



2016 Q4 & Full Year Investor Relations Presentation

Nurse & Allied Staffing | Physician Staffing | Other Human Capital Management

Forward Looking Statements



This presentation contains forward-looking statements. Statements that are predictive in nature, that depend upon or refer to future events or conditions or that include words such as “expects”, “anticipates”, “intends”, “plans”, “believes”, “estimates”, “appears”, “seeks”, “will” and variations of such words and similar expressions are intended to identify forward-looking statements. These statements involve known and unknown risks, uncertainties and other factors that may cause our actual results and performance to be materially different from any future results or performance expressed or implied by these forward-looking statements. Factors that might cause such differences include, but are not limited to, those discussed in the Risk Factors section of our Annual Report on Form 10-K for the year ended December 31, 2016, and our other Securities and Exchange Commission filings made prior to the date hereof.

Although we believe that these statements are based upon reasonable assumptions, we cannot guarantee future results and readers are cautioned not to place undue reliance on these forward-looking statements, which reflect management’s opinions only as of the date of this filing. There can be no assurance that (i) we have correctly measured or identified all of the factors affecting our business or the extent of these factors’ likely impact, (ii) the available information with respect to these factors on which such analysis is based is complete or accurate, (iii) such analysis is correct or (iv) our strategy, which is based in part on this analysis, will be successful. The Company undertakes no obligation to update or revise forward-looking statements.

Cross Country Healthcare: Capitalizing on Opportunities in Healthcare Staffing



*Meeting the Dynamic Needs of
the Healthcare Industry by
Providing a Full Suite of
Workforce Solutions*



Our Business



Our Journey



Our Future



The Opportunity



Our Business

Our Business Segments



Nurse & Allied Staffing

 CROSS COUNTRY
STAFFING®

mediscan
staffing services

- Leading provider of innovative & value-added workforce solutions
- MSP programs serving more than 2,500 facilities
- Full suite of staffing services



Physician Staffing

 MedicalDoctor
ASSOCIATES

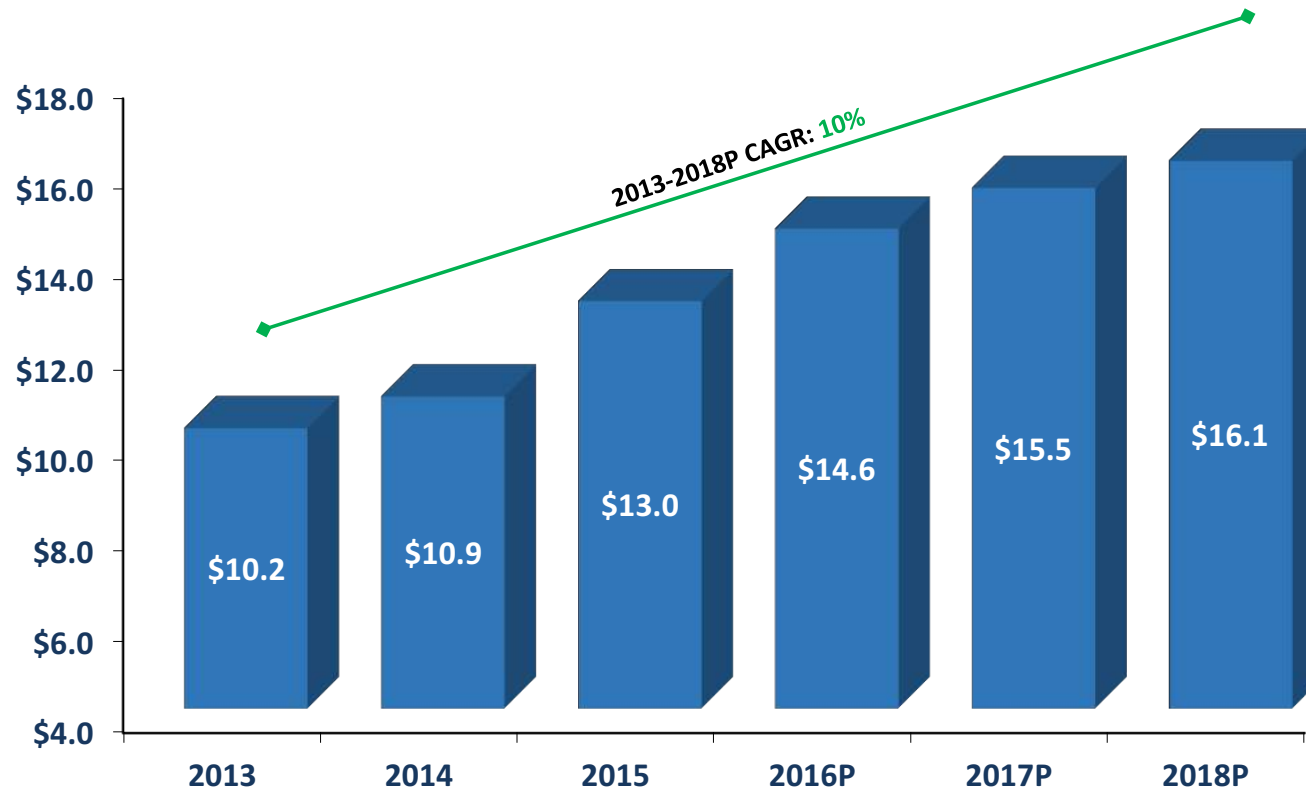
- Largest branch network
- More than 27,500 healthcare professionals on assignment at more than 6,700 facilities in the last 12 months
- Tenured leadership



