

PROMEDICA'S JOURNEY IN SOCIAL DETERMINANTS OF HEALTH



The beginning of ProMedica's journey in social determinants of health

Hunger as a Health Issue

Interventions

- Food at Discharge**
Provided 1,341 meals at discharge
- Food Reclamation**
315,816 pounds of food has been packaged and distributed
- Market on the Green**
total customers to date 42,139
- Food Clinic**
53,533 people served
- Financial Coaching**
343 individuals served, 25% realized increase in income
- SDOH Screening**
28,400 Total Screens
- Food Screening**
561,718 screens
- Depression Screening**
75,362 screens
- Infant mortality**
20,501 screens

The Root Cause Coalition

ProMedica + AARP Foundation

- Education
- National Summit
- Advocacy
- Research

Tenacious Problems

- Food Deserts
- Access to Affordable Housing
- Infant Mortality

CLINICAL

Treating the Whole Person

COMMUNITY

Beyond Our Four Walls

RESEARCH

Measuring Impact

NATIONAL SOCIAL DETERMINANTS OF HEALTH INSTITUTE

- Screening Patients and Employees
- Clinical and Social Intervention
- Develop New Payor Models
- Reduce Health Costs and Improve Outcomes
- \$50 Million Ebeid Promise
- Place Based Investing
- Collective Impact
- Metrics
- Strong Neighborhoods
- LISC \$35 Million
- Living Wage, Inclusive Local Hiring, Job Training
- Healthy Affordable Housing - Key Bank
- School Nurses

- October Research Conference
- Social Determinants of Health Training
- Research
- Demonstrate SDOH Impact

Innovative Healthcare Model x Philanthropy and Grants = Stronger Communities

JOIN US AND OUR SDOH JOURNEY CONTINUES

Integrated Health & Well-Being Organization

New Model of Health Care
Clinical + Social + Anchor

Clinical

Social Determinant

Community Health

Anchor Institution

Equity Thriving Local Businesses Economic Development Innovations

Catalytic Community Economic Investments

During this journey, our community has joined us in investing in our region's future. Some of those projects include:

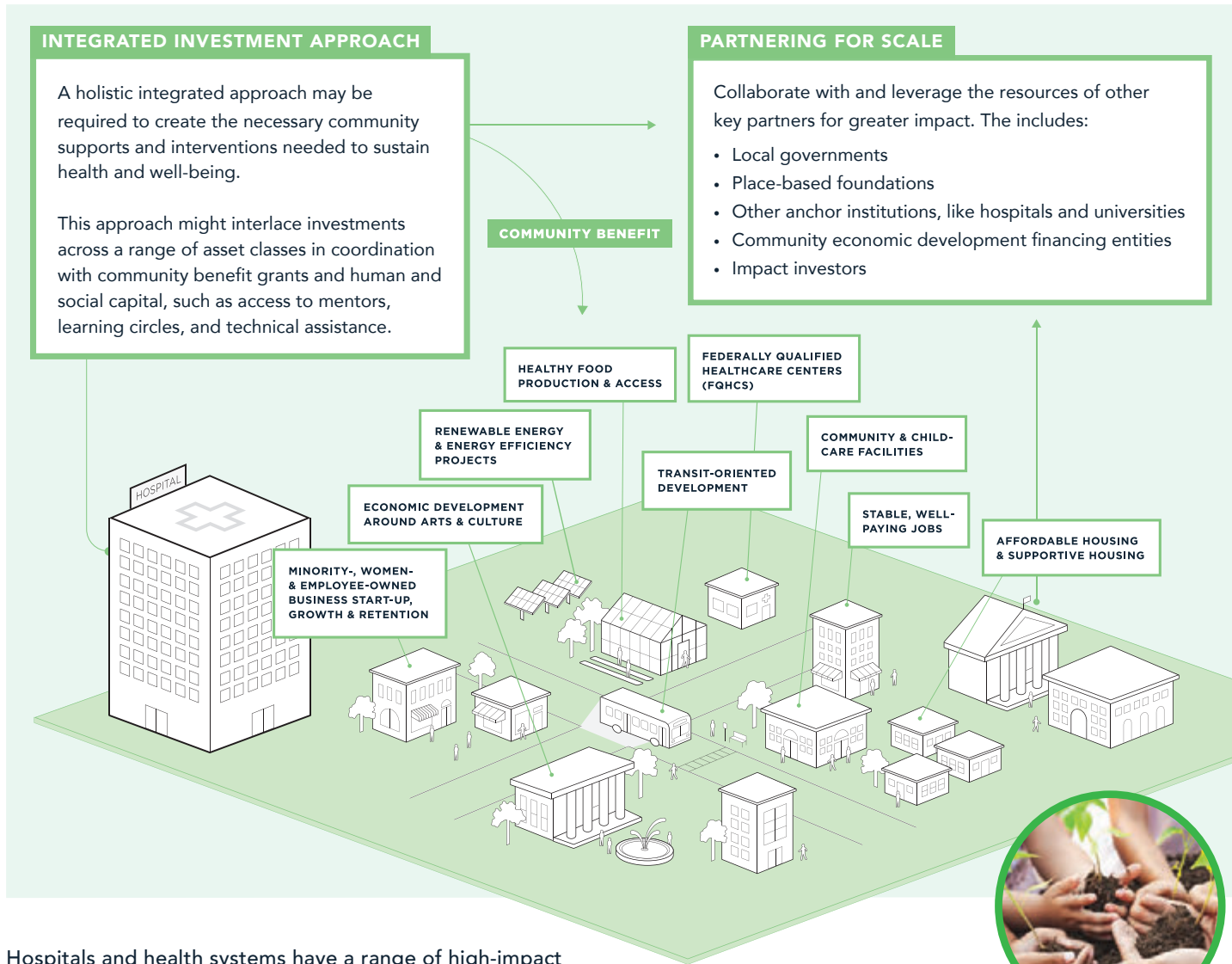
- Renaissance Hotel
- Convention Center Expansion
- Partnerships with the Arts
- The Chop House
- Barry Bagels
- Colony Development
- Marina District Development
- Fort Industry Square Development
- Adrian Michigan Angel Fund
- Defiance Industrial Park
- And more to come

