



## TABLE OF CONTENTS

	Page
About Providence.....	1
Our Organization.....	1
Our Integrated Strategic & Financial Plan.....	2
Our Vision: Health for a Better World.....	3
Geographic Information.....	5
North Division.....	6
Puget Sound Region.....	6
Alaska.....	6
Central Division.....	6
Eastern Washington and Western Montana.....	6
Oregon.....	6
West Texas and Eastern New Mexico.....	7
South Division.....	7
Southern California.....	7
Northern California.....	7
Other.....	7
Financial Information.....	8
Management's Discussion and Analysis.....	10
Results of Operations.....	10
Operations Summary.....	10
Volumes.....	11
Operating Revenues.....	12
Operating Expenses.....	13
Non-Operating Activity.....	13
Liquidity and Capital Resources; Outstanding Indebtedness.....	14
Unrestricted Cash and Investments.....	14
Financial Ratios.....	14
System Capitalization.....	15
System Governance and Management.....	15
Corporate Governance.....	15
Executive Leadership Team.....	16
Environmental, Social, and Governance Standards.....	16
Support Services.....	17
Obligated Group.....	17
Obligated Group Utilization.....	18
Obligated Group Capitalization.....	18
Outstanding Master Trust Indenture Obligations.....	18
Control of Certain Obligated Group Members.....	19
General.....	19
Northern California Region.....	19
West Texas/Eastern New Mexico Region.....	19
Other Information.....	20
Non-Obligated Group System Affiliates.....	20
Providence Clinical Network.....	20
Population Health Management.....	20
Providence Health Plan.....	20
Ayin.....	21
Home & Community Care.....	21
Tegria.....	21
Litigation.....	21
Employees.....	22
Community Benefit.....	23
Providence Information Security Program.....	23
Insurance.....	23
Accreditation and Memberships.....	23
Glossary of Certain Terms.....	25
Exhibit 7 - Obligated Group Facilities.....	27
Acute Care Facilities by Region.....	27
Long-Term Care Facilities by Region.....	29
Exhibit 8 - Supplementary Information.....	30

















































































**EXHIBIT 8.8 - KEY PERFORMANCE METRICS BY REGION**

Ended September 30, 2024

	Alaska	Puget Sound Region	Eastern Washington/ Western Montana	Oregon	Northern California	Southern California	West Texas/ Eastern New Mexico	Consolidated
Inpatient Admissions	12,967	75,514	50,649	53,537	21,263	101,174	18,017	333,121
Acute Patient Days	95,058	451,911	288,502	281,290	99,090	476,084	96,807	1,788,742
Acute Outpatient Visits	336,004	1,973,617	1,435,113	1,708,547	726,201	2,602,852	767,211	9,549,545
Primary Care Visits	136,862	2,562,164	2,075,998	1,808,981	748,100	3,198,137	390,893	10,965,821
Inpatient Surgeries and Procedures	6,693	34,512	24,986	20,349	8,797	41,206	7,996	144,539
Outpatient Surgeries and Procedures	8,812	68,971	60,774	108,064	21,268	89,695	21,954	379,538
Long-Term Care Admissions	n/a	1,527	523	333	1	1,033	111	3,528
Long-Term Care Patient Days	38,956	106,827	25,458	27,037	4,440	64,264	3,074	270,056
Home Health Visits	20,682	251,508	2,448	236,254	47,953	308,799	n/a	867,644
Hospice Days	21,297	245,400	n/a	136,006	91,856	196,225	56,987	747,771
Housing and Assisted Living Days	26,542	261,101	36,885	124,726	19,344	15,407	n/a	484,005
Average Daily Census	347	1,649	1,053	1,027	362	1,738	353	6,528
Acute Licensed Beds	482	2,666	1,824	1,452	807	2,997	816	11,044
FTEs	3,976	22,857	14,533	18,921	5,305	23,008	5,804	107,307