Other Human Capital Management

 cejka
search

Fast Growing Healthcare Staffing Market



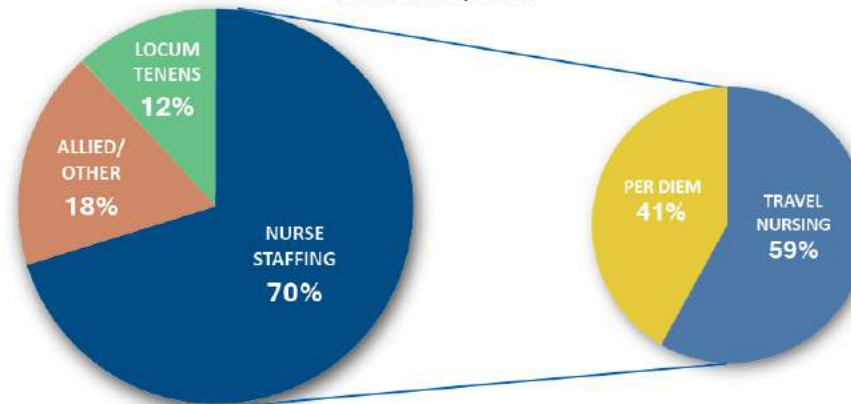
- 10% annual average growth in the healthcare staffing industry through 2018
- Market reached all-time historic high in 2016 and is projected to grow

