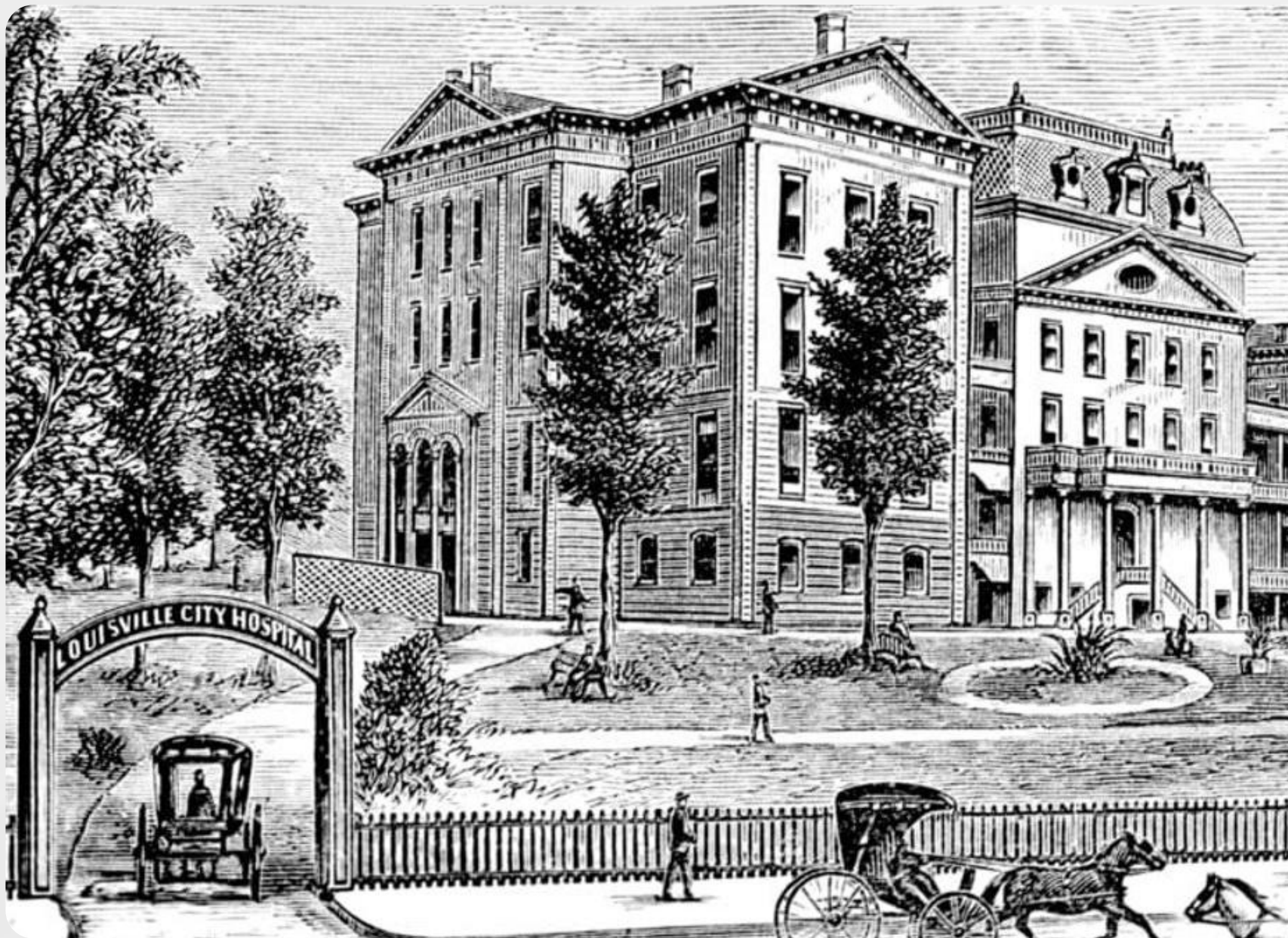




THE POWER OF U

**Together, Let's Shape
the Future of Care**



THE MISSION

To Transform
the Health
of the
Communities
We Serve

U^{OF} Health



U_{of} Health

**Same Mission.
A Changing Community**



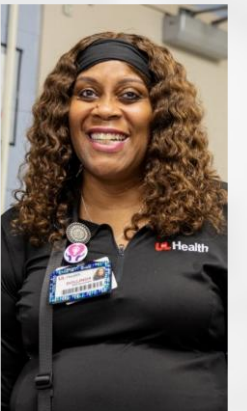
Acuity



Access



Food Security





Meet The **TEAM**

BRIAN
DUNN

Vice President,
Business
Development



LARRY
STEBELSKY

President



MAX
MOSKY

Senior Vice
President,
Strategy &
Innovation



DUSTY
DERINGER. Ph.D.

