

A hand holding a stethoscope against a blue background. A white cross logo is overlaid on the image. The text 'Steward' is written in blue serif font on the left arm of the cross, and 'International' is written in white serif font on the bottom arm of the cross.

Steward

International

www.steward.org



STEWARD COMPANY OVERVIEW



STEWARD HEALTH CARE SYSTEM

LEADING, FULLY INTEGRATED HEALTH CARE ORGANIZATION

WHO WE ARE

- Steward is a U.S. based **internationally recognized, fully integrated health care system**, offering a comprehensive spectrum of services across the USA and Malta.
- Steward is the **largest private for-profit hospital operator in the United States** focusing on maximizing efficiency to deliver the lowest cost and highest quality care for patients.

OUR GROWTH TRAJECTORY

- Steward has continuously grown in the USA.
- Has just launched its first European venture.
- Tripled its physician network and paneled lives; increased its managed lives by 900% in our core market.
- Significantly increased its access points along the spectrum of care (primary, acute, home, etc.).
- Expanded its innovative, award-winning ACO model.
- In 2017, Steward more than tripled its size in its national expansion.
- Closed its acquisition of 8 hospitals from Community Health Systems in 3 states.
- Closed its merger with IASIS Healthcare of 18 hospitals across 6 states.

Key Stats (Projected)	
Annual Revenue	~\$8 billion
Employees	37,000
States	12
Hospitals	39
Total Beds	7,400
<i>Psych Beds</i>	1,050
Employed Providers	1,400
Practice Locations	385
Affiliated Providers	4,800
Paneled Lives	2,200,000
Total Patient Encounters	5,900,000

Leading fully-integrated community care organization positioned for continued growth.

OUR MODEL

VERTICALLY AND HORIZONTALLY INTEGRATED PATIENT CARE

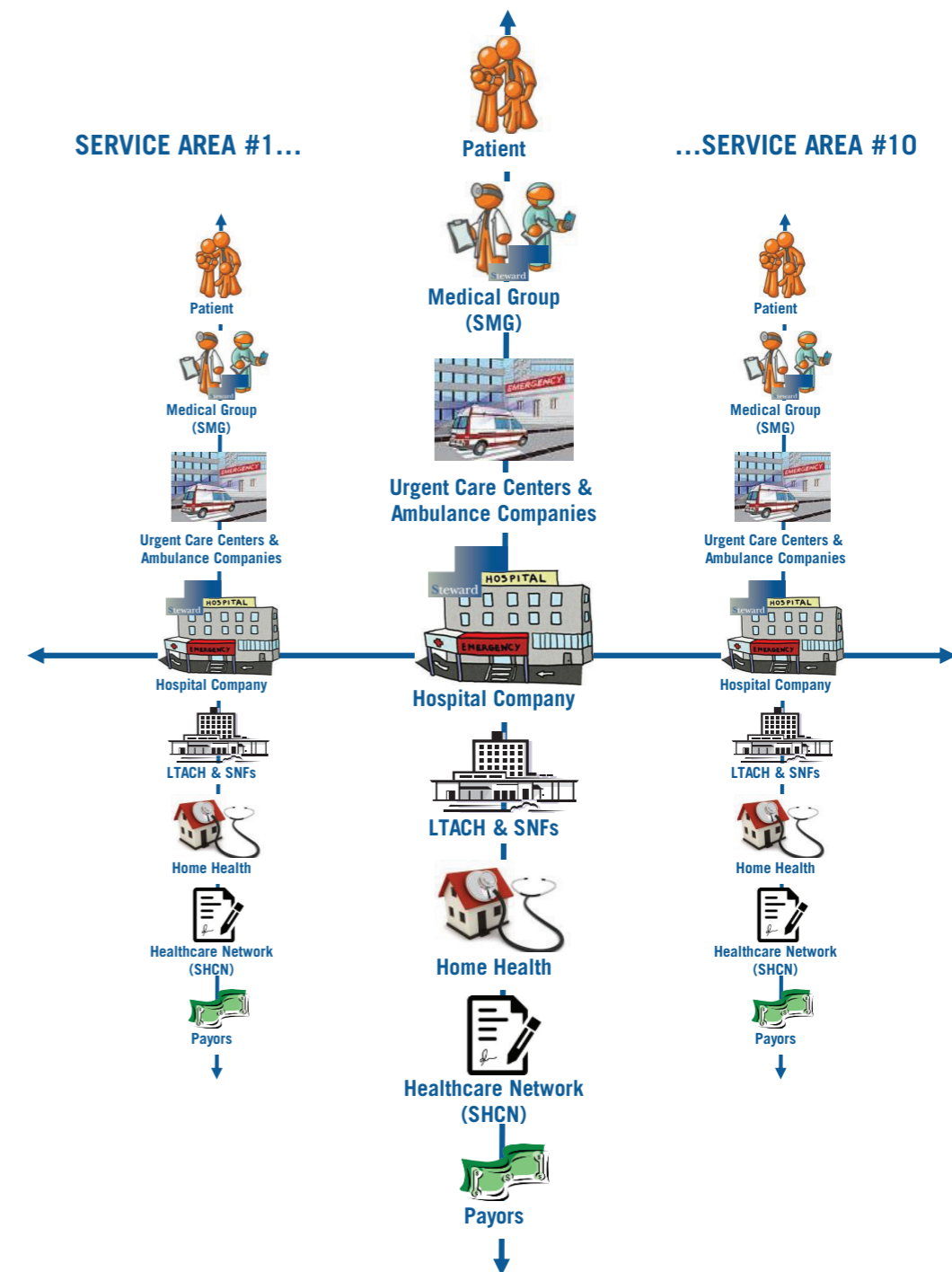
Steward's integrated model has been purposely constructed through acquisitions, partnerships, and affiliations to create a seamless experience for patients and providers and to optimize the use of resources.