Source: SIA December 28, 2016 US Healthcare Staffing Growth Assessment

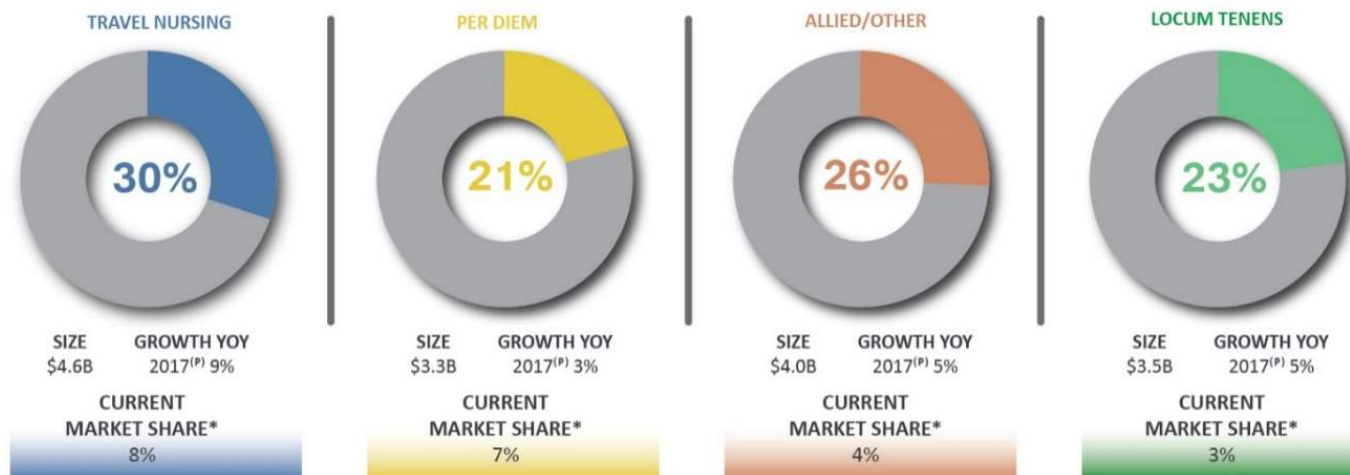
Market Position & Mix: CCH Services



CCH Staffing by Category
FY 2016
Revenue of \$834M



2016 Healthcare Staffing by Category
Total: \$15 Billion*



*Source: SIA December 28, 2016 US Healthcare Staffing Growth Assessment

How We Go To Market



Traditional Staff Augmentation

- Travel Nursing
- Travel Allied
- Per Diem Nursing, Allied & Pharmacy
- Locum Tenens
- Education Staffing
- Physician Search
- Executive Search



Workforce Solutions

- Managed Services Provider
- Optimal Workforce Solutions
- EMR Transition & Upgrade Staffing
- Educational Services
- Predictive Analytics
- Recruitment Process Outsourcing
- IRP Consulting & Development

Our Market Strategy



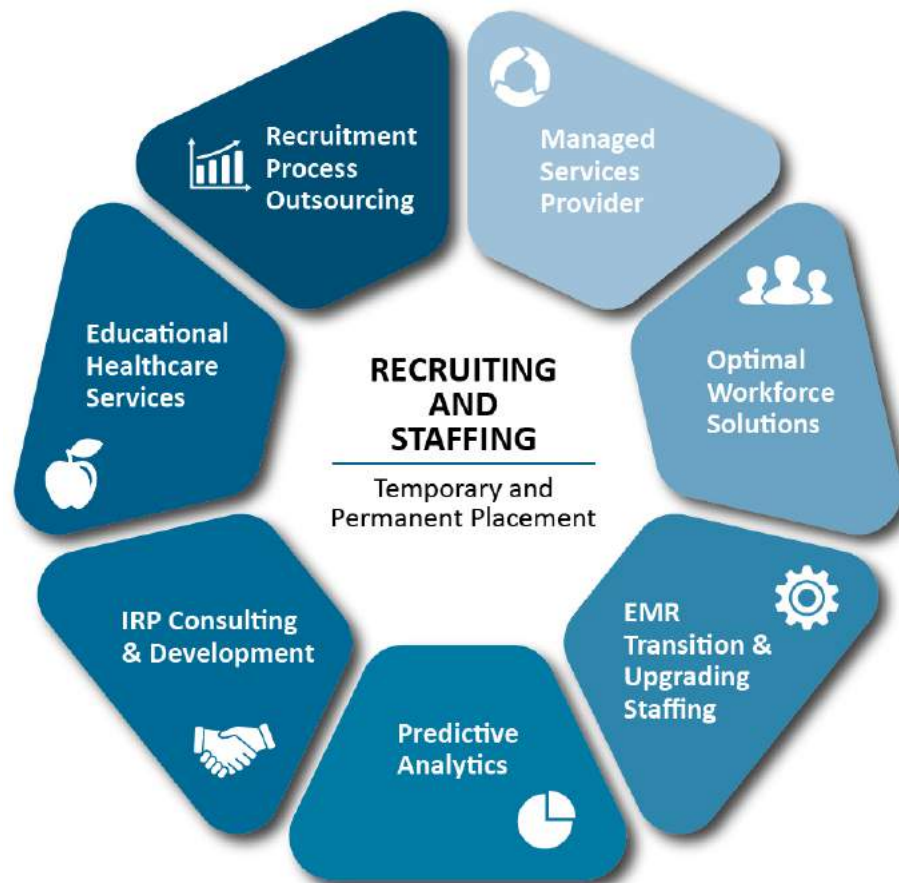
The Importance of our National Footprint