= Totaling \$750 M to Date

STRONGER COMMUNITIES STRONGER PROMEDICA

From Mission To Action: ProMedica's Catalytic Role As An Anchor Institution

Place-based Investing: a core Environmental, Social, and Corporate Governance (ESG) strategy creating sustainable returns and strong communities — utilizing institutional investment portfolios to improve community health and well-being.



Anchor Mission

Partnership with community to maximize an institution's long-term, placed-based economic power and human capital to boost the health, well-being, and equitable access to opportunity for all.

- Launched new Downtown Master Plan (22nd Century Committee) and facilitated Downtown Development Corporation (ConnecToledo)
- Steam plant renovation
- Purchased and stabilized downtown hotel for the first time in decades
- Purchased former Toledo Edison building to house ProMedica employees
- Purchased 70 acres of Marina District
- Purchased major retail center (120,000 sqft) from CA developer, recruited Michigan developer to invest in \$50MM project
- Leveraged State Capital to improve Promenade Park and created venue for Summer Concert Series
- Purchased 40 acres from Inverness Club, donated to new First Tee/Boys and Girls Club
- Facilitated creation of new IMAX-type theater in downtown science center
- Leading construction and fundraising for new domestic violence center
- Launched \$50MM Ebeid Neighborhood Promise in UpTown
- Helped create two economic loan programs for women and minority-owned businesses
- Supporting and naming of new Convention Center, and facilitated \$50MM acquisition/renovation of neighboring hotel
- Supporting Arts and Creative Placemaking
- Launching Uptown Social Innovation District
- Launched \$20MM rural place-based initiative

Hospitals and health systems have a range of high-impact opportunities across asset classes, themes, sectors, and risk/return profiles for how they can deploy their investment portfolios locally to address economic and environmental disparities and improve community health and well-being.

Institutions can begin with something as simple as shifting cash and cash equivalents to local community banks and credit unions. Or they can invest in low-risk, fixed-income products offered by community development financial intermediaries that are providing key financial services and resources to underserved communities. Over time, health systems that take an integrated approach can maximize local impact by coordinating investments across asset classes with grants, technical assistance, and other supports.