Vice President,
Patient
Experience



BETHANY
SIMPSON

Division
Executive
Chef



SHANNON
MAUCK

Senior
Director



AVI
PINTO

Chief
Executive
Officer





The System Strategy

U^L of Health



**Same People,
Same Values**





**One System,
One Standard**





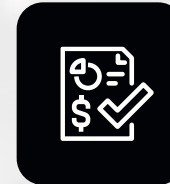
Quality & Safety



Efficiency



Experience



Cost Control





The Operating System

UL^{OF} Health

Applied Innovation



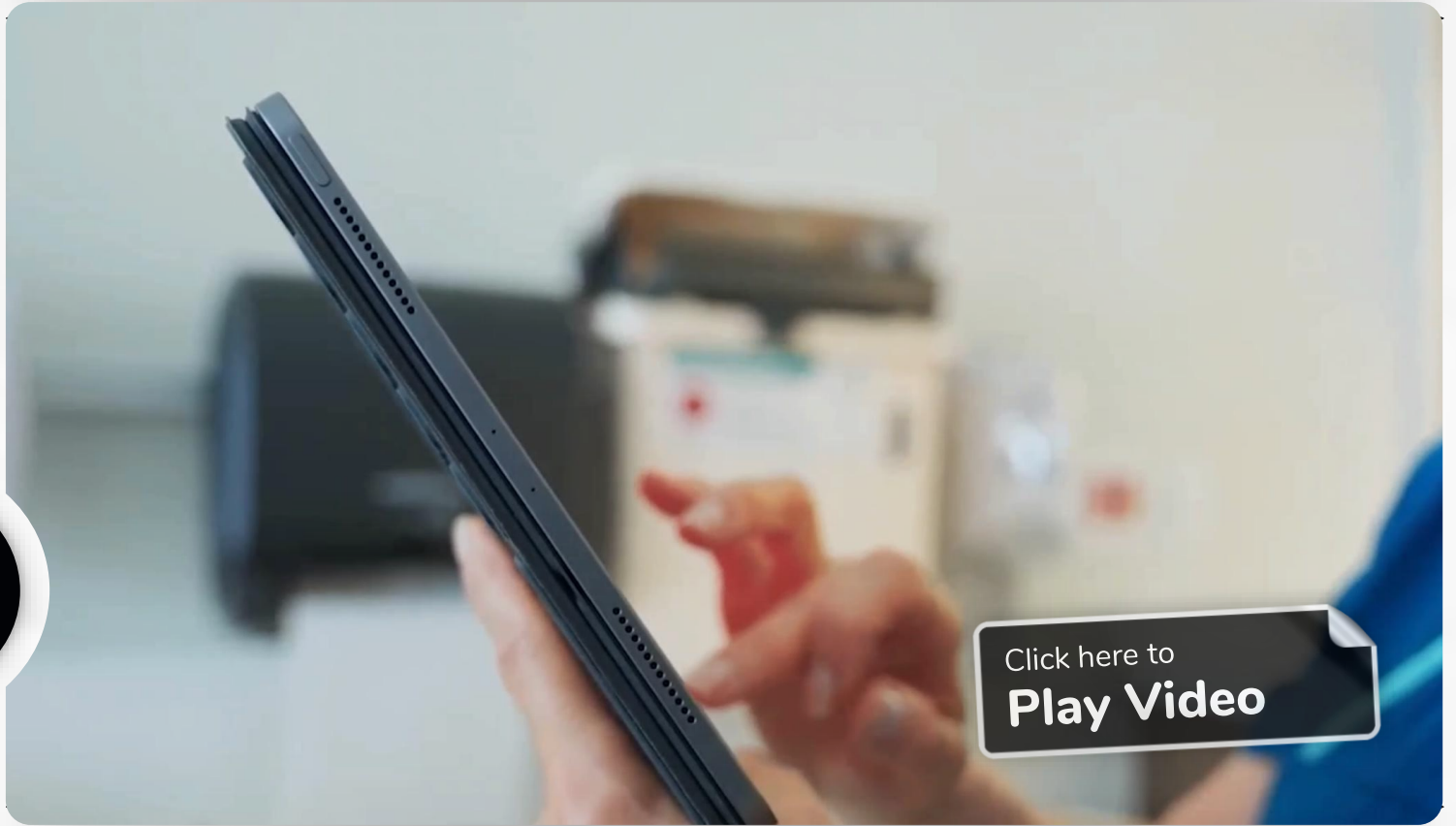


Workforce XP and Efficiencies





Closing the Language Barriers



Click here to
Play Video





Nurse Dashboard

Patient Meal Journey

Reduces Calls from
Nurses to the
Kitchen by
65%

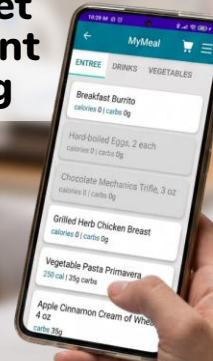
4.6+
Star Rating

Faster
Delivery
Times
38-41
mins

EMR Integration
for Quality and
