



Shriners
Children's™

Shriners Children's 2026 Overview

Leslie “Doc” Stewart, MD

President, Shriners Children's
Chairman Board of Trustees



SHRINERS CHILDREN'S HISTORY OF CHANGE

CHANGE IS AN ONGOING PROCESS

Shriners agreed to open the first hospital for children with orthopedic needs



Shriners agreed to expand their mission to research and the treatment of burns



Shriners agreed to expand their mission to children with catastrophic spinal cord injuries



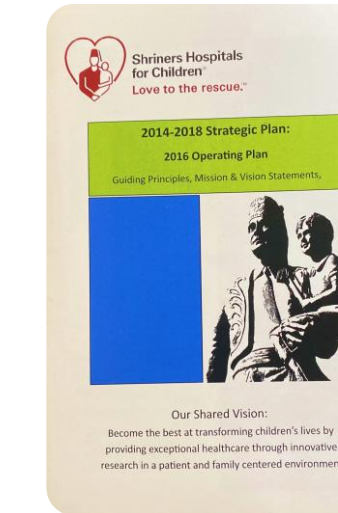
2002 Futures Committee



2006 Strategic Plan



2014-2018 Strategic Plan



Where does the Shriners Children's mission go from here?

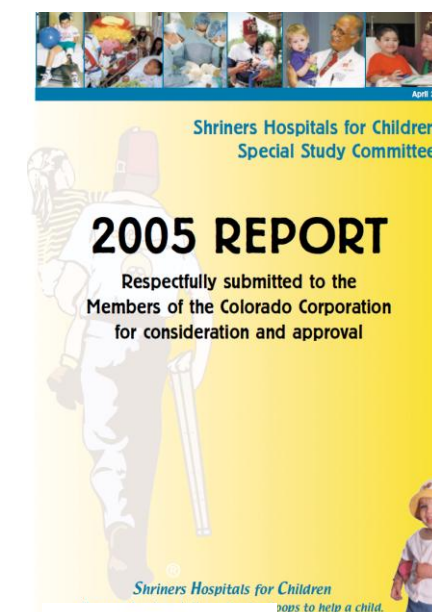
1872 1922 1935 1956 1977 2000 2005 2006 2009 2014 2019 2023 2025



First Shriners temple was formed



Polio vaccine discovered



2005 Special Study Committee

2009 Pathway to Financial Stability



A Pathway to Financial Stability



March 10, 2009

KaufmanHall
2023/2024 engaged for a strategic plan refresh

2018 Vision 2035 Approved

VISION 2035
Taking Care of More Kids in More Places

Today

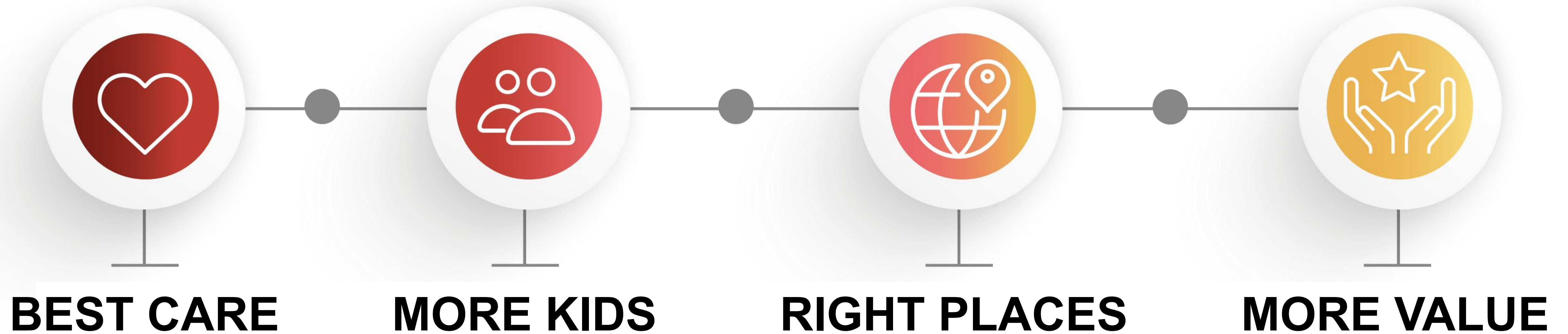




One Mission, One Future: Vision 2035

- A clear roadmap for our next decade of growth
- Building on record patient volumes and 100+ years of impact
- Establishes Shriners Children's as the world leader in pediatric sub-specialty care.

VISION 2035: 4 PILLARS



WHAT IS VISION 2035

Vision 2035 is a strategic initiative that builds on a century of care by intentionally shaping the future of how we serve children and families. Guided by compassion and excellence, we are focused on delivering the very best outcomes for patients, supporting our team members and advancing research and education. Our path forward is anchored in four pillars that drive everything we do:

+ **Best Care:** Excellence for patients and team members across care, research, and education

+ **Right Places:** Delivering care in the right markets using the right care models to compete and win

+ **More Kids:** Serving more individual patients across all service lines, from routine to rare

+ **More Value:** Focusing on quality, cost efficiency, and a sustainable financial future

BEST CARE: What it Means

Consistent, Systemwide Excellence With a Service Line–Driven Approach

Mission-driven care for every child

Exceptional, evidence-based, regardless of geography or ability to pay

Four service lines:

Orthopedics (Upper & Lower Extremity, Spine, Sports Medicine, Neuromuscular); Burn Injuries; Spinal Cord Injury (as related to orthopedics); Cleft Lip & Palate

Verified excellence:

ABA-verified burn hospitals; ACS Children's Surgery Verified orthopedic sites; U.S. News & World Report and Press Ganey recognitions

Outcome-focused:

PROMIS + specialty metrics, patient experience, safety, access

Integrated research & education

Accelerate innovation and best-practice adoption

Clinician leadership & teamwork

Strengthen accountability, mentorship and shared purpose.

Consistent high-quality touchpoints

Every employee, every interaction: hospitals, ASC sites, clinics, corporate and affiliates

