





How has healthcare changed since the pandemic?



What are the opportunities and challenges facing Kadlec / Providence?



Areas of focus in 2024



KADLEC

KINDNESSGIVERS

STRENGTHGIVERS

HOPEGIVERS

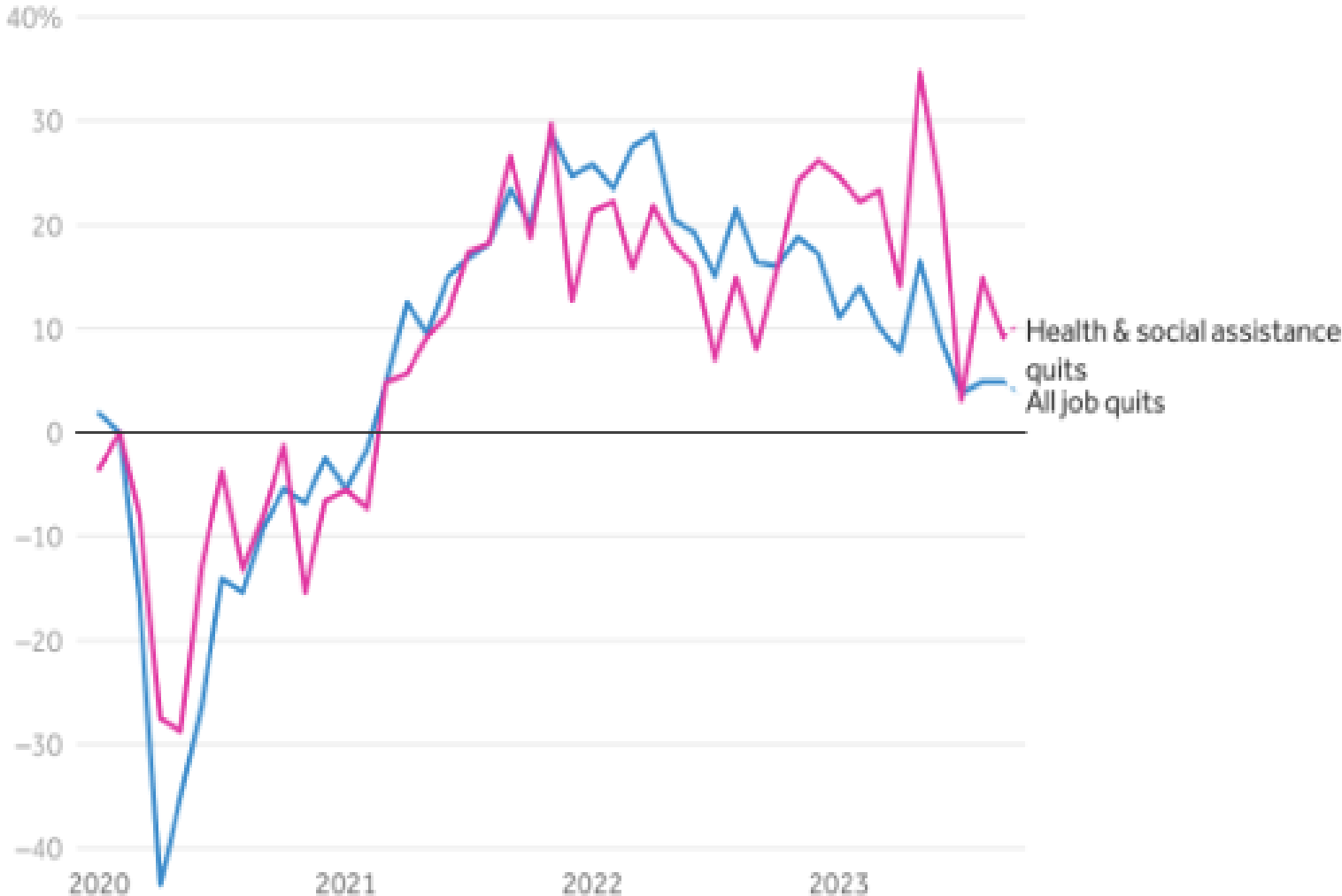
COMPASSIONGIVERS

CAREGIVERS



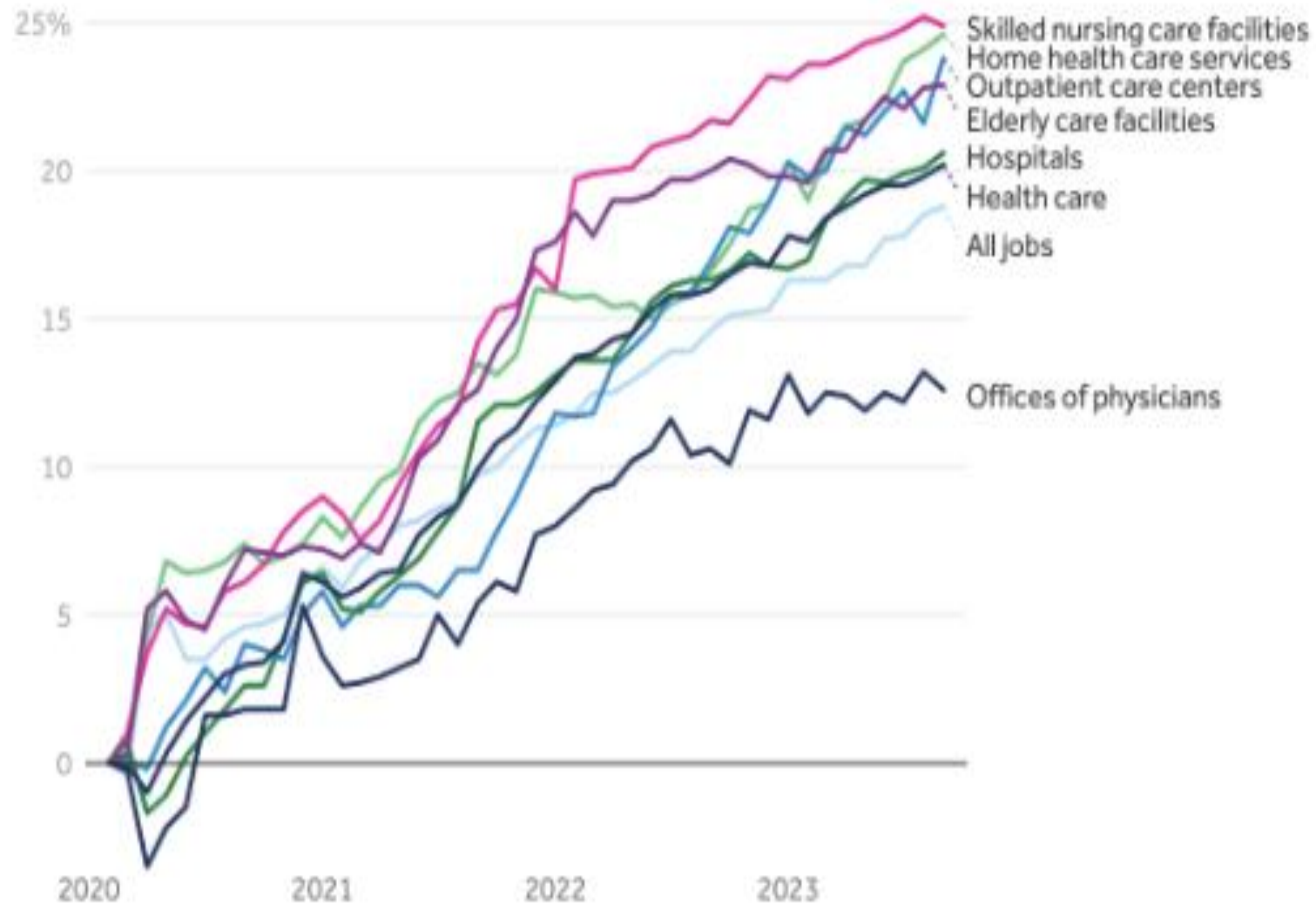
Healthcare resignations outpace other industries