OPERATIONAL BENEFITS

- **Vertical integration** reduces duplication and waste.
- **Horizontal integration** provides multiple entry points across a broader geography, increasing efficiency through scale and improved procurement.

CLINICAL BENEFITS

- **Vertical integration** improves coordination of care delivery between settings, resulting in better patient experiences and outcomes, higher quality of care, and local care delivery.
- **Horizontal integration** expands access points across a broader geography, resulting in improved convenience and affordability for patients and businesses in local communities, increased scale for development of clinical best practices, and regionalized tertiary and quaternary services to improve in-network access to highly coordinated specialty care.



Steward's uniquely integrated model protects against market risks faced by discrete hospital, insurance and physician enterprises, while also creating scale and substantial financial and clinical benefits.



**WHO
WE ARE**



A PHYSICIAN LED ORGANISATION



Ralph de la Torre, MD
Chairman, CEO

- 24 years of experience
- CEO – Caritas Christi Health Care
- Founder and CEO– Cardiovascular Institute at Beth Israel Deaconess Medical Center
- Chief of Cardiac Surgery –Harvard Medical Faculty Physicians at BIDMC
- Co-Founder of several healthcare and bio tech-related businesses
- Graduated from Duke University in 1988 (B.S.E.), and from a joint program between Harvard Medical School (M.D.) and the Massachusetts Institute of Technology (M.S.) in 1992



Armin Ernst, MD
President, Steward Health International

- 23 years of experience
- CEO of VGH and Reliant Medical Group
- CAO Steward Medical Group
- Founder BIDMC Airway Center
- Numerous awards as Top Doctor in his field
- Over 200 publications and 7 books in print
- Advisor to multiple life sciences companies and VC firms
- Dual German and US citizen trained in Heidelberg, Germany (MD) and Harvard Medical School (PCCM fellowship). Obtained a degree in healthcare management (MHCM) at Harvard University



John Polanowicz
EVP, Hospital Services Group

- 32 years of experience
- Secretary of Health and Human Services – State of Massachusetts
- President –St. Elizabeth’s Medical Center
- President & CEO –UMass Memorial, Marlborough Hospital
- He attended the United State Military Academy at West Point and served in the United States Army. After his military service, he earned a MBA from Stanford



Michael Callum, MD
EVP, Physician Services Group

- 26 years of experience
- EVP, Business Development – Steward
- President –Steward Medical Group
- Interim President –St. Elizabeth’s Medical Center
- President -Urology Consultants of the North Shore
- He is a graduate of the Boston University School of Medicine, where he received his MA in medical science and his MD. He also holds an MS in public health from the University of Rochester School of Medicine and Dentistry