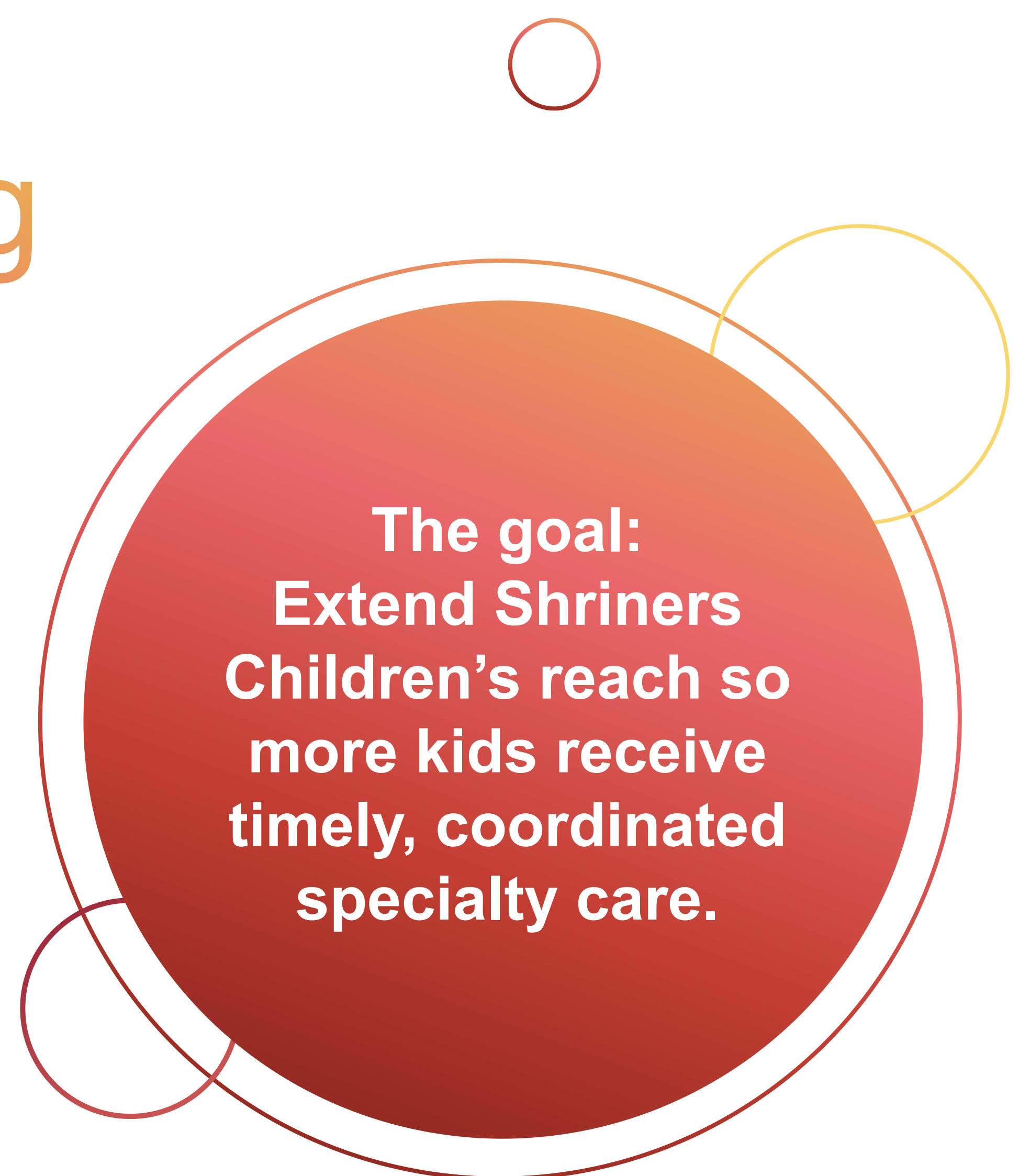
The goal:
Intensive focus on excellence for patients and employees, while delivering on our tripartite mission

MORE KIDS: Attracting and Treating

***A Culture of Yes — Not Asking ‘Can we?’
But Rather ‘How can we?’***

Focusing on :

- **Access** — Easier for families to reach us
- **Referrals** — Stronger provider & community partnerships
- **Operations** — Systems that support smooth care
- **Marketing** — Brand strength and awareness that drive patient acquisition
- **Philanthropy** — Relationships with donors that ensure resources are in place
- **Sporting events** — Brand strength that attracts patients, families and generous donors



**The goal:
Extend Shriners
Children's reach so
more kids receive
timely, coordinated
specialty care.**

NATIONAL RECOGNITION

SHRINERS CHILDREN'S LOCATIONS IN 2024-25 CHILDREN'S HOSPITALS RANKINGS SUMMARY

CONGRATULATIONS!

- Shriners Children's St. Louis, 14th
- Shriners Children's Northern California, 32nd
- Shriners Children's Salt Lake City, 39th

These three Shriners Children's locations earned national rankings in pediatric orthopedics by U.S. News & World Report.

These rankings come as a result of hospital affiliates that included Shriners Children's in their portion of the survey relating to pediatric orthopedics. This is an amazing accomplishment as Shriners Children's.

These "Best Children's Hospitals" rankings are designed to help families facing complex and rare conditions find the best medical care for their children – and we are among them.

"The Most Amazing Care Anywhere"

Forbes

2025

AMERICA'S

BEST MIDSIZE EMPLOYERS

POWERED BY statista



RANKED #1



MORE KIDS: Attracting and Treating

Continued Growth:

+ 57,809 (+9%)
New Patients

+ 270,883 (+7%)
Outpatient Visits



RIGHT PLACES: Care Where It Matters Most

**Community, Data &
Partnerships Define Where Is
Right for Shriners Children's**

Data-Driven Targeting

- Use referral patterns, access data, market demand and service-line needs to identify where kids need us most

Clinic Models That Extend Our Reach

- Open offsite clinics to bring care closer to families
- Clinics handle evaluation, follow-up & therapy; primary facilities deliver complex and surgical care

Align Service Lines to Market Needs

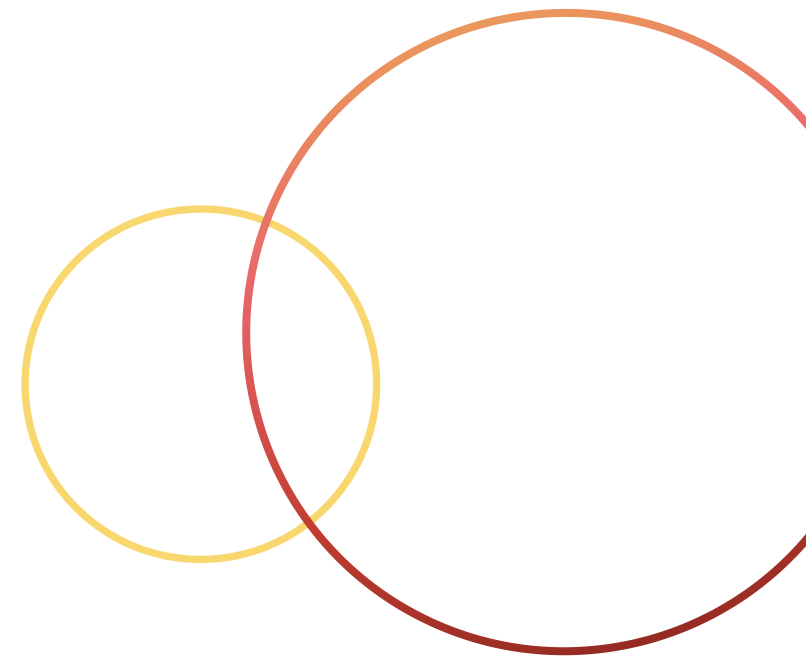
- Match local demand with the right specialties

Grow Through Community Partnerships

- Collaborate with pediatric providers, community health centers, hospitals, schools & athletic groups to expand access

