



2022 Revenue Cycle Virtual Symposium
Coming together to elevate healthcare experiences

ESG Strategy Services for Hospital Systems

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Presented by

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Presenters



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You need an ESG program customized to your narrative and stakeholder needs. **Our trained specialists are ready to run with the project and customize our approach to your needs.**

We excel at bringing order, narrative, and execution to the novel inputs and topics that comprise ESG. We approach strategic ESG projects thoughtfully and maintain a team that is both passionate and deeply experienced in areas such as risk assessment, risk analytics, transformation, and human capital.

We know from experience how to execute and implement ESG and related programs that are tailored to your culture and decision-making processes.

You won't need to teach us. With hundreds of healthcare clients, **we bring deep specialization to you – in your industry.**



ESG Strategy Services

Education and Regulatory Training

From your board to your C-suite to your frontline employees, our team can help you educate your organization about ESG topics and pending regulatory developments. We tailor our ESG education programs specific to your organization's profile and your current level of ESG maturity.

Peer & Role Model Organization Benchmark Analysis

We will provide you with a benchmark analysis of your ESG program compared with 7-12 of your chosen peers.

ESG Hospital System Topic Kick-Start

With this service, we will leverage the Peer & Role Model Organization Benchmark Analysis, the industry and regulatory environment, your strategic plan, and your Enterprise Risk Management risk universe to identify the relevant ESG topics for your program to initially consider.

ESG Materiality Workshop

Within this workshop, we will facilitate a dynamic whiteboard and have your chosen ESG committee collaborate to identify the material ESG topics for your hospital system. This workshop is critical to establish an initial baseline of understanding and to identify potential ESG topics for action.

ESG Road Map

With this activity, we will develop an overall ESG Roadmap that will allow you to sequence and resource the ESG topics for action integrating the activities with your overall governance and reporting cycles.



ESG for Hospital Systems

Climate Financial Risk Assessment and GHG Emissions Introduction

Crowe can assist you in an initial consideration of climate financial risk ambition & risk appetite, in conjunction with a working group covering operational, legal, and other enterprise risks. Crowe can separately provide an initial calculation of Scope 1 & 2 emissions, and benchmark against peer institutions.

ESG Stakeholder Engagement Survey(s)

We can develop appropriate surveys for you to gather perspectives from your various stakeholders: Customers, employees, communities, lenders, regulators, and technology partners. This information can influence your ESG materiality and provide insights into stakeholder expectations.

Hospital Reporting With an ESG Lens

We'll review your current reporting and identify potential opportunities for reporting this information through an ESG lens. This could include access for low-income patients, civic and volunteer activities, climate emissions, waste management, human resources reporting, data security, information security, third-party risk management, diversity and inclusion, and overall governance.

ESG Reporting – Process and Controls Review

With this service, we will review your ESG reporting and supporting metrics and document your processes, risks, and controls in order to identify any potential design gaps.



ESG Strategy for Hospital Systems

Illustrative Road Map Timeline

2022																																																				
January					February				March				April				May				June			July				August				September				October				November				December								
3	10	17	24	31	7	14	21	28	7	14	21	28	4	5	12	19	26	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26



2021 Social Responsibility Report



Education and Regulatory Update



Crowe provides ESG education to clients, trade associations, our own employees, and many other stakeholder groups.

We will develop and tailor an education program specific to your environment and audiences, inclusive of expert consultation provided by Crowe regulatory professionals.

ESG Hospital System Topic Kick-Start

	SASB	GRI	S&P CSA	Industry
E				
S				
G				

- MSCI
- GRI: Global Reporting Initiative
- SASB: Sustainability Accounting Standards Board
- SDG: Sustainable Development Goals
- CSA Companion by S&P Global

Across the numerous frameworks and standards, there are up to 3,000 nuanced ESG topics. Knowing where to start with a filtered inventory of the most material topics will make initial stakeholder engagement more meaningful and productive.

A starter assessment leverages ESG factors specified in best-practice frameworks (i.e., GRI, SASB, etc.) to quickly determine sector and company-specific topics, which serve as the foundational elements to customize a more formal materiality assessment to your individual organization.

ESG Materiality Workshop

Structured workshop methodology to confirm material ESG topics for your system and organized within your ESG themes.

Crowe CR Workshop | Session 1

CR Workshop | Session 2

Materiality matrix

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As of June 2021

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Legend:

- Engaged Workforce (Yellow circle)
- Strong Communities (Blue circle)
- Environmental Stewardship (Green circle)
- Trust & Transparency (Red circle)

The Materiality Matrix chart plots various ESG topics on a grid. The Y-axis represents 'Global Materiality' (0.0 to 1.0) and the X-axis represents 'Company Materiality' (0.0 to 1.0). A diagonal line separates the matrix into two quadrants. Topics are plotted as follows:

- High Global / High Company Materiality (Top-Right Quadrant):** Customer Privacy & Data Security, Business Ethics, Employee Health & Safety, Employee Engagement, Diversity & Inclusion, Workforce Management.
- High Global / Low Company Materiality (Top-Left Quadrant):** Public Health Risks, Climate Change Risks & Opportunities, Human Rights, Labor Practices, Systemic Risk Management, Energy Management, Product Quality & Safety, GHG Emissions & Air Quality, Natural Capital, Supply Chain Management, Waste & Hazardous Materials Management, Access & Affordability, Transportation Systems & Efficiencies, Materials Sourcing & Efficiency, Product Design & Lifecycle Management, Selling Practices & Product Labeling.
- Low Global / High Company Materiality (Bottom-Right Quadrant):** Management of the Legal & Regulatory Environment, Governance Structures & Mechanisms, Community Relations, Transparency, Business Model Resilience, Innovation & Technology, Competitive Behavior, Responsible Procurement.
- Low Global / Low Company Materiality (Bottom-Left Quadrant):** Customer Welfare, Management of the Legal & Regulatory Environment, Community Relations, Business Model Resilience, Innovation & Technology, Competitive Behavior, Responsible Procurement.



Thank you

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