Mark Girard, MD
EVP, Network Services Group

- 30 years of experience
- President –Steward Hospitals
- President –Steward Health Care Network
- VP of Specialty Care and Network Imaging Services –Caritas Christi Health Care Network
- President and CEO –Commonwealth Radiology Associates
- He is a graduate of Harvard Medical School and Bowdoin College and holds an M.B.A. from the Salem State College Graduate School of Business



Sanjay Shetty, MD
President, Steward Medical Group

- 16 years of experience
- President –Steward Health Care Network
- VP Radiology and Pathology –Steward Medical Group
- Chairman of Radiology –Saint Elizabeth’s Medical Center
- Consultant in the Private Equity and Healthcare Strategy Group –Bain & Company
- He is a graduate of Harvard College, Harvard Medical School and the Wharton School at the University of Pennsylvania (MBA)



Joseph Weinstein, MD
Chief Medical Officer

- 29 years of experience
- Chairman of Internal Medicine and VP of Medical Affairs –Steward Good Samaritan Medical Center
- VP of Medical Affairs –Carney Hospital
- Broad experience in internal medicine and cardiology
- Graduated summa cum laude from a six-year medical education program at Boston University and the Boston University School of Medicine

WHY STEWARD HEALTH CARE

Focus on providing value to the patients we serve

- Steward takes a holistic view of health care focusing on a patient's total care experience as well as the total medical expense of care rendered.
- Providing exceptional and coordinated care at all points along the care continuum improves outcomes and reduces cost. Steward's approach incorporates strategies that address all care settings to ensure a consistent, holistic approach to quality.
- Our value-based contracts contain important at-risk incentives that require success in measures of quality and patient experience, supporting our bold approach.

Large Scale, Geographically Diversified Platform

- \$8billion in Net Revenues annually
- 33 acute care hospitals / 2 rehab hospitals / 1 behavioral health hospital, in 12 states, a physician company with over 1,400 employed physicians in 385 practice locations, combined with managed care offerings that could facilitate new market expansion.

Top Quality

- Quality has dramatically and objectively improved across a wide range of measures – serving Steward's patient care mission, increasing efficiency, improving reimbursement through value-based contracts and enhancing the Steward brand.
- Quality is reflected in Steward's improved LeapFrog scores and increasing quality dollars year over year.

Expertise in Operations

- Physician strategy**
 - Steward has expertise in physician management and has been successful at reducing subsidies through a combination of improved productivity and revenue cycle management, right-sizing of staff support, and reduced costs per provider.
- Operational improvements**
 - Leveraging its proprietary software tools, Steward has expertise in improving key operating levers, including average length of stay, FTE per AOB, supply chain / pharmacy expenses, and revenue cycle management.



OUR STRENGTHS



OUR STRENGTHS



MEDICAL SERVICES

- Fully integrated care system including acute care, rehab, ambulatory centres, homecare and hospice.

I.T.

- Co-morbidity Assessment Rules Engine (CARE)
- Length of Stay (LOS)
- Predictive Labour Management (PLM)
- Predictive Analysis (PA)

EDUCATION

- Through collaboration with Barts and the London School of Medicine and Dentistry and Northumbria University.

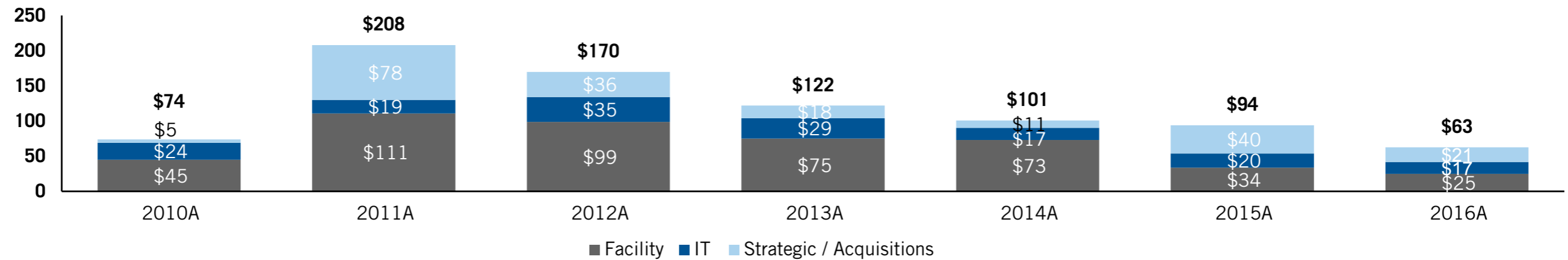
INFRASTRUCTURE

- 10 years of experience rebuilding and upgrading across the USA, now amounting to 39 facilities with a total investment of \$800,000,000 to date.