● Cross Country Healthcare Locations

74 Locations Across the U.S.

1. **Full national coverage** with one of the **largest branch footprints** in the industry
2. **Best positioned** to support the growth of ambulatory care & outpatient services
3. **Expanding Market Share**
4. **Supporting Local Customers:**
Retail vs. Wholesale
5. **Providing Cross-Selling Opportunities**
6. **Broadening** customer base
7. **Access** to additional healthcare professionals

Workforce Management Solutions



BENEFITS

- **Cost management & reduction**
- **Right sized staffing utilization**
- **Improved staffing performance metrics & reporting**
- **Streamlined operating efficiencies**
- **Improved quality outcomes**
- **Market intelligence**

Managed Services Provider



70+ MSP clients

334 acute care facilities

2,198 ambulatory care and
other healthcare facilities

2,532 total facilities

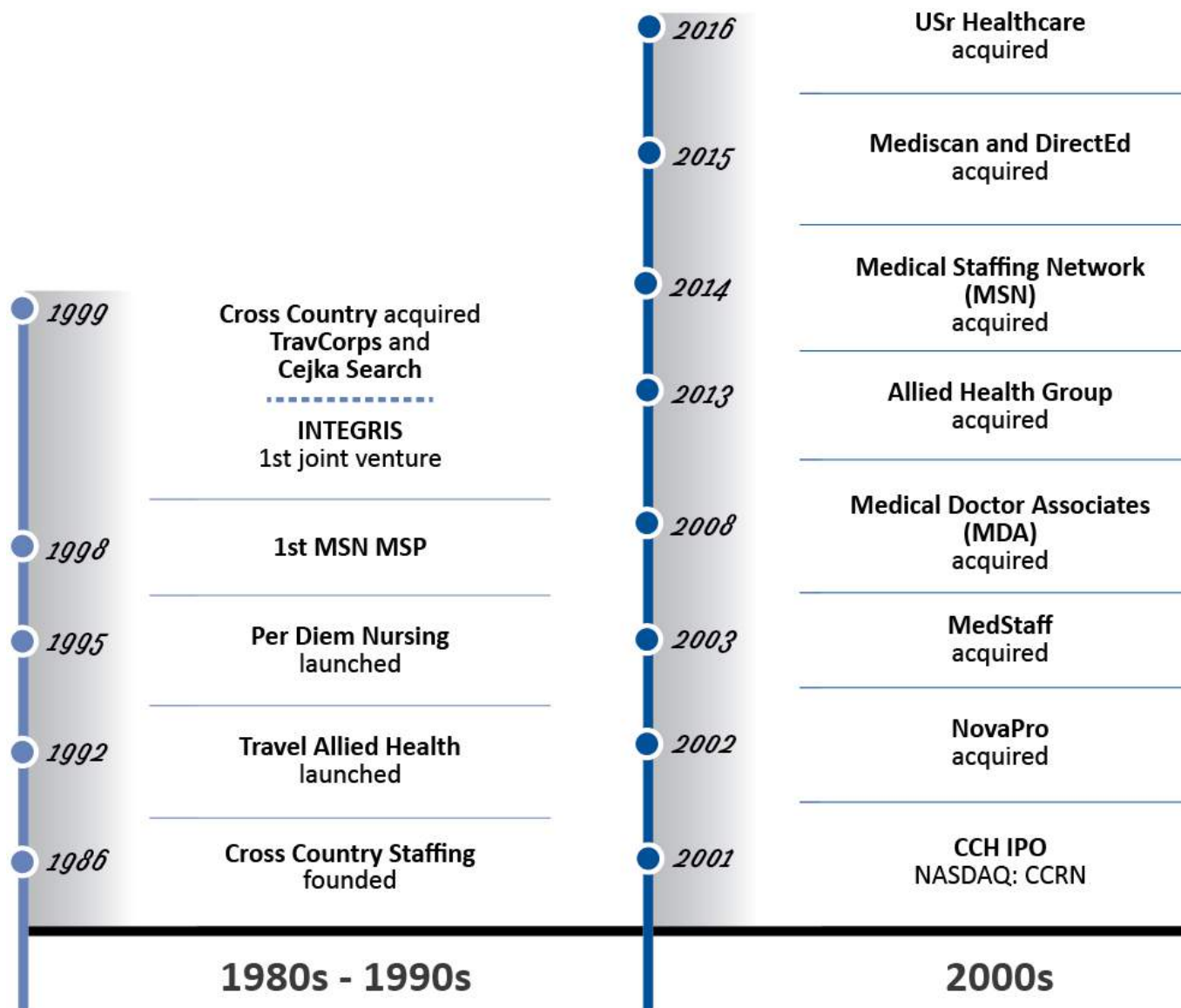
65,640 beds

**Over \$500M of
Spend Under
Management**



Our Journey

Our Heritage



Our Achievements

\$45M or 5.4%

[Adj. EBITDA](#)

2016

- 24 New MSPs
- Significant investments in revenue-producing headcount & candidate attraction
- Acquired USr RPO

\$38M or 4.9%

[Adj. EBITDA](#)

2015

- Divested Non-Core Education Business
- Achieved Cost Optimization Goals