Cumulative % change in job quits from February 2020 - September 2023, health & social assistance jobs and all jobs



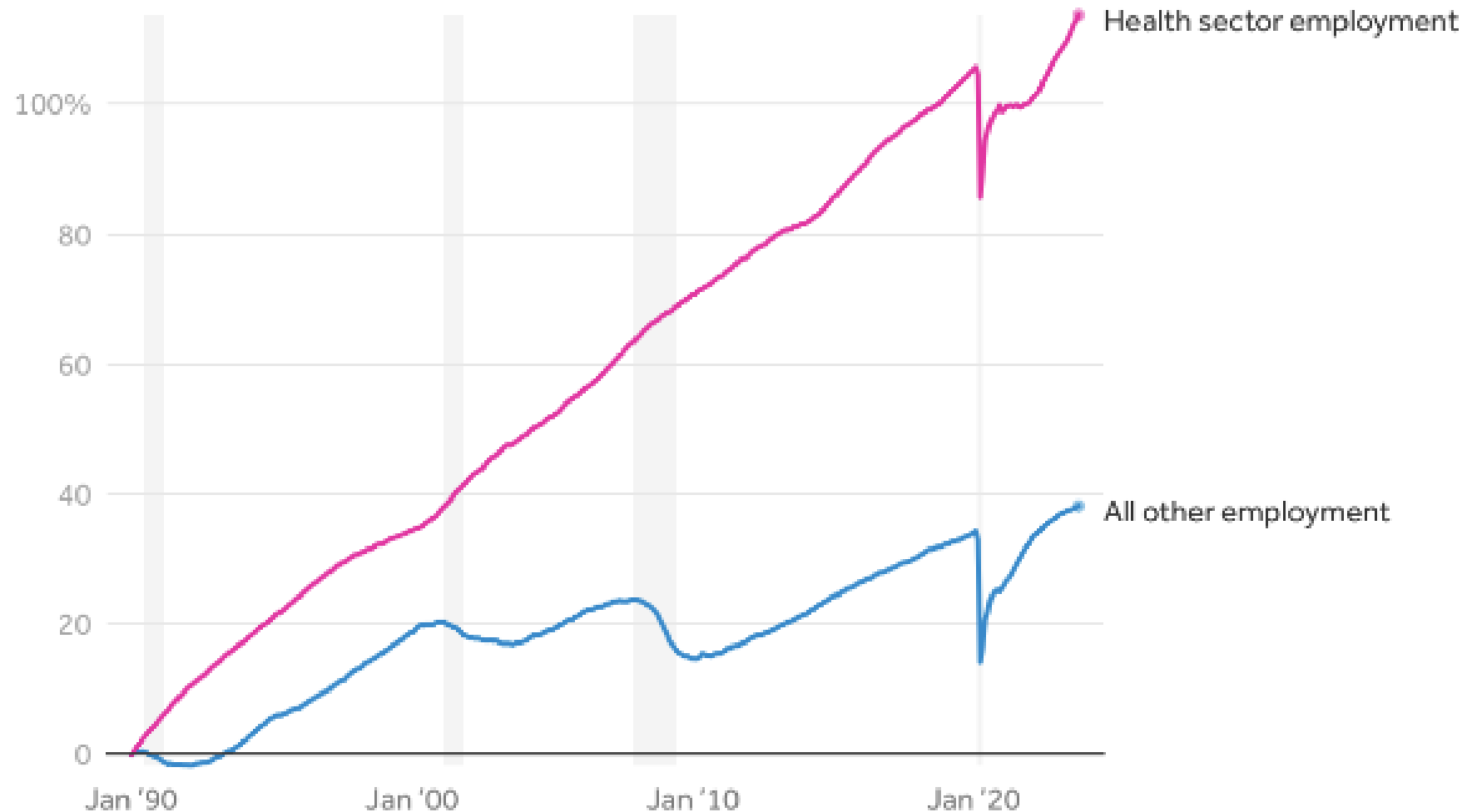
Workforce shortages have fueled inflation