MAJOR CAPITAL INVESTMENTS

FOCUSING ON FACILITIES, IT AND STRATEGIC GROWTH

STEWARD CAPITAL EXPENDITURES



Cumulative Facility Investments Since Jan 1, 2009	\$45M	\$156M	\$255M	\$330M	\$403M	\$437M	\$462 (P)
Total CapEx (Cumulative)	\$74M	\$282M	\$452M	\$574M	\$675M	\$769M	\$832M (P)

PRIVATE EQUITY PARTNER

CERBERUS OVERVIEW

CERBERUS CAPITAL MANAGEMENT, L.P. AND ITS AFFILIATES (“CERBERUS”)

**LEADING GLOBAL MULTI-STRATEGY INVESTMENT MANAGEMENT FIRM
FOUNDED IN 1992 HEADQUARTERED IN NEW YORK CITY WITH AFFILIATE
AND/OR ADVISORY OFFICES IN THE UNITED STATES, EUROPE AND ASIA**

Over US\$30 billion under management in 4 complementary strategies:

- Distressed Securities & Assets (e.g., distressed corporate bonds, bank debt, non-performing loans (“NPLs”), commercial and residential mortgage-backed securities and other structured products)
- Private Equity (e.g., operational turnarounds, financial restructurings and other private control and non-control investments)

- Lending (e.g., loan origination and loans purchased in the secondary market)
- Real Estate (e.g., distressed real estate and related loans)

Cerberus has a global diversified investor base:

- Government and private sector pension and retirement funds
- Charitable foundations, University endowments, Insurance companies, High net worth investors, Sovereign wealth funds

On-the-ground presence around the world to invest in multiple industries and strategies:

- Investing in Europe since the mid-1990s, with over \$10bn of capital deployed.
- Over 130 investment professionals and over 30 dedicated European professionals

**REPRESENTATIVE
PE INVESTMENTS
DEMONSTRATE
BROAD INDUSTRY
EXPERIENCE
AND FOCUS ON
OPERATIONAL
IMPROVEMENTS**

Manufacturing, Industrial and Automotive 	Health Care 	Energy and Natural Resources 
Government Services 	Financial Services 	Consumer and Retail 
Transportation and Leasing 	Travel and Leisure 	Building Products 
Technology & Business Services 	Media, Telecommunications & Entertainment 	Real Estate 

STEWARD HEALTH CARE'S PATH TO SUCCESS

PROVIDING WORLD CLASS CARE

Working with health authorities and political leadership.

Patient-centric attitude is the guiding compass.

Design and build a horizontally and vertically integrated delivery system with multiple access points and optimal distribution of resources.

Install and deploy telemedicine platforms where appropriate and needed.

Install state of the art IT back bone.

Rational financial planning and controls.

Supply chain tailored to optimally support delivery system.

Design, improve or build new facilities as per agreed master plan and pursue JCI certification where appropriate.

Steward is committed to providing hands-on and collegial support from the beginning of the relationship on all levels of administration and clinical care.

PUBLIC PRIVATE PARTNERSHIP

STRONGER TOGETHER

Partners are working together towards a common goal, have shared responsibilities and leverage their respective strengths to achieve that goal.

STEWARD WILL

Provide industry leading expertise in transforming care and manage the delivery system.

Provide funding and build the necessary infrastructure.

GOVERNMENT WILL

Provide revenue guarantees, existing infrastructure and land as a long term lease.

Provide guidance in outcome expectations, management of regulations etc.

TOGETHER, WE WILL

Agree on goals.

Regularly review progress.

Make adjustments to change in needs and environment.

Transform health care, improve the health of citizens.