- Strengthen the local business community
- Improve the quality of local jobs
- Increase wealth building in historically excluded neighborhoods
- Leverage existing philanthropic and public funds
- Align sustainability, diversity, and community benefit priorities
- Improve community health

Changing The System: How Do We Make An Impact Relative To Our Resources?

Outstanding Traditional Clinical Care

- 332 Sites and 13 hospitals
- 6 Ambulatory surgery centers
- 2,350+ Licensed inpatient beds
- 338 Continuum service beds
- 600,000+ Paramount insurance members
- 1000+ Employed physicians & providers
- 2,300+ Physicians with privileges
- 48,000+ Employees
- 90,000+ Inpatient discharges
- 71,000+ Surgeries
- 8,200+ Births
- 422,000+ Rehab therapy encounters
- \$3.5b Revenue & strong financial ratings



Health and Well-being Focus

- Senior Services Facilities
- National Aging Center
- Anchor Strategies
- Personal and Social Determinants of Health Focus
- National Impact Fund
- Health & Wellness at Every Age
- Innovation Focus



Impact & Outcomes

- Increased community well-being
- Equitable access to opportunity
- Expanded economic development
- Improved employment opportunities
- Prosperous local economy

Economic Impact, Growth & Development Downtown Revitalizations



ProMedica Headquarters

- Renovated 100-year-old steam plant that sat empty for 30 years
- Moved 1,500 employees downtown
- Purchased former Toledo Edison building to house ProMedica employees
- Purchased KeyBank and Edison Plaza
- Chop House: \$2.5MM investment, creating 100+ jobs



Promenade Park

- Bought portion of the park from the City, redeveloped, and donated back to the City of Toledo
- Investment attracted additional \$1.25MM in state capital
- Host and sponsor summer concert series — 12 concerts per summer, over 100K attendance of summer concerts



Marriott Renaissance

- ProMedica bought bankrupt hotel
- Recruited developer, financed development through subordinated mortgage
- Loaned \$8.5MM to Marriott. Receiving money back in full with interest
- 240 rooms
- \$35MM leveraged investment
- 40+ jobs / 125 employees
- Four Diamond Award from AAA



Glass City MetroPark & Riverwalk

- Marina Districts sparked MetroParks to create broader Riverwalk project — \$250MM investment

Marina District

- ProMedica purchased 70 acres from international developer. Held the property and then sold to MetroPark and private developers
- MetroParks developed Glass City MetroPark — 55 acres of riverfront green space
- Secured \$5.55MM additional in private and public funds
- Total investment of \$18MM



Marina Lofts

- Sourced developer who bought 15 acre property at full cost
- 360 unit housing development & restaurant
 - \$36MM investment
 - Top 5 highest volume restaurant
- Aggregate payroll in excess of \$1MM annually



Convention Center & National Hotel

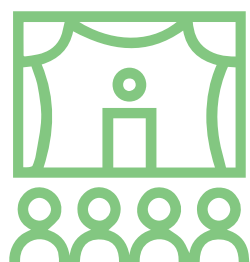
- Supporting/naming new \$50MM convention center
- Facilitated purchase and renovation of hotel next to convention center
- Spearheaded redevelopment of center and adjacent hotel
- Recruited hotel developer of Homewood Suites and Hilton Garden Inn
- All costs recouped
- 350 room hotel
- \$100MM project total



- Purchased Toledo's oldest commercial building, adjacent to downtown campus for \$8.5MM
- Recruited developer, retained minority owner interest intended to cost + fair return on investment
- Leveraged \$30MM — Received \$10MM in historic tax credits
- 100+ units of housing, 12 new downtown business and relocating 150 jobs
- ProMedica Urgent Care will be located upon opening as first downtown clinic space

Imagination Station KeyBank Theatre

- Co-investment with KeyBank
- ProMedica managed construction of 275 seat theater
- Total project \$10MM



Economic Impact, Growth & Development

Neighborhood Based Investments

Human Capital

Investing in talent, facilities, and the future of medicine

A watershed Academic Affiliation agreement between ProMedica and the University of Toledo is transforming medical education, research, and clinical care in northwest Ohio. Since the affiliation was signed in 2015, the number of UToledo students choosing to remain at UToledo/ProMedica for residencies has more than doubled. With a financial investment of \$2.5 billion, the Affiliation is building a legacy model of health care that includes:

CLINICAL LEARNING ENVIRONMENT

- TH/TCH primary UT clinical learning hub by 2020
- 600+ residents, fellows, medical students and growing significantly

RESEARCH FOCUS

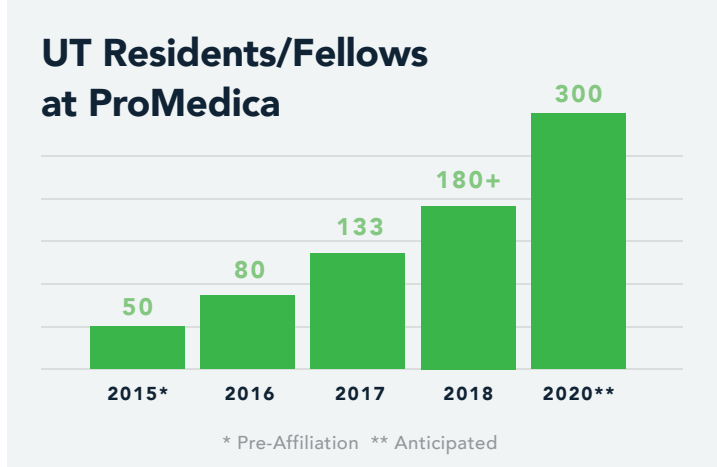
- Lab equipment investment
- ProMedica National Social Determinants of Health Institute research
- Joint studies and trials

NEW GRADUATE MEDICAL PROGRAMS

<ul style="list-style-type: none"> • Endocrinology • Rheumatology • Patient safety • Hematology/oncology 	<ul style="list-style-type: none"> • Clinical neurophysiology • EMS • Bariatrics & minimally invasive surgery
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COLLABORATIVE CULTURE

- Blended Learning Teams
- 300+ ProMedica-based physicians appointed to UT College of Medicine Faculty
- ProMedica and UToledo formed region's most comprehensive neurosciences service, rated in the top 100 nationally by Becker's Hospital Review



Hospital Investments

- 302 replacement bed tower for Toledo Hospital
- New heart rhythm center at ProMedica Toledo Hospital
- 6,500 sqft dedicated to patients with heart rhythm conditions
- 3 dedicated electrophysiology labs and 3 types of 3D-cardiac mapping



Rural Anchor Investments

- Consolidated health care campus
- Donated land, built state-of-the-art YMCA adjacent to \$130MM new hospital
- Supported first fully-accessible \$800K playground
- Launched \$20MM place-based initiative
- Built hospital farm to address food insecurity
- \$1MM co-investment in economic development fund
- Rural housing support
- Invested in economic development park

The Colony Project

- Project currently in planning stage
- ProMedica engaged private developer to build mixed-use development
- Two apartment buildings, hotel, mixed use
- Housing for learners and staff



Colony Housing Project

- Total project cost \$40MM
- 262 Apartments, retail, hotel and restaurant
- Exploring skilled nursing center of the future



Additional Retail & Commercial Space

- Purchased adult club Hen House
- Resold to local developer
- Currently being redeveloped
- Invested \$1.1MM in redevelopment

Summit Street Reconstruction & Streetscape

- ProMedica engaged firm to develop plan
- Secured City dollars
- \$10MM project along waterfront



ProMedica-LISC Impact Fund

- CDFI impact investment to support real estate and small business development projects in the NW Ohio & SE Michigan footprint

445 10TH STREET

\$261,000 pre-development loan on historic rehab to a commercial building on 10th Street in the UpTown neighborhood

WONDERBREAD RESIDENTIAL

\$424,595 pre-development loan on historic rehab to a converted commercial to residential building in Vistula neighborhood (UpTown adjacent; women and minority-owned businesses qualified)

Economic Impact, Growth & Development Neighborhood Based Investments — UpTown



Ebeid Neighborhood Promise

- ProMedica secured \$37MM in philanthropy
- Ebeid Promise Received the 2020 HUD Opportunity and Empowerment Award
- Launched financial coaching center in Fremont, Fostoria and Defiance
- Ignited push for universal pre-K to ensure all kids have access to high-quality early childhood education, and spun off new 501(c)3 to drive work
- Facilitated college promise program at Scott High school for all graduating seniors and one parent/guardian

Ebeid Center

- ProMedica secured vacant property and \$1.5MM gift from Ebeid family
- Opened first grocery store downtown, Market on the Green
- Offers wraparound services including financial coaching, cooking classes, job training, etc.