Safety



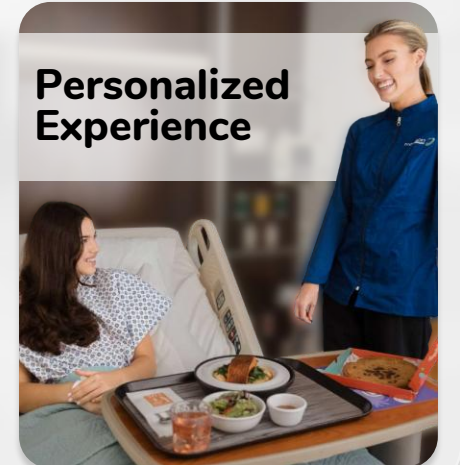
Easy, Diet
Compliant
Ordering



Improved Accuracy
and Tray Tracking



Personalized
Experience





Retail Technology



+6.8%
Technology Driven
Revenue Increase

+11%
Programming Driven
Revenue Increase

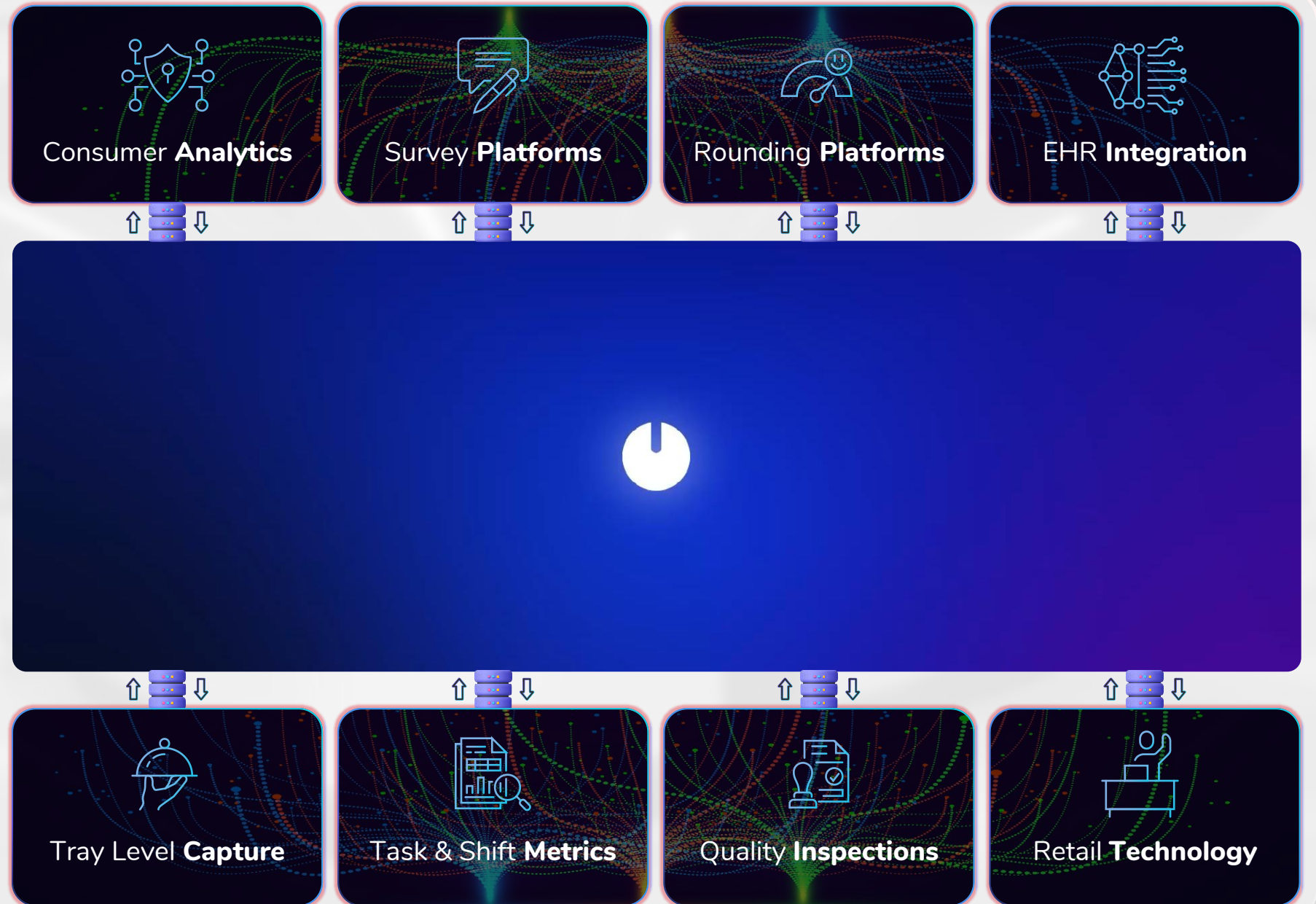
\$48K
Labor Cost
Removed

8.1pt
Patient Satisfaction
Score Increase





We Have More
Data Then Ever

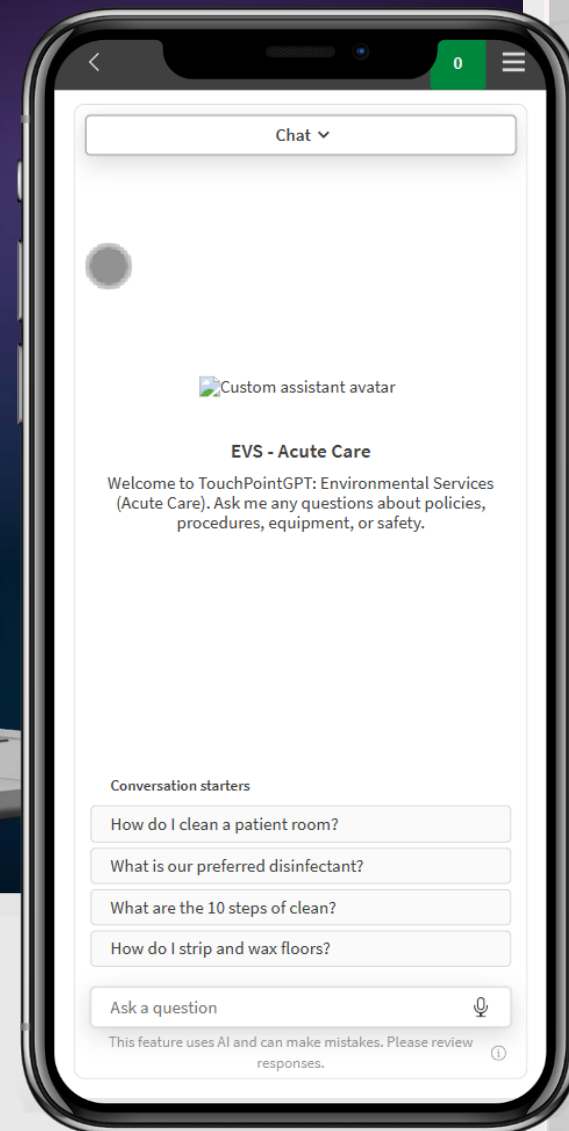




Operational AI



**AWARD-
WINNING
INNOVATION**





Continuous
Improvement
at Scale



EVS



FNS

EFFICIENCY THAT COMPOUNDS

+13.1% / PY: 11.1%

EVS Efficiency: Invoice Cost / Patient Day

+12.7% / PY: 10.1%

FNS Efficiency: Invoice Cost / Patient Day

PRODUCTIVITY INCREASE

+10.7% / PY: 10.3%

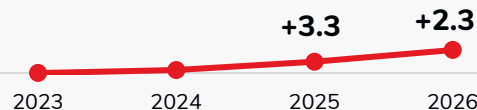