Continuous Systemwide Optimization

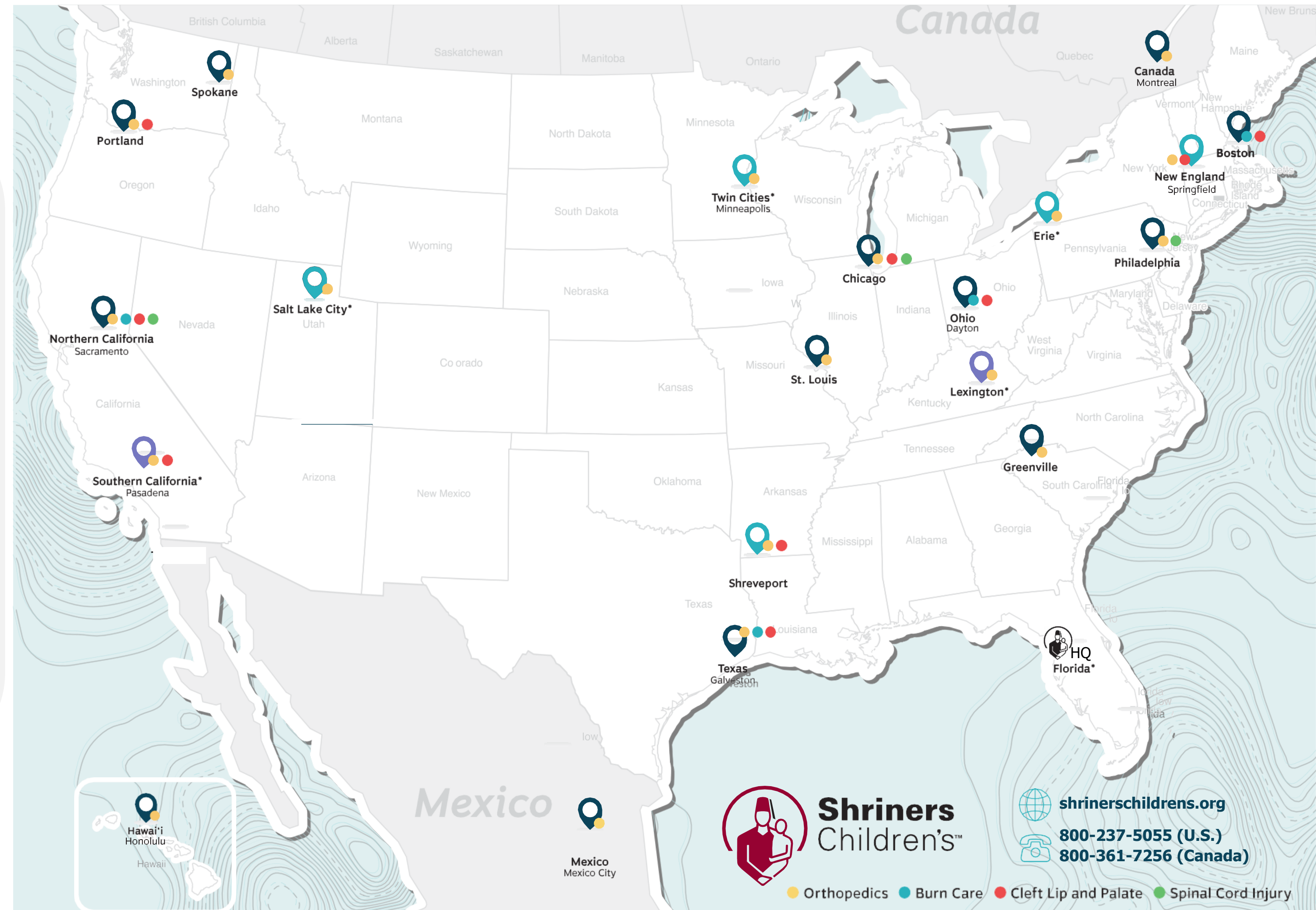
- Telehealth to reduce travel, keep care moving, ensure continuity of care
- Ongoing data monitoring to decide where to open, expand, or scale teams



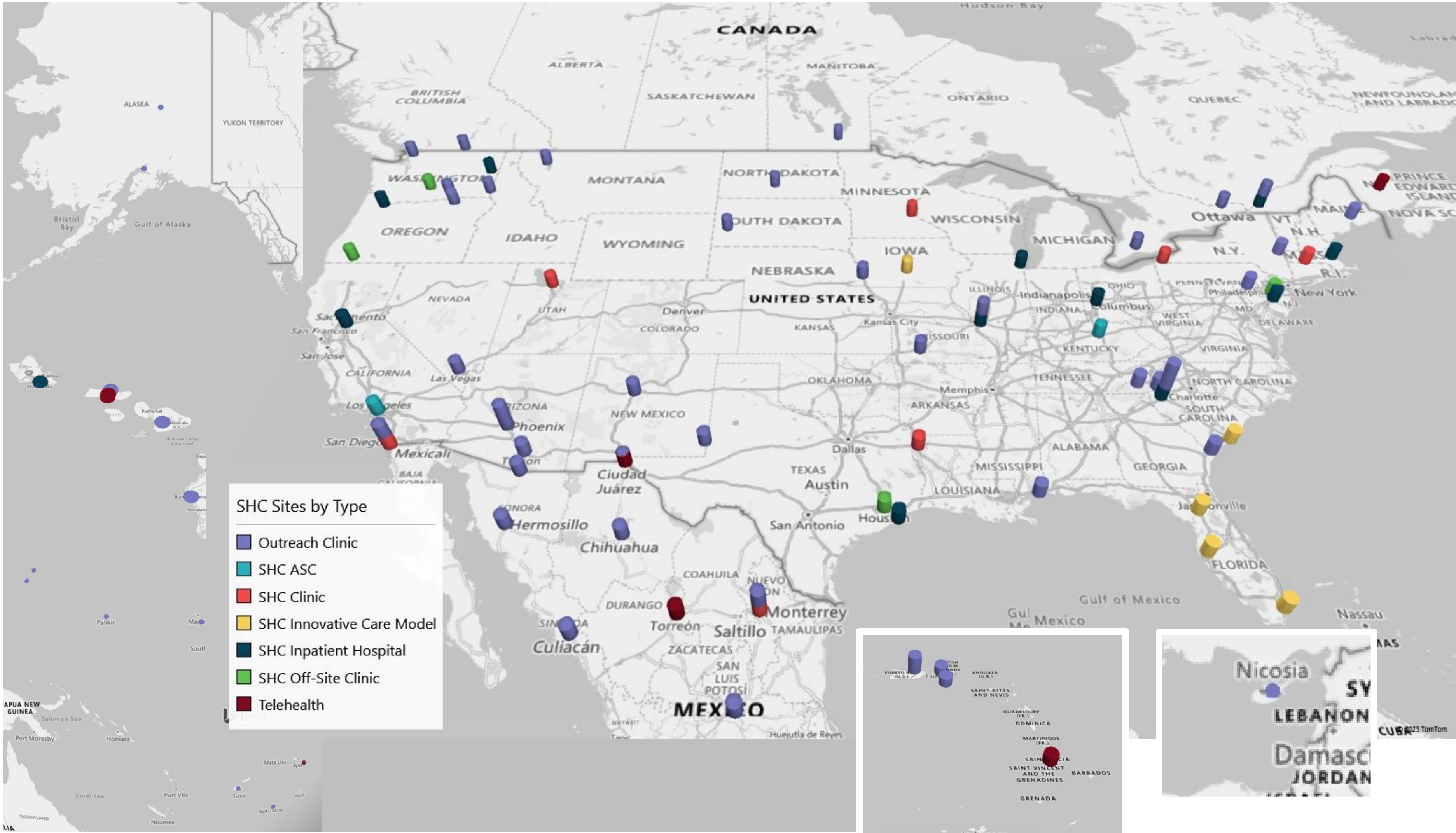
The goal:
Focus on providing
services in the
markets where we
can most
effectively
compete and win.

