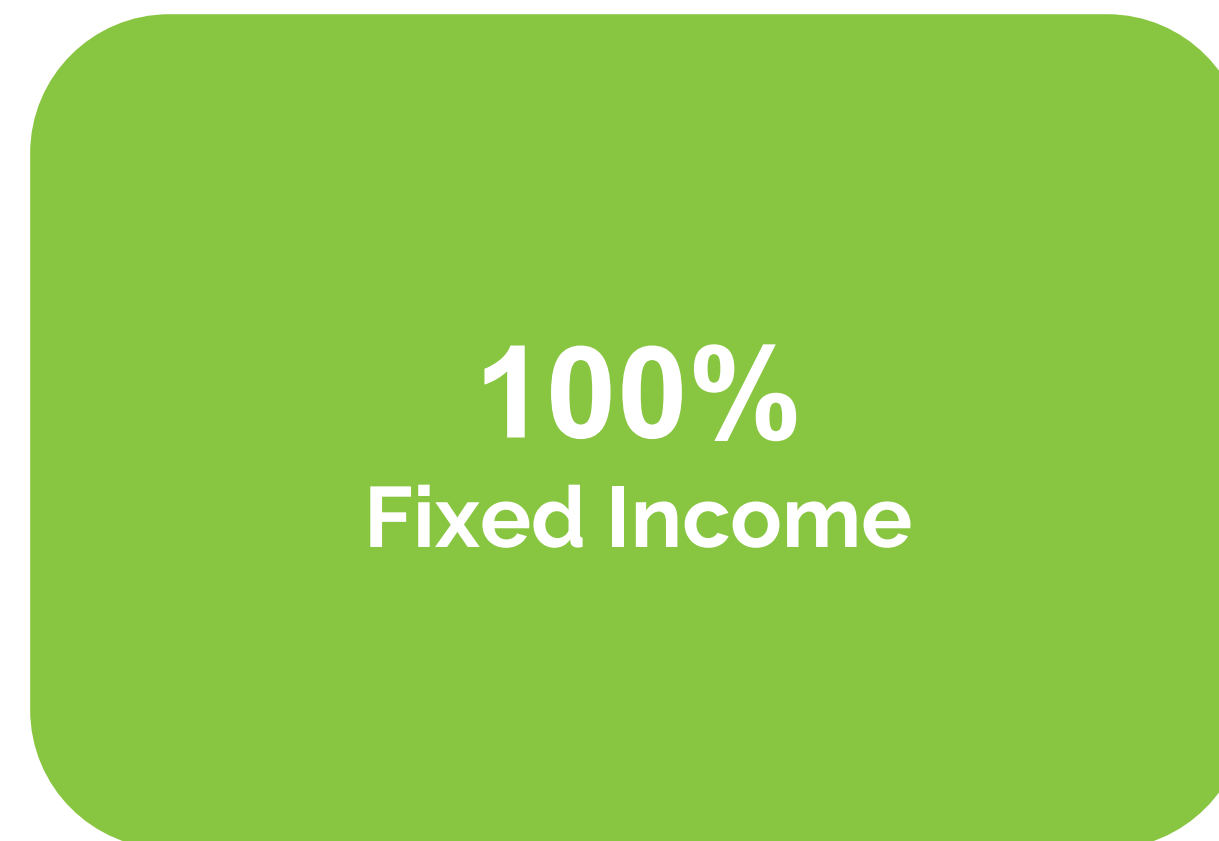


Investments & Pension

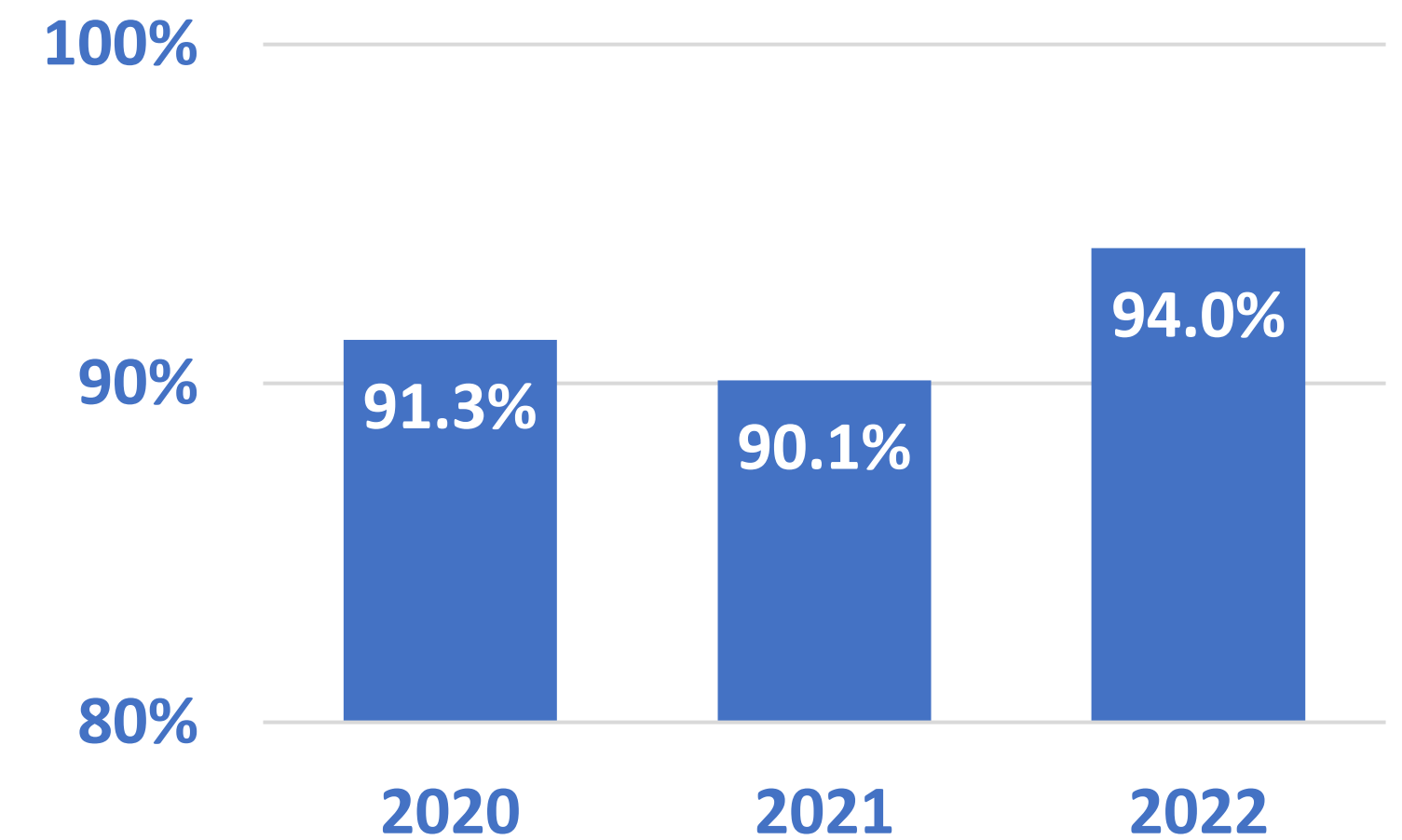
Investment Portfolio



DB Plan Assets

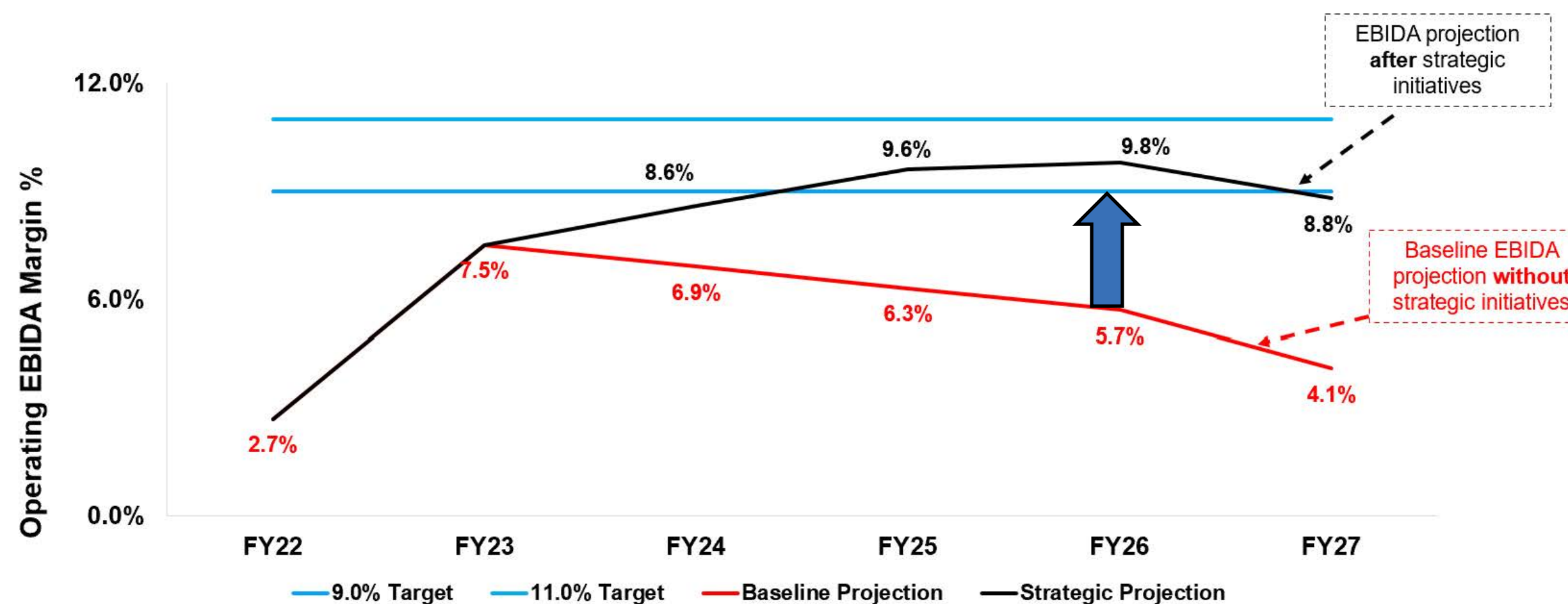
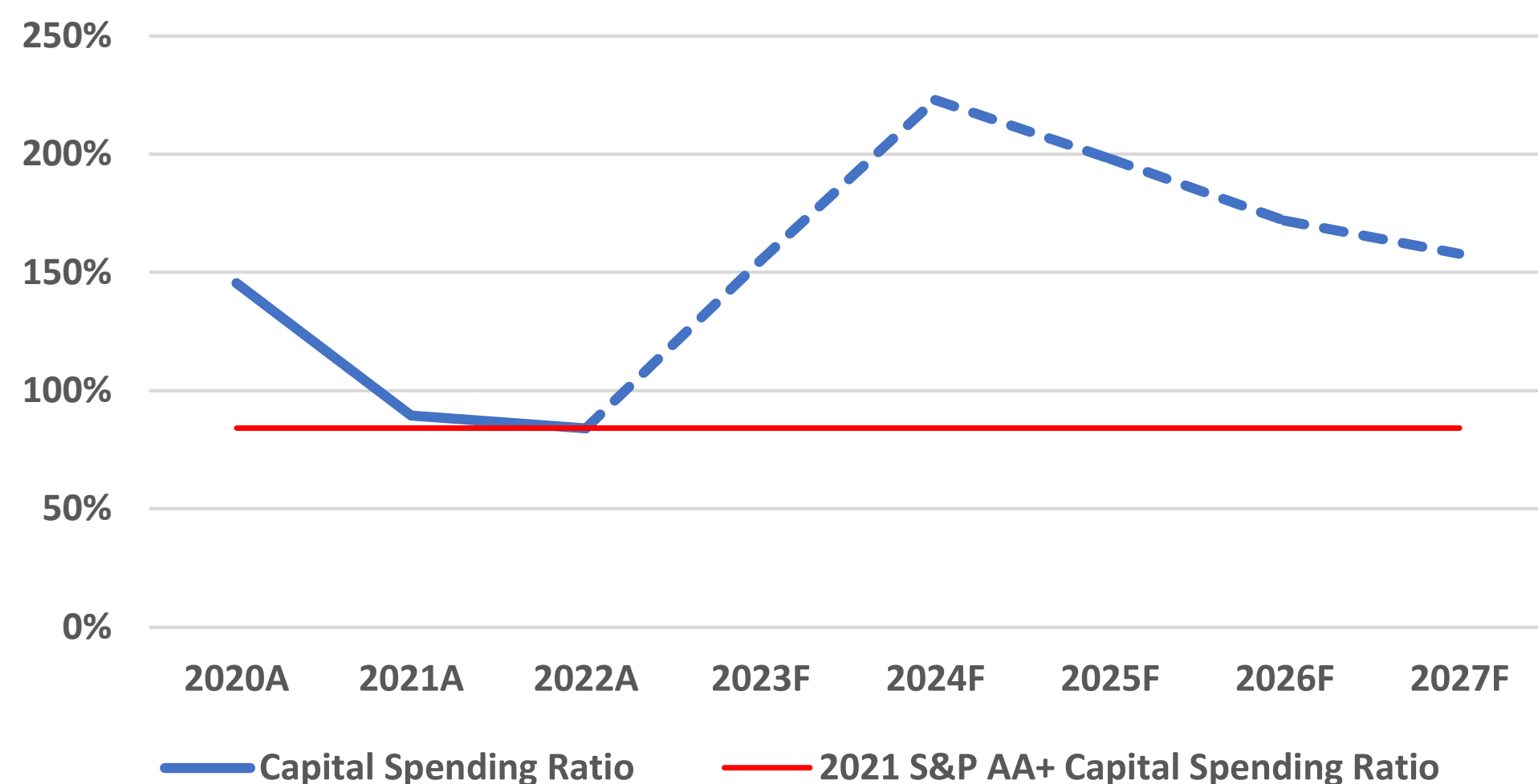


Funded Status



Strategy-Informed Financial Plan

Capital Spending Ratio Forecast





“

Love takes off the masks that we fear we cannot live without and know we cannot live within... I use the word 'love' here not merely in the personal sense, but as a state of being, or a state of grace; not in the infantile...sense of being made happy, but in the tough and universal sense of quest, and daring and growth.”

—James Baldwin

About This Presentation

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