Market on the Green

- 150k+ customers
- Continued economic impact & stability: 2019 projected sales growth 21% over 2018
- First grocery store in Ohio to launch Produce Perks, a SNAP produce double incentive program
- Mobile Market, online ordering
- Consulting on start-up grocery stores



Village on the Green

- 160 units of mixed-income housing
- Target tenants:
 - 35% of units for < 120% AMI (Annual Monthly Income)
- Strategically located across from Market on the Green and Ebeid Center
- \$25MM+ investment in the UpTown community without government based subsidies



JumpStart

- Support small business with start-up and expansion
- Focused on WMBE's Regionally & Ebeid Promise target areas
- Three-year target: 1,250 businesses, 1,050+ new jobs, \$50MM in revenue, \$7MM in new capital
- \$4MM in Community Investments to bring JumpStart into the Toledo Market

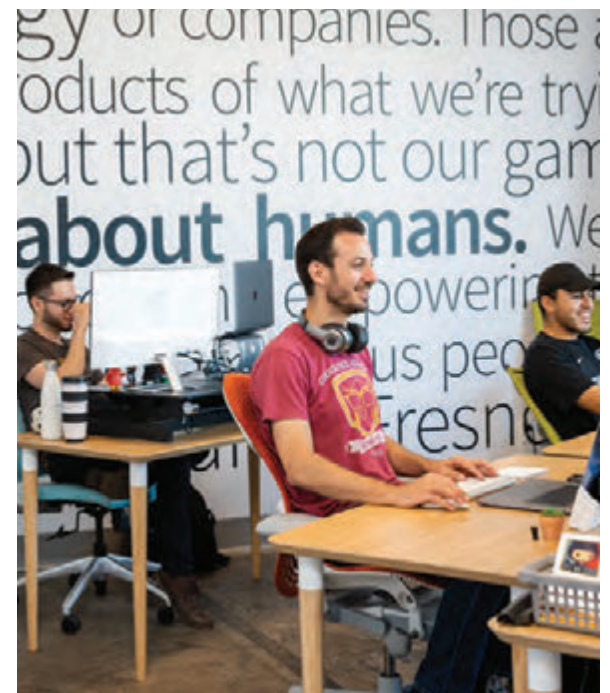


Bridging The Innovation Gap Moving Toledo Into The Emerging Technology Market

- Launched development of \$250MM project
- Purchased Jefferson Center, the historic post office, from public school for \$1MM which facilitated \$30MM investment into the building
- Secured \$18MM in historic and new market tax credits
- Facilitating new Housing, central park and new business creation.

Recruited **Bitwise**, a national leader in technology training, to establish operations in the Jefferson Center, facilitate job training and development, stimulate economy, and establish a new tech scene

300+
NEW TECH
JOBS



Good For Business And The Community

The Future of Anchor Institutions

Partnership with community to maximize an institution's long-term, place-based economic power and human capital to boost the health, well-being, and equitable access to opportunity for all.

**Anchor Work = Stronger Communities
Stronger ProMedica**

- **NATIONAL REACH**
- **INCLUSIVE, LOCAL PROCUREMENT** - Direct the money your institution already spends to support inclusive, local business ecosystem
- **HEALTHCARE ANCHOR NETWORK GOAL: TIER 1:** By 2025, at least double spend with women and minority-owned businesses or reach "national benchmark" of 7.5% with Tier 1
- **PLACE-BASED INVESTMENT** — Align your institution's financial and operational resources to address upstream economic determinants of poor health
- **INCLUSIVE, LOCAL HIRING** — Build community pipelines for employment and career advancement
- **HEALTHCARE ANCHOR NETWORK GOAL:** Allocate at least 1% of long-term reserves for place-based investment. Commitment reflected in investment policy