SHRINERS CHILDREN'S

Historical View
22 hospitals
16 states
5 time zones
3 countries



TODAY: Shriners Children's



159

Access Points

Children from:

154

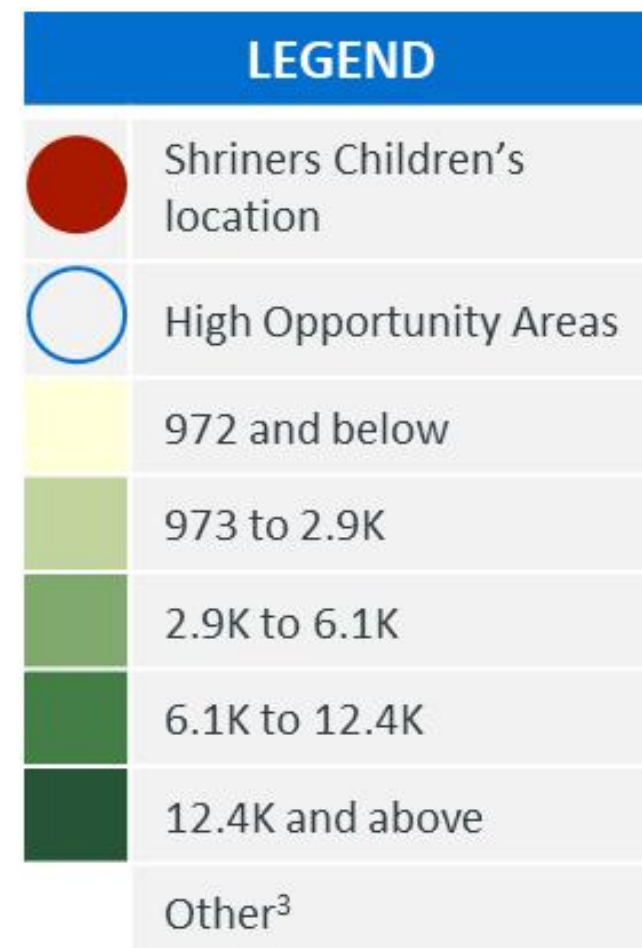
Countries

POTENTIAL NEW MARKETS

NEED TO GROW IN NEW, HIGH-OPPORTUNITY MARKETS IN THE U.S.

SHRINERS CHILDREN'S NORTH AMERICA FOOTPRINT

United States Pediatric Medicaid Population (0-19)

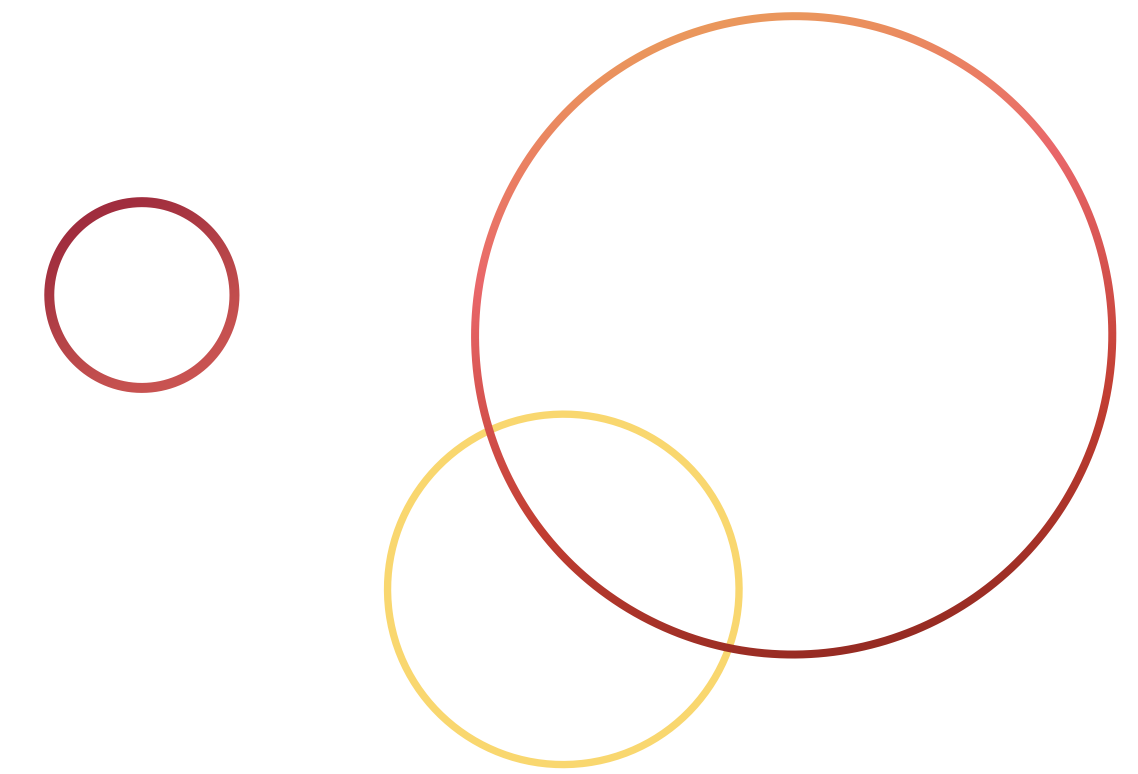


High-Opportunity Markets:

1. Las Vegas, NV
2. Riverside, CA
3. Bakersfield, CA
4. McAllen, TX
5. Fresno, CA

Note(s): 1) Florida includes: Gainesville, Miami, and Tampa Shriners Children's locations; 2) Pediatric Medicaid Population includes ages 0-19; 3) White areas on the map ("Other") are zip codes with unavailable US Census data
Source(s): Shriners Children's website, US Census Bureau

MORE VALUE: Focus on Efficiency



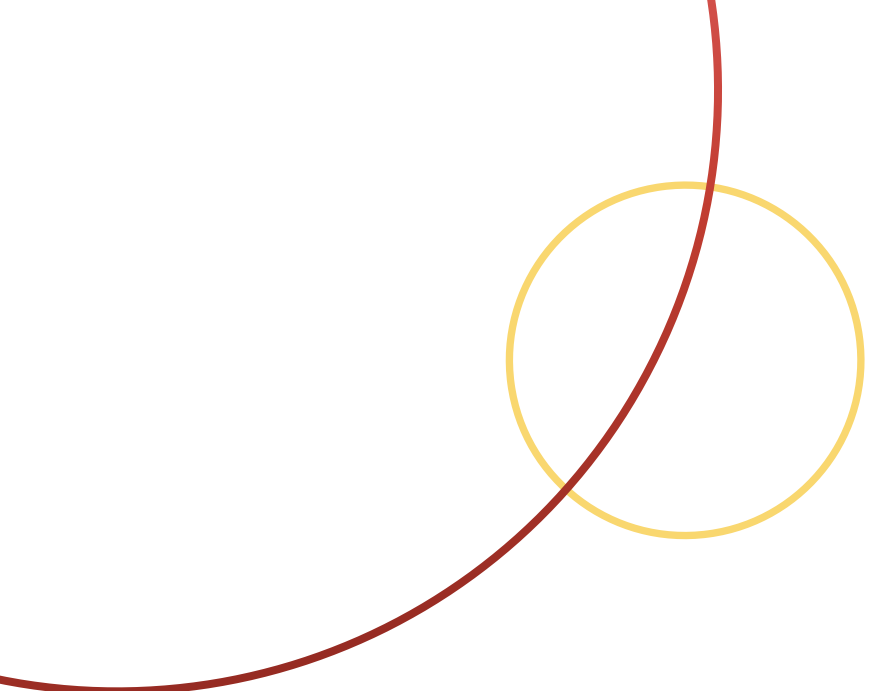
Efficiency With Every Dollar — Extend Our Mission Through Intentional, Responsible Stewardship

+ **What It Means:** Smart stewardship — not cost-cutting — strengthens our ability to serve more kids.