- Margin Expansion Through Improved Pricing
- Acquired Mediscan

\$17M or 2.8%

[Adj. EBITDA](#)

2014

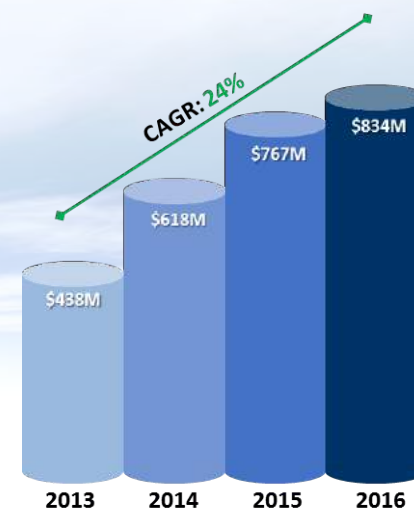
- Strong Organic Revenue Growth
- Acquired Medical Staffing Network
- Increased Profitability through Operational Leverages & Synergies

\$8M or 1.9%

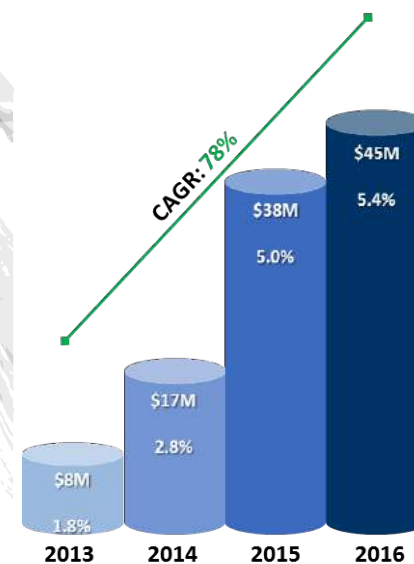
[Adj. EBITDA](#)

2013

- Strengthened Management Team
- Developed Cost Optimization & Turnaround Plan
- Acquired Allied Health Group



Revenue



Adjusted EBITDA



Our Future

Drivers of Supply & Demand



AGING OF THE POPULATION

- **Americans ≥ 65 years old** to grow ~36-39% by 2020 and consume 3x-4x as much healthcare
- **All baby boomers** are now over 50 years of age (24.5% of the total population)
- **1/3 of the current RN workforce** will reach retirement in the next ten years
- 700K physicians in the US under the age of 75
- 30% of workforce comprised of **physicians aged between 55 to 75**

AFFORDABLE CARE ACT (ACA)

- More than **9.2M** enrolled in 2017, of which 3M are new consumers^{*1}
- An estimated **14M covered** under Medicaid expansion²
- Adoption of **Medicaid Expansion in 31 states**, with added pressure for other states to follow³
- New administration expected to maintain coverage of those currently enrolled in the ACA

SHIFT FROM ACUTE CARE TO AMBULATORY