EVS Productivity: PLH/ Patient Day

+9.8% / PY: 8.3%

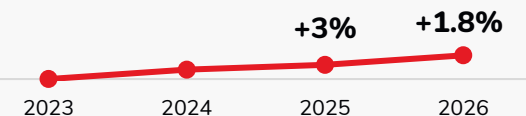
FNS Productivity: PLH/ Patient Day

PATIENT SATISFACTION GAINS

Net Cleanliness



Net Food





Experience & Outcomes

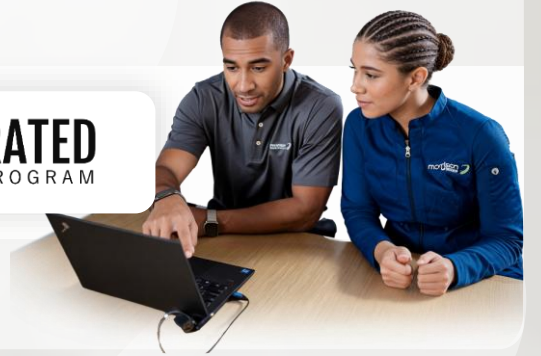
UL^{OF} Health

When Operations Are
Inconsistent
Or **Unstable**,
Leaders Manage
Disruption

When Operations Are
Stable, Leaders Can
Pursue Excellence

**Engineering
Reliability**
into the
System

 **ACCELERATED**
MANAGER PROGRAM



FRONTLINEElevate
Developing our Frontline Leaders



positive⁺⁺
impressions





The Listening Framework



Experience Mapping

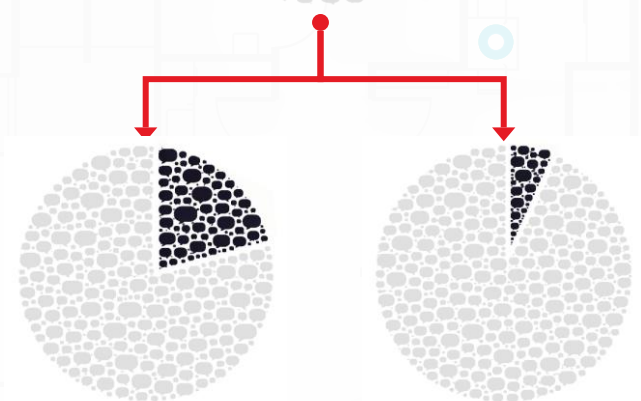


Nurse Focus Groups



2025 EVS Rounds

67,194
Verbatim Collected



15,382
Issues Identified
(100% Resolved)