+ **Why It Matters:** More value = more resources for care, innovation and long-term sustainability.

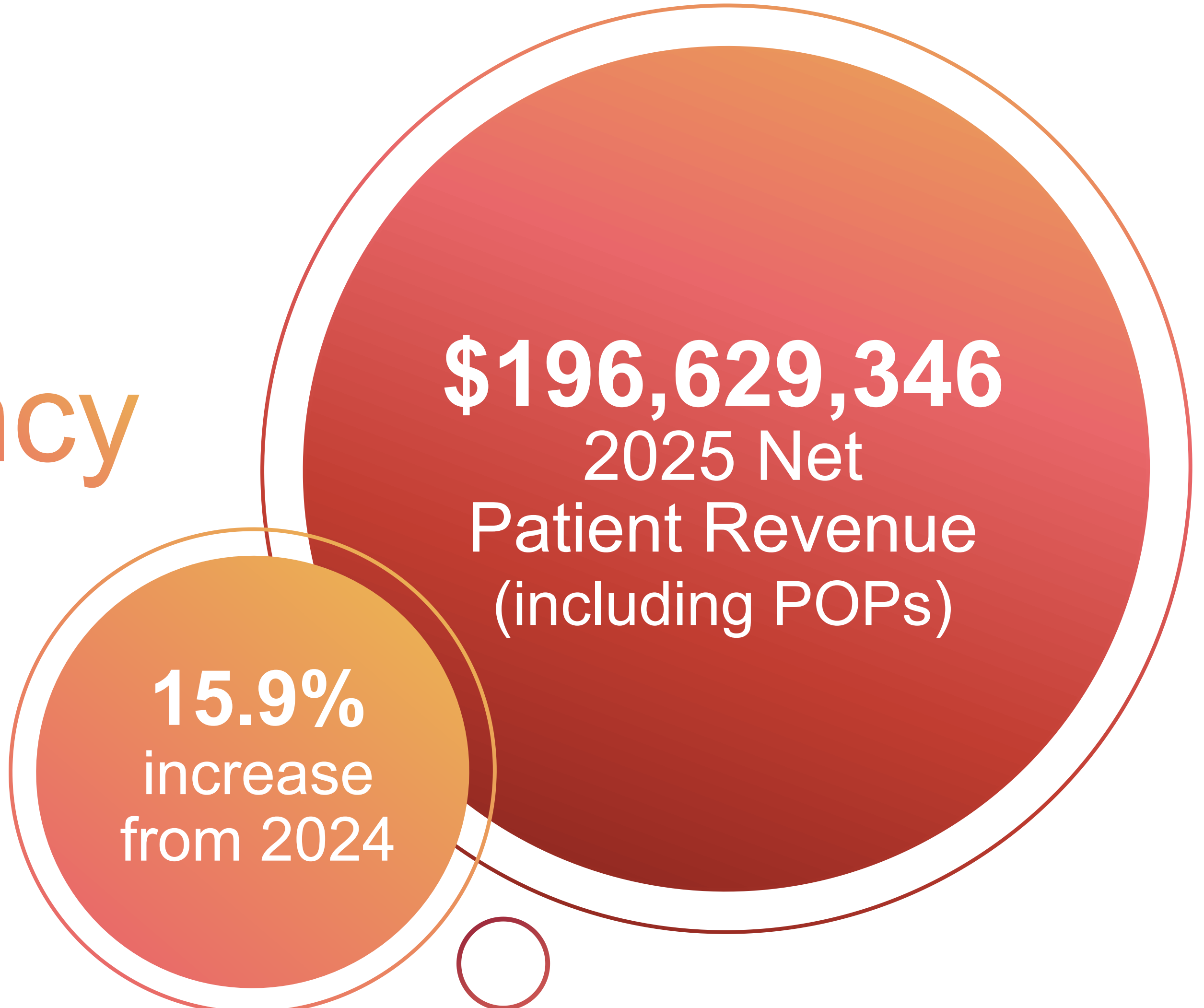
- +** **How We Create More Value**
- Build consistent systems and practices across all locations
 - Reduce duplication, fix root causes and direct resources where they impact kids most
 - Ensure accurate documentation and charge capture to protect reimbursement
 - Share and replicate best practices that work.

The goal:
Every financial decision helps Shriners Children's extend its mission for generations.



MORE VALUE: Focus on Efficiency

**Efficiency With Every Dollar
— Extend Our Mission
Through Intentional,
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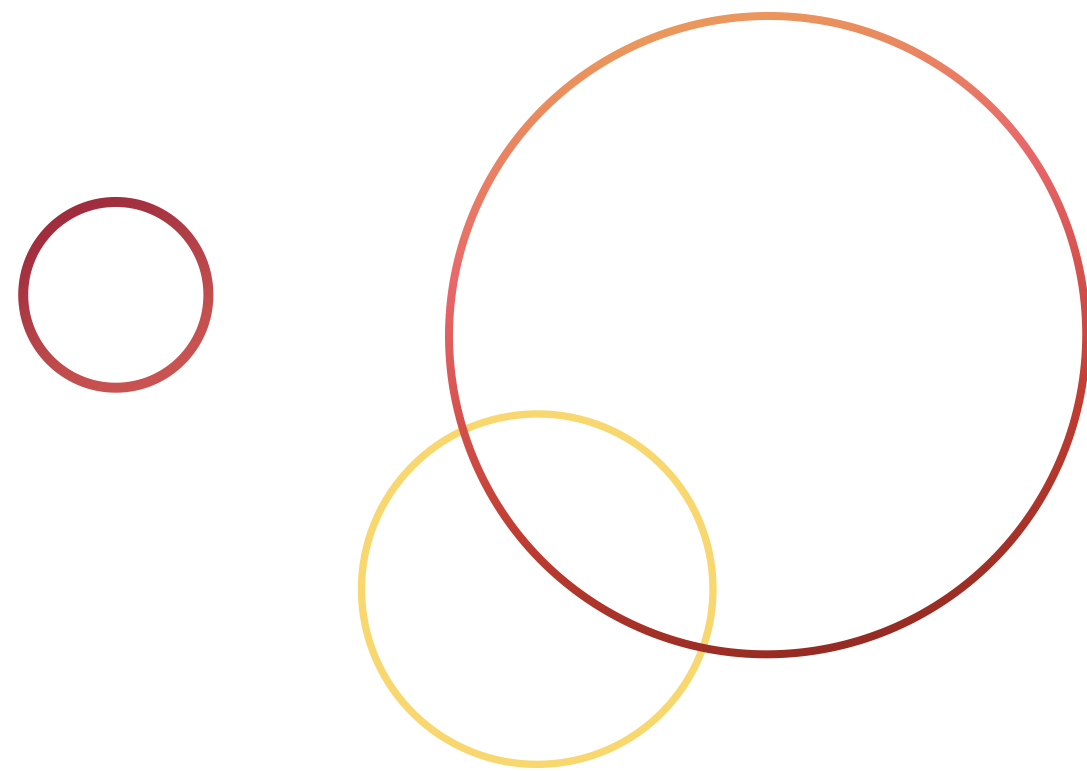


\$196,629,346
2025 Net
Patient Revenue
(including POPs)

15.9%
increase
from 2024

STRATEGIC FOCUS

How We Achieve the Vision



Vision 2035 focuses on a small number of **system-wide strategic priorities**:

- Investing in a **prominent research institute** and expanding research funding
- Establishing **clear performance standards** across services and markets
- Strengthening and standardizing **affiliate relationships**
- Targeted investment in **core service lines**, including:
 - Pediatric orthopedics growth markets
 - Distinguished cleft lip & palate centers
 - Nationally recognized burn care locations
- Elevating **system efficiencies** across operations and finance

THE ROADMAP

Measuring Progress & Accountability

Vision 2035 is execution-driven and measurable. Success looks like:

- Demonstrated accountability to goals and metrics across the system
- Improved access to care and stronger market positions
- Expanded research reputation, including **NIH funding**
- Higher-functioning revenue cycle and payer strategy
- Improved labor productivity and operational efficiency
- Net financial performance improvement of **\$25M–\$100M**
- Serving **3x more children** while maintaining or leading as top pediatric healthcare organization in our markets





Overall Status, 2025

System

COMPASS 2035

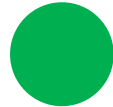
Overall (as of 10/03/2025)

- Number of metrics achieving Benchmark: **6**
- Number of metrics **not** achieving Benchmark: **11**

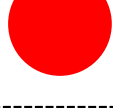
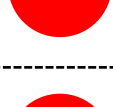


Best Care & More Kids System

Best Care

		Current	Benchmark
	Patients with Improvement / Maintenance in PROMIS Scores Over 5-Year Period	85%	90%
	Employee Engagement Score	4.2	4.2
	Likelihood to Recommend Percentile (Medical Practice)	96	85
	Total Clinical Fellows	189	200
	Total Research Publications Over 3-Year Period	1,422	1,000
	Total Residents	902	300

More Kids

		Current	Benchmark
	% Change in New Patients	9%	20%
	% Change in Unique Patients	6%	10%
	Annual Growth Rate of IP Discharges	3%	5%
	Annual Growth Rate of OP Surgeries	3%	10%
	Annual Growth Rate of OP Visits	7%	20%

Data source: Compass 2035 as of 12/31/2025



More Value & Right Places System

More Value

		Current	Benchmark
●	CMI & Wage Adjusted Cost Per Case	38,627	40,000
●	Cost to Charge Ratio	73%	37%
●	Net Patient Revenue Per Adjusted Patient Day	2,810	4,700
●	FTEs per Adjusted Occupied Bed	10	7

Right Places

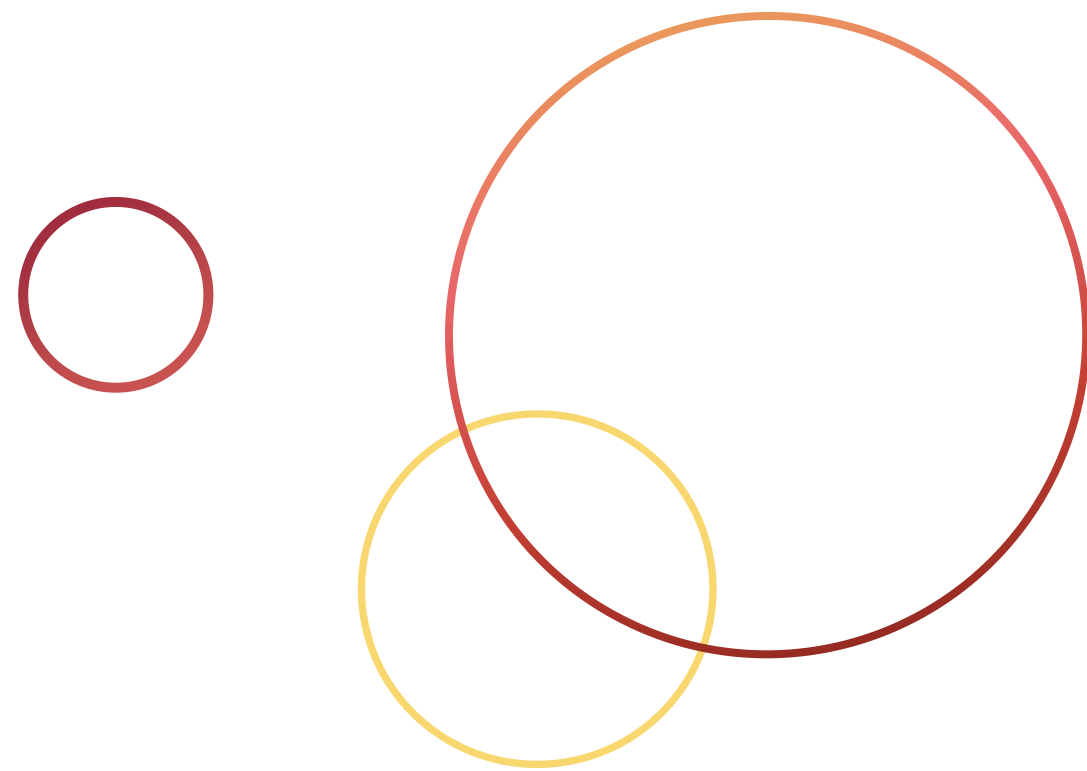
		Current	Benchmark
●	Average Daily Census	67	55
●	Domestic Market Share Capture	3%	15%

Data source: Compass 2035 as of 12/31/2025

Note: Financial based metrics last updated at end of November

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Shriners Children's Research Programs and Research Institute



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BIOMEDICAL JOURNAL PRESENTATIONS 2020–2024

Location	2020	2021	2022	2023	2024	2020-2024 5-Year Total
Boston	87	90	80	70	78	405
Canada	62	73	70	59	88	352
Chicago	18	29	27	23	45	142
Erie	0	1	1	3	0	5
Florida	6	1	1	3	7	18
Greenville	13	9	11	15	8	56
Hawaii	2	2	3	2	5	14
Lexington	8	7	5	9	6	35
Mexico City					6	6
New England	4	4	3	1	2	14
Northern California	95	89	85	61	61	391
Ohio	37	18	9	8	7	79
Philadelphia	72	68	72	66	80	358
Portland	28	26	38	20	23	135
Southern California	10	9	14	13	8	54
Salt Lake City	3	5	13	8	10	39
Shreveport	0	2	3	3	4	12
Spokane	1	9	10	6	5	31
St. Louis	60	53	38	31	40	222
Texas	61	26	21	19	25	152
Twin Cities	1	0	2	1	2	6
ANNUAL TOTAL	568	521	506	421	510	2,526

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SHRINERS CHILDREN'S RESEARCH INSTITUTE

TO BETTER ALIGN OUR CLINICAL AND RESEARCH MISSIONS AND CREATE A SHRINERS CHILDREN'S RESEARCH BRAND.

Invest in a free-standing facility and recruit an outstanding team of multidisciplinary clinical scientists and engineers to drive discoveries from laboratory bench to bedside.



WHAT WILL SHRINERS CHILDREN'S RESEARCH INSTITUTE ACHIEVE?

- An integrated, multidisciplinary, free-standing bench-to-bedside research hub will tightly align with our patient care and improve the lives of our kids.
- Shriners Children's takes its place as an international leader in pediatric research for orthopedics, burns, cleft lip/palate and motion analysis.
- Benefit clinician recruitment and retention.
- A showcase for the Shriners Children's community, medical and clinical staff, donors and general public.
- The opportunity for Shriners Children's Research Institute investigators and clinicians from SC sites to apply for NIH and other extramural funding.