Benefit the local economy.

COLLABORATION PATHWAYS

PREFERRED

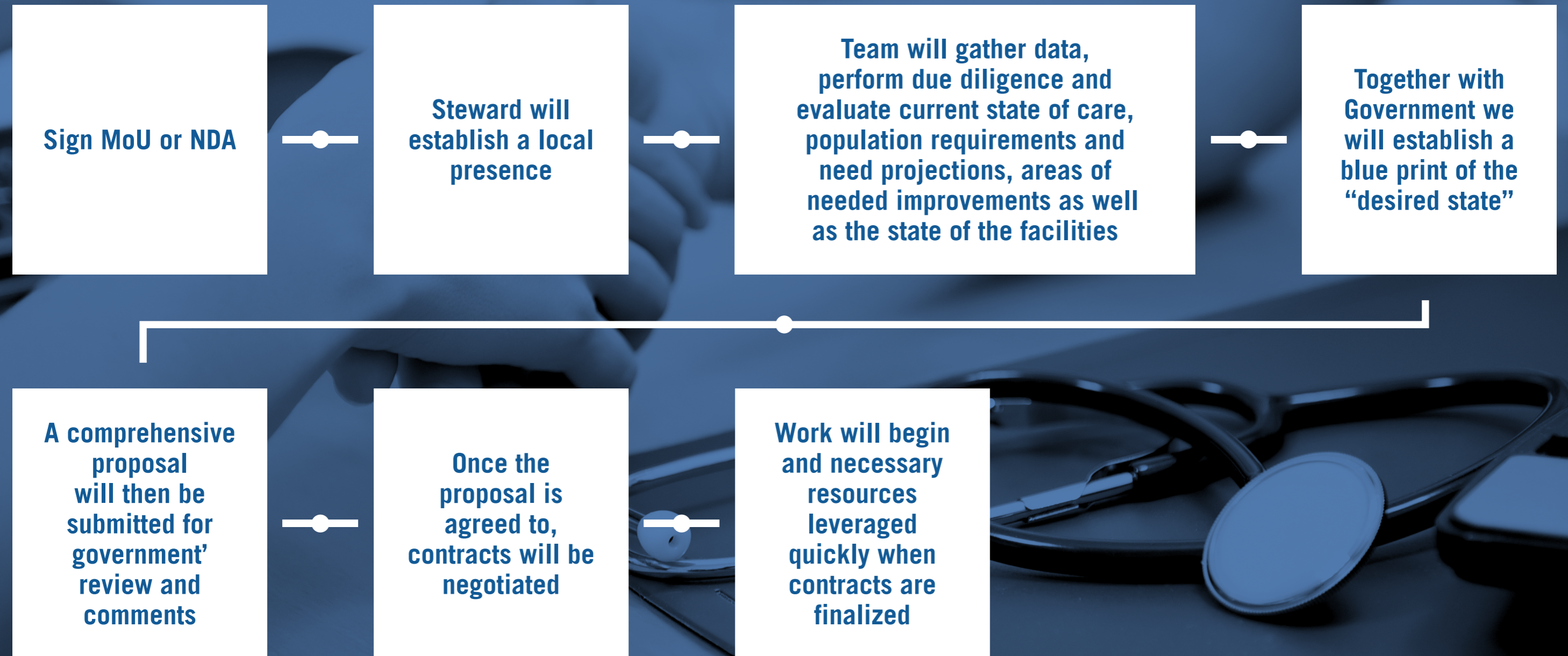
- Public Private Partnership (PPP)

POSSIBLE

- Management agreements
- JVs
- Private transition

OUR PROCESS

TRANSPARENT AND COLLABORATIVE: A TRUE PARTNERSHIP



Steward will work hand in hand with authorities from beginning to end to ensure the best possible system is designed to meet the needs of citizens and country.