1196
EVS Associates
Recognized



Nurse Huddles & Orientations



Rounding and Nursing Surveys

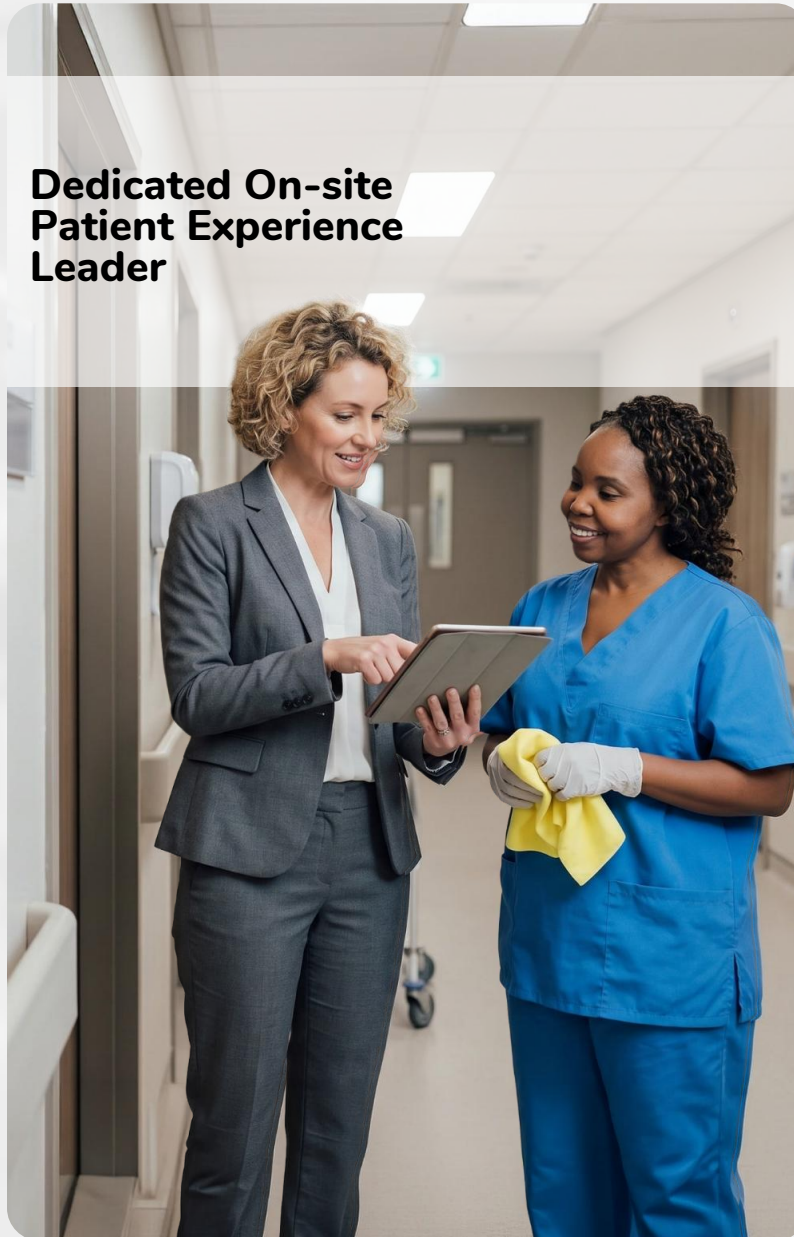




**Producing
Outcomes
at Scale**



**Dedicated On-site
Patient Experience
Leader**



**MEMORIAL
HERMANN**

**STARTED WITH: EVS
Added Food and
Nutrition in Q3 2020**

Percentile Rank Increases

23rd

Q3 2020

58th

Q2 2021

Total System



Experience Drivers and Predictable Outcomes



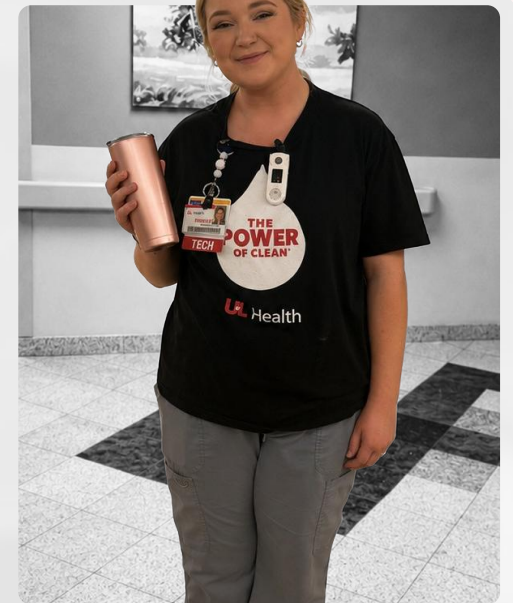
▲
13%
Top Box
Patient
Satisfaction
Improvement