Cumulative % change in average weekly earnings, since February 2020 - September 2023, by health setting



Healthcare job growth outpaces other industries

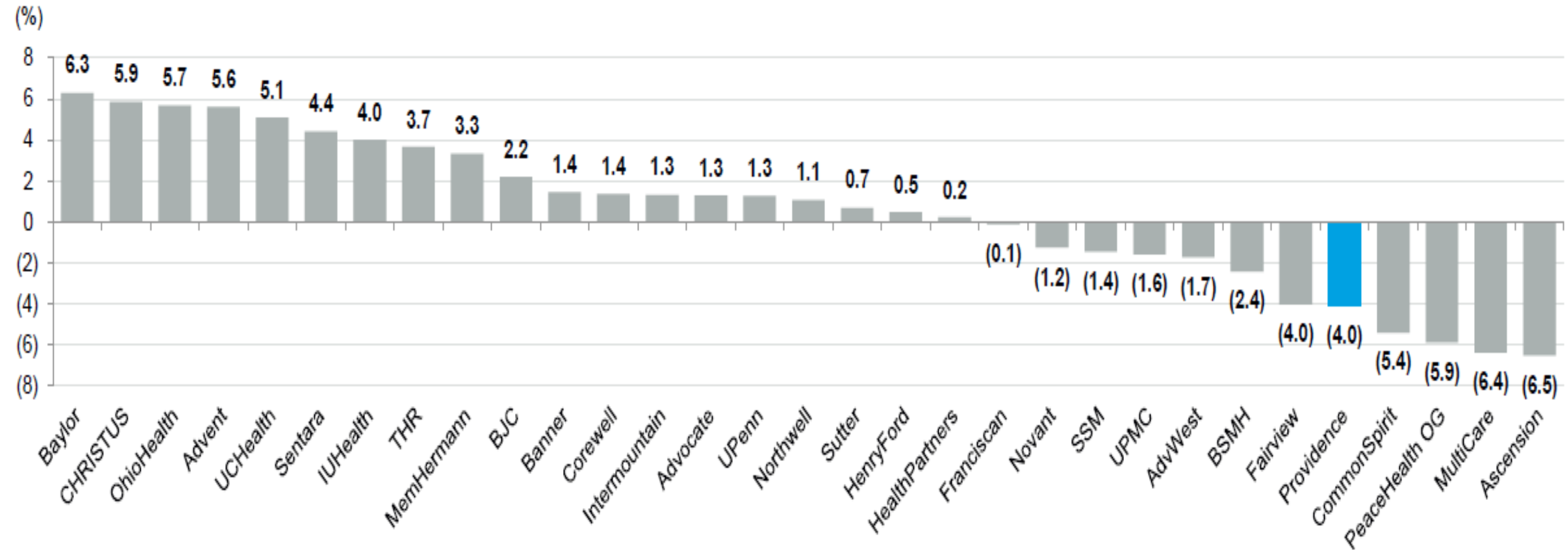
Cumulative % change in health sector and non-health sector employment, January 1990 - October 2023



- Healthcare sector projected to add 2.1M more jobs by 2032 – 45% of all new jobs.
- 10.8% of all current US workers are in healthcare (7.5% in 1990)

Financial performance of faith-based and west coast systems

Health System Operating Margins – Jan 1 - September 30, 2023



Getting Comfortable with Paradox



**PREVENTION
BREADTH
HI-TECH
BIG**

**CURE
DEPTH
HI-TOUCH
SMALL**

3 Key Areas of Focus



Workforce sustainability



Affordability



Delivery model shifts