SHRINERS CHILDREN'S RESEARCH INSTITUTE — SCIENCE SQUARE, ATLANTA



150,000 square feet with laboratory space for 50 lead researchers and teams with specialized facilities for motion analysis, tissue engineering, AI and genomics

PARTNERING WITH GEORGIA TECH/EMORY UNIVERSITY SINCE 2020

25 Joint Research Projects

11 Shriners Children's Groups

Texas, Lexington, Northern California, Southern California,
Greenville, Canada, Portland, Chicago, Philadelphia, St. Louis,
Shriners Children's Genomics Institute

45 Publications

51 Presentations

7 Awards/Honors

7+ Products Delivered

2 Externally Funded Follow-On Projects

RECENT (2025) JOINT PUBLICATIONS WITH GEORGIA TECH

Shriners Children's Canada, Chicago, Greenville, Lexington, Philadelphia, Genomics, HQ

- ❑ Predicting pediatric patient rehabilitation outcomes after spinal deformity surgery with artificial intelligence in *Communications Medicine*
- ❑ Common data elements for arthrogryposis multiplex congenita: An international framework in *Developmental Medicine and Child Neurology*
- ❑ Mitigating Crouch Gait With an Autonomous Pediatric Knee Exoskeleton in the Neurologically Impaired in *Journal of Biomechanical Engineering*
- ❑ Breathable soft bioelectronics for enhanced automatic detection of obstructive sleep apnea in *Biosensors and Bioelectronics*
- ❑ Soft Nanomembrane Sensor-Enabled Wearable Multimodal Sensing and Feedback System for Upper-Limb Sensory Impairment Assistance in *ACS Nano*

STANDING UP NIH READINESS – RESEARCH GRANTS AND SPONSORED PROGRAMS

1. To Make Shriners Children's Eligible for NIH, NSF, etc. Funding

- Federal Registrations
- NIH-Compliant Policies
- Governance & Infrastructure

2. Why It Matters

- Visibility: NIH recognition elevates Shriners Children's research profile
- Sustainability: Retain & reinvest indirect cost recovery
- Collaboration: Enable multisite, cross-border pediatric research

3. First Submissions

- Target pilot NIH grant applications in 2026

FROM VISION TO ACTION

Where We Are Today

Implementation is already underway:

- **Facility plans have launched system-wide** to guide site-level planning
- Performance dashboards established to track progress and performance
- Established leadership and benchmarking review schedules with facilities
- Ongoing refinement through 2026 and beyond

What this ensures:

- Transparency
- Consistency
- Continuous progress aligned to Vision 2035: **Best Care, More Kids, Right Places, and More Value**





Then and Now

Hospital Ad Hoc Committee

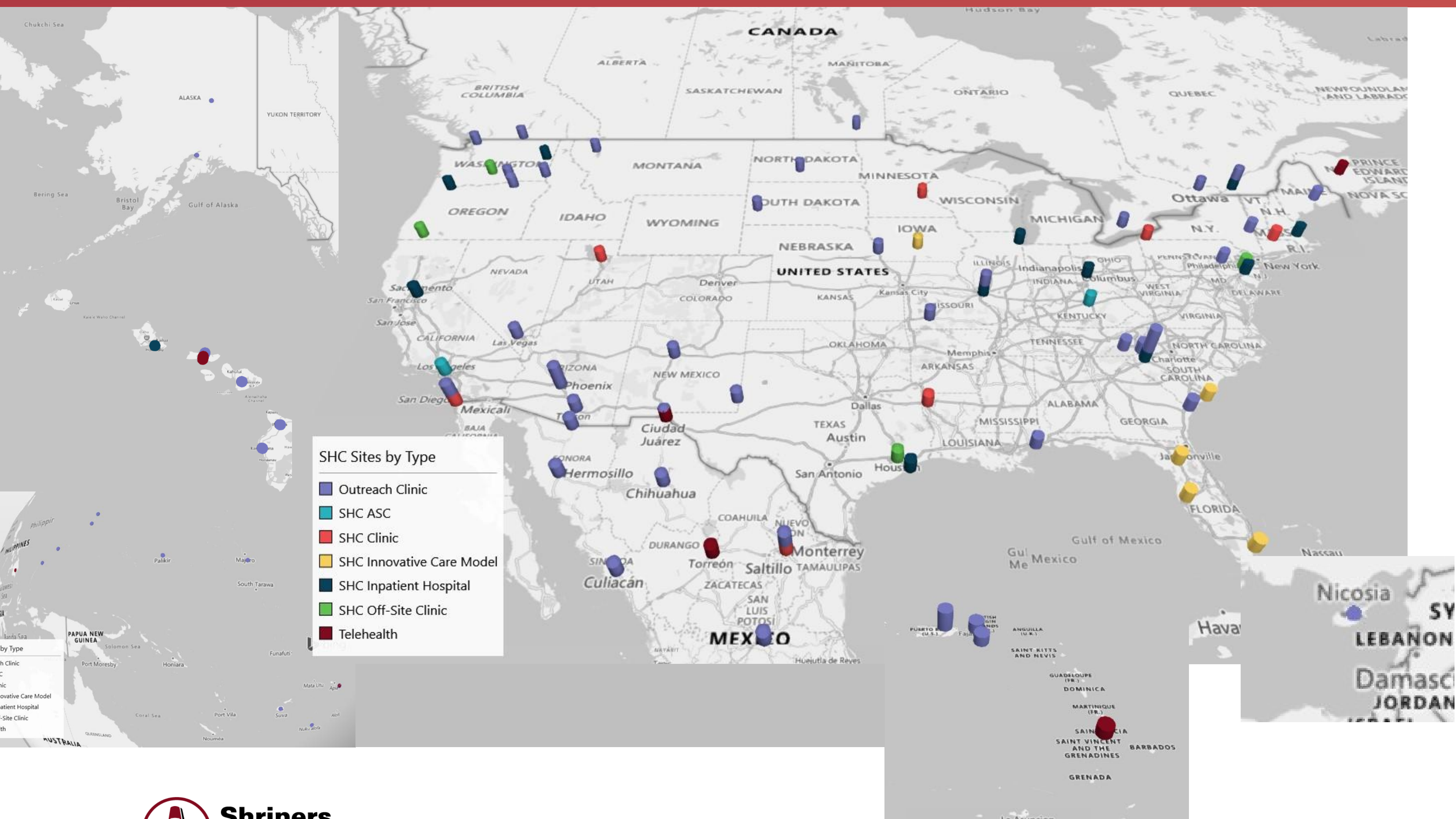


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SHRINERS CHILDREN'S - HISTORICAL VIEW