YEAR 1



▲
3%
Further
Top Box
Improvement

YEAR 2



Dedicated
**Nurse
Liaison**





Winning the Hardest Room

Emergency Department Support



For
Nurses



In-between
Cleanings



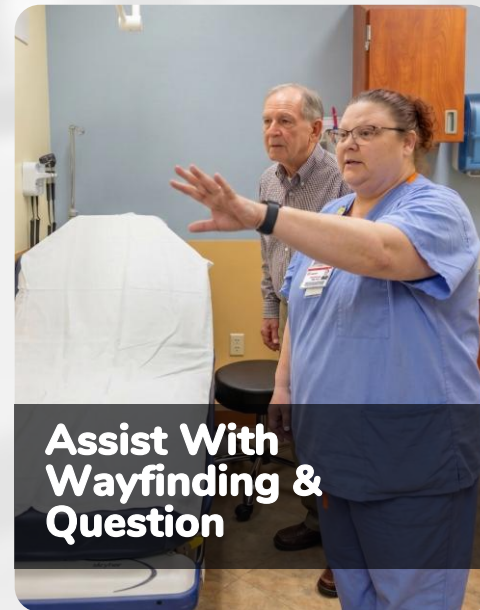
Provide Comfort
Amenities



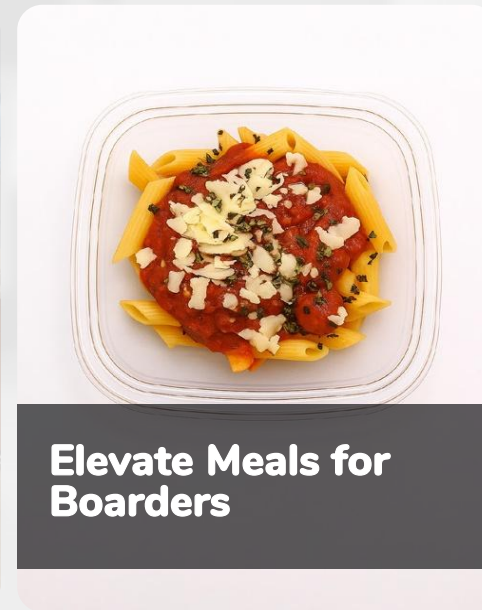
For
Patients



Assist With
Wayfinding &
Question



Elevate Meals for
Boarders





Hospitality Value Chain



**Internal Service
Quality &
Innovation**

**Stable
Empowered
Workforce**

**Clinical
Engagement
& Partnerships**



**5 Stars
in 5 Years**



**Meet or
Exceed
Targets**



**Meet or
Exceed
Budget**



THE
POWER
OF
food

UL^{OF} Health



Changing the Perception of Hospital Food



**Nutritionally
Balanced**



**Mindfully
Procured**



**Thoughtfully
Prepared**



**Consciously
Consistent**



Step Inside the Flavor Vault



What Right Looks Like

The Standards



The Training



The Foundation

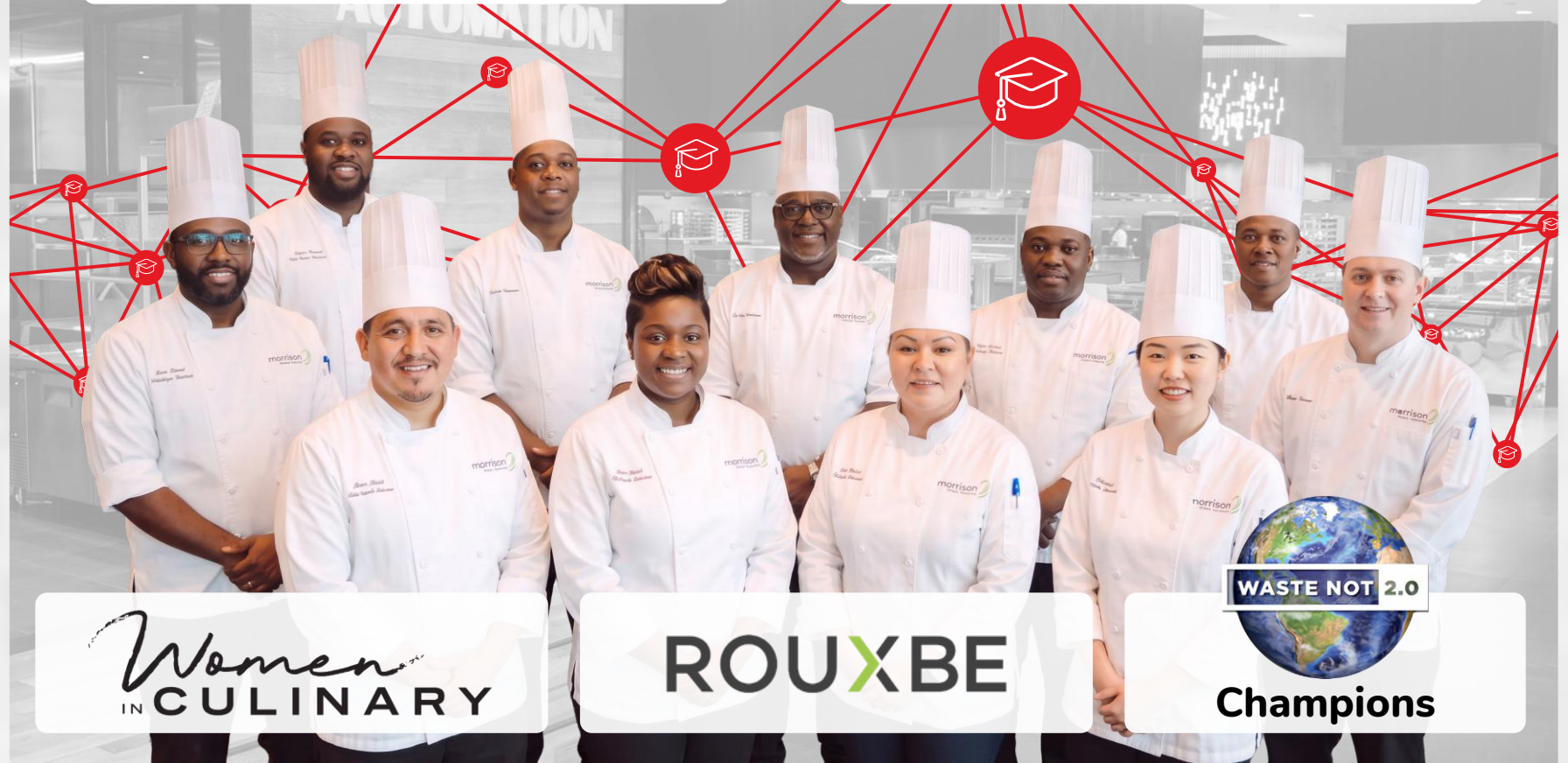


Developing the Culinary Workforce