PROJECT MALTA

OUR STORY BEGINS HERE

THERE WERE MANY REASONS AS TO WHY STEWARD HEALTH CARE PROJECT BEGAN IN MALTA:

MALTA IS STABLE FROM A CULTURAL, POLITICAL, AND ECONOMIC PERSPECTIVE

IT IS A COUNTRY THAT IS WELL CONNECTED GEOGRAPHICALLY BY SEA AND AIR

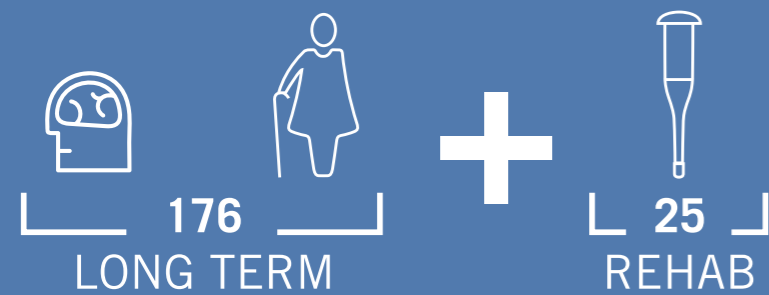
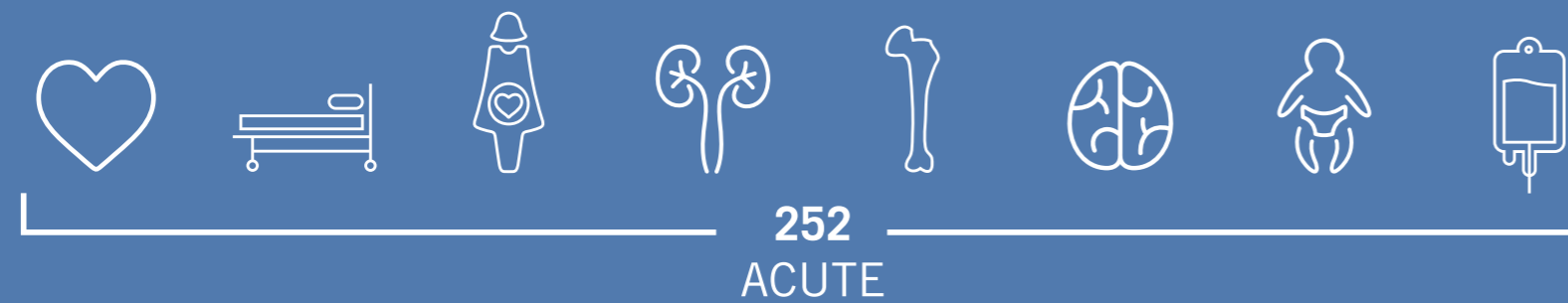
THE TOURISM SECTOR IS WELL EQUIPPED TO CATER FOR INTERNATIONAL PATIENTS

MALTA IS RATED AS ONE OF THE SAFEST COUNTRIES IN THE WORLD

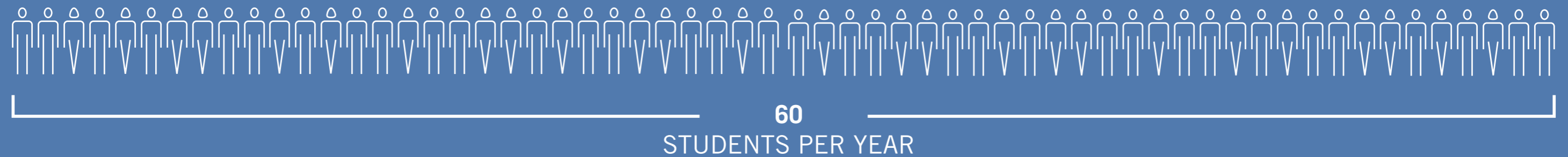
IT FORMS PART OF THE EUROPEAN UNION

GOZO

GOZO GENERAL HOSPITAL WILL HAVE A TOTAL **453** BEDS



BARTS AND THE LONDON SCHOOL OF MEDICINE AND DENTISTRY
NEW MEDICAL FACILITIES, LABS AND RESEARCH DEPARTMENT REHAB



MALTA

ST LUKE'S HOSPITAL WILL HAVE A TOTAL OF **294** BEDS



KARIN GRECH HOSPITAL WILL HAVE A TOTAL OF **370** BEDS



PHYSIO DEPARTMENT
2,500SQM OF SPACE OFFERING
FULL SIZE HYDRO-THERAPY POOL AND
PHYSIO FACILITIES

THANK YOU
for your time.

www.steward.org