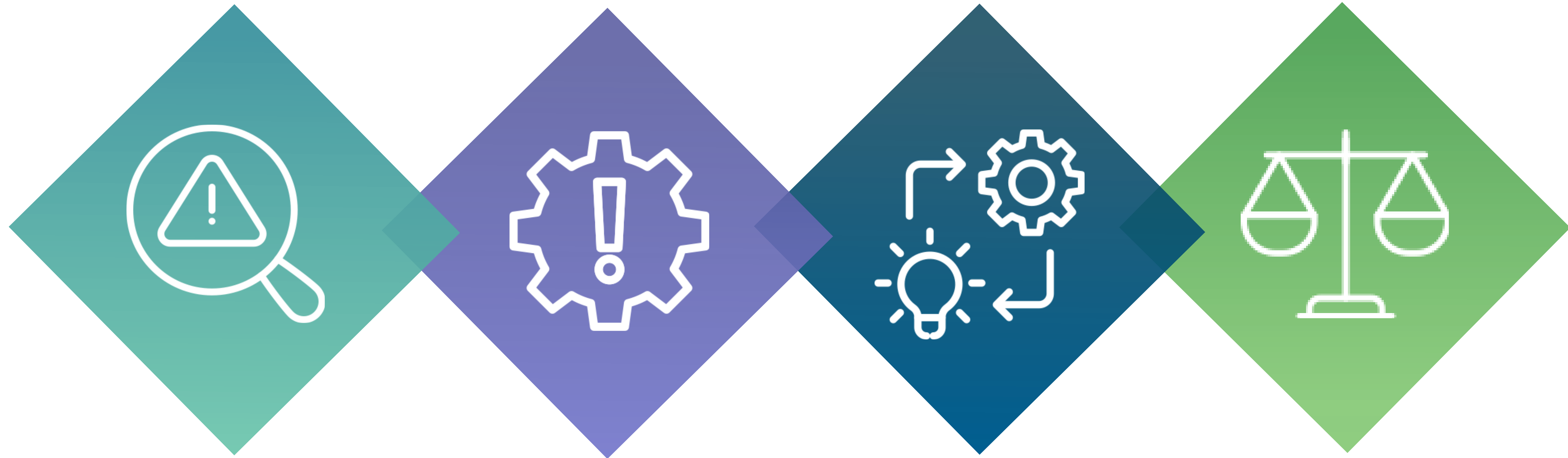
SHRINERS CHILDREN'S - TODAY



128
Access Points

32
Countries

DELIVERING MORE CARE TO MORE CHILDREN



The Issue

The Challenge

The Solution

The Legislation

THE ISSUE



THE ISSUE



Issues:

- Health Care is changing
- Need to be nimble and react to new opportunities
- Need to be responsive to the Nobles and respect our Heritage



THE CHALLENGE

THE CHALLENGE ... OUR BYLAWS



- ‘Hospital’ is defined as any facility providing health care. § 501.1(c)
- Approval is needed for any “Hospital” change. § 503.2
- We meet once a year. §505.1
- Each “Hospital” needs a Board of Governors and a Chief of Staff who is a qualified surgeon. § 503.3



THE SOLUTION

THE SOLUTION

Allow us to Become More Nimble

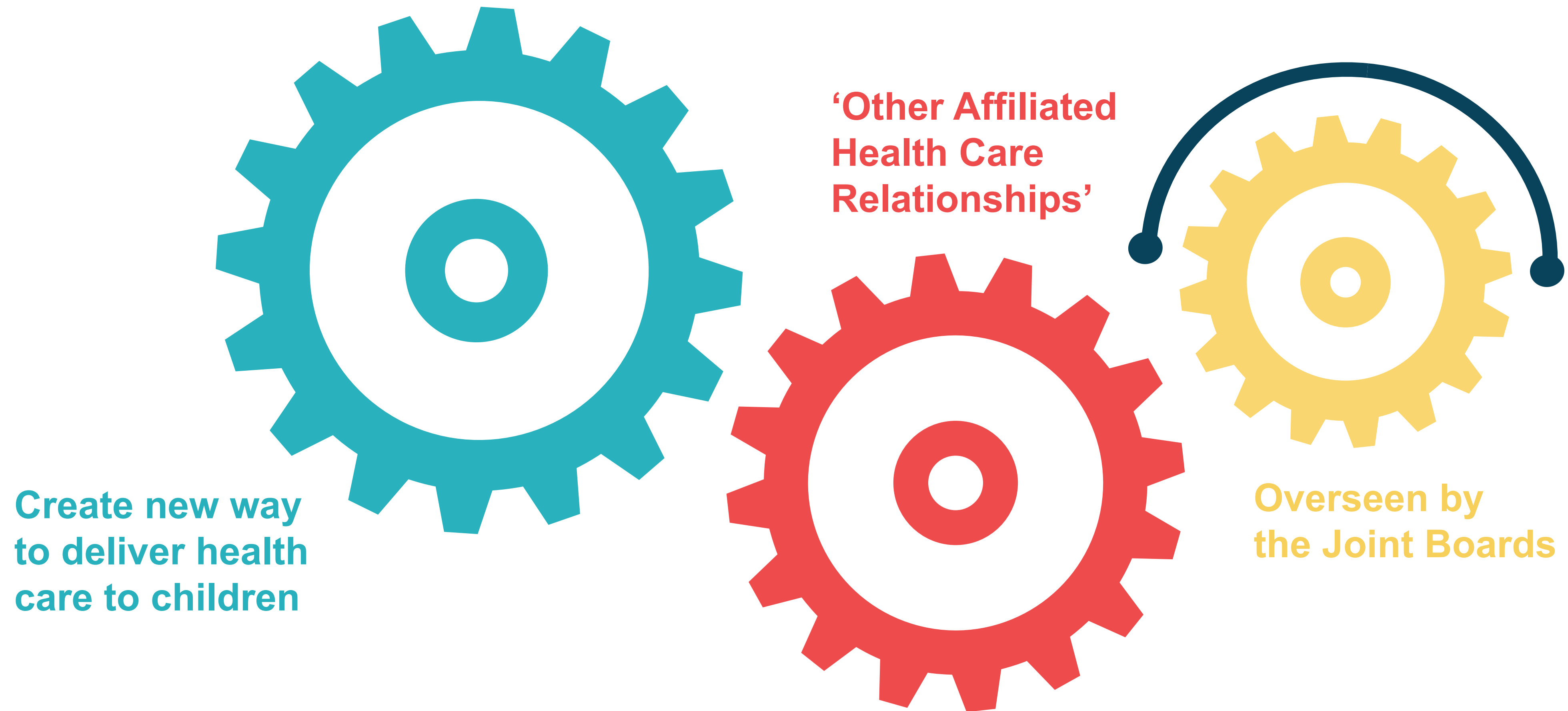
- New ways of delivering health care
- Managed by experts
- Different models in different locations
- Goal will always be the same ... to deliver more care to more children in more places



“Other Affiliated Health Care Relationships”

THE LEGISLATION

THE LEGISLATION



LEGISLATIVE CHANGES

Amendments to:

§ 501.1 Definitions

§ 503.4 Employment of Agents,
Employees, Independent Contractors

§ 507.4 Duties of Officers

§ 508.7 Powers and Duties.



LEGISLATIVE CHANGES

§ 501.1 Definitions. Whenever used in these bylaws, unless otherwise specifically mentioned, the following words, terms and phrases mean:

(c)“Hospitals” means: (1) All Shriners facilities originally established as a hospital and with an existing Board of Governors shall be considered a hospital for purposes of these bylaws; or (2) Any Shriners facility licensed by an appropriate governmental licensing authority as a hospital. ~~Shriners Hospitals for the treatment and care of children afflicted with any physical or developmental condition or physical or developmental disability, including, but not limited to, injuries, diseases, deformities, or dangerously acute burns, and the research facilities and training programs related thereto, operated by this corporation; and it shall include Shriners patient care facilities within affiliated hospitals, as well as ambulatory care facilities used for day surgery and/or out-patient care.~~

(f) Other Affiliated Healthcare Relationships” means without limitation agreements, partnerships, or other affiliations, that provide healthcare in furtherance of the Corporation’s charitable mission.

Q&A Session

“In any given moment
we have two options: to
step forward into growth or
step back into safety.”

Abraham Maslow,
American psychologist, creator
of Maslow's hierarchy of needs

Thank you!



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