Culinary Certification Program

Sous Chef Development Plan



Women
IN CULINARY

ROUXBE



Champions

Food Service Safety Program



Power of Clean

UL^{OF} Health



**Credentialed
Standards**



**High Profile
Cleaning**



**Documented
Operating
Model**

EVS SOPs
by Room Type



positive⁺⁺
impressions



**Consistency and
Reliability**



compass⁺⁺
HEALTHCARE
**Value of
People First**



**Consistency
Made Visible**
Service Expansion



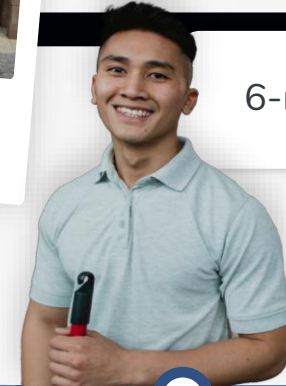
2017
Took over **Linen
Services**



HCOC
Outpatient Center

2018

2020
6-month Support at
Frazier Rehab



2022



Patient Experience
Management Leadership

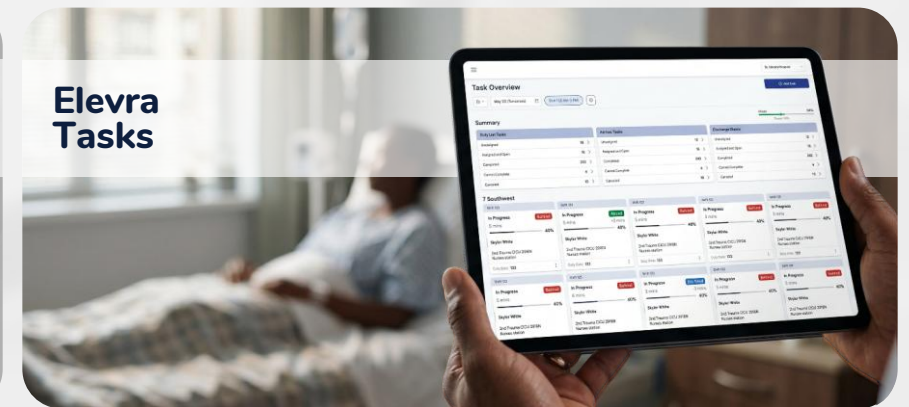
2023
ED Concierge
Positions Implemented





Consistency Made Visible

Continued Innovation





RAVEN
HOWELL



Housekeeper



**Assistant
Director**



ENRICCO
CLARKSON



Floor
Tech



**Training and
Safety
Manager**



SHERITA
BEASON



Temporary
Employee



**Operations
Manager**



ENIAJIA
MINCY



Housekeeper



**Operations
Manager**

UL OF Health
**Career
Growth**



5
**Patient Care
Assistants**



3
**Transport
Associates**



2
**Mobile Medical
Equipment
Techs**



2
**Surgical
Technicians**

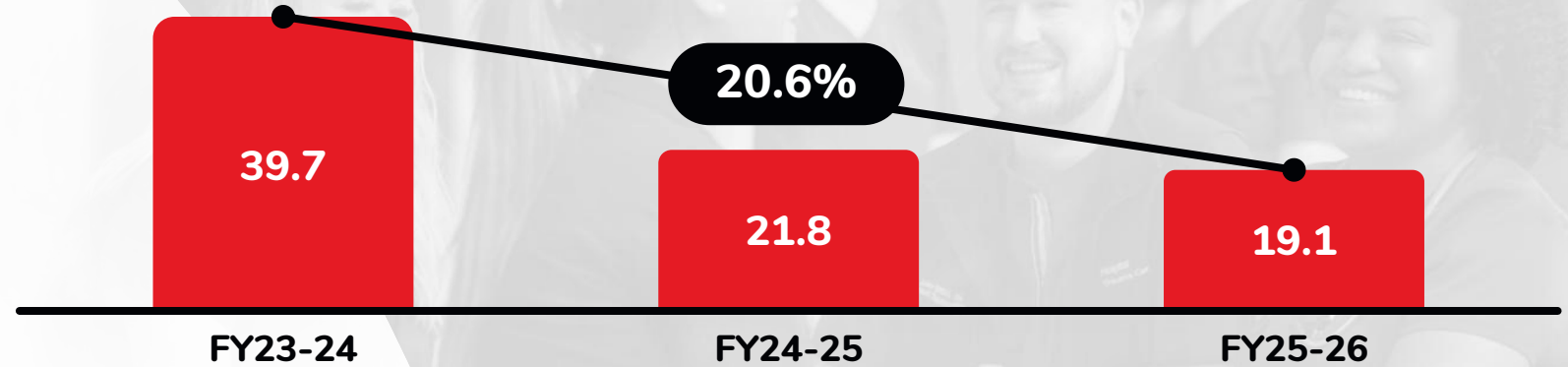
U^{OF} Health
**Advancing
to Clinical**



**Consistency
Made Visible**
Continuous
Improvement



Voluntary Turnover Reduction



16%

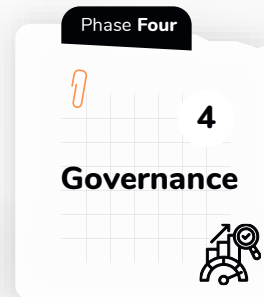
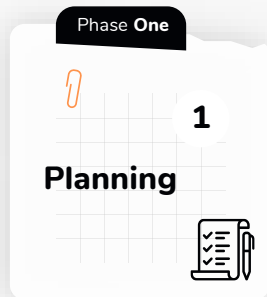
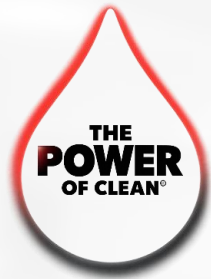
HCAHPS
Improvement





Partnership

U^{OF}**L** Health



**The
POWER
of
Us**



**Strategic
Business Reviews**



**Annual Steering
Committee**



**Innovation
Workshops**



**Community Health
Workshops**



The Financial Story



\$7.55M
Discretionary
Capital/Credit

\$1.6M
Absorbed
Capital

\$6.5M
Supply
Rebates

\$1.88M
Absorbed
Startup

\$7.8M
GPO
Contribution



Baseline
Validation



Mutual
KPIs



Capital and
Incentives



Risk/Reward
Economics



Governance and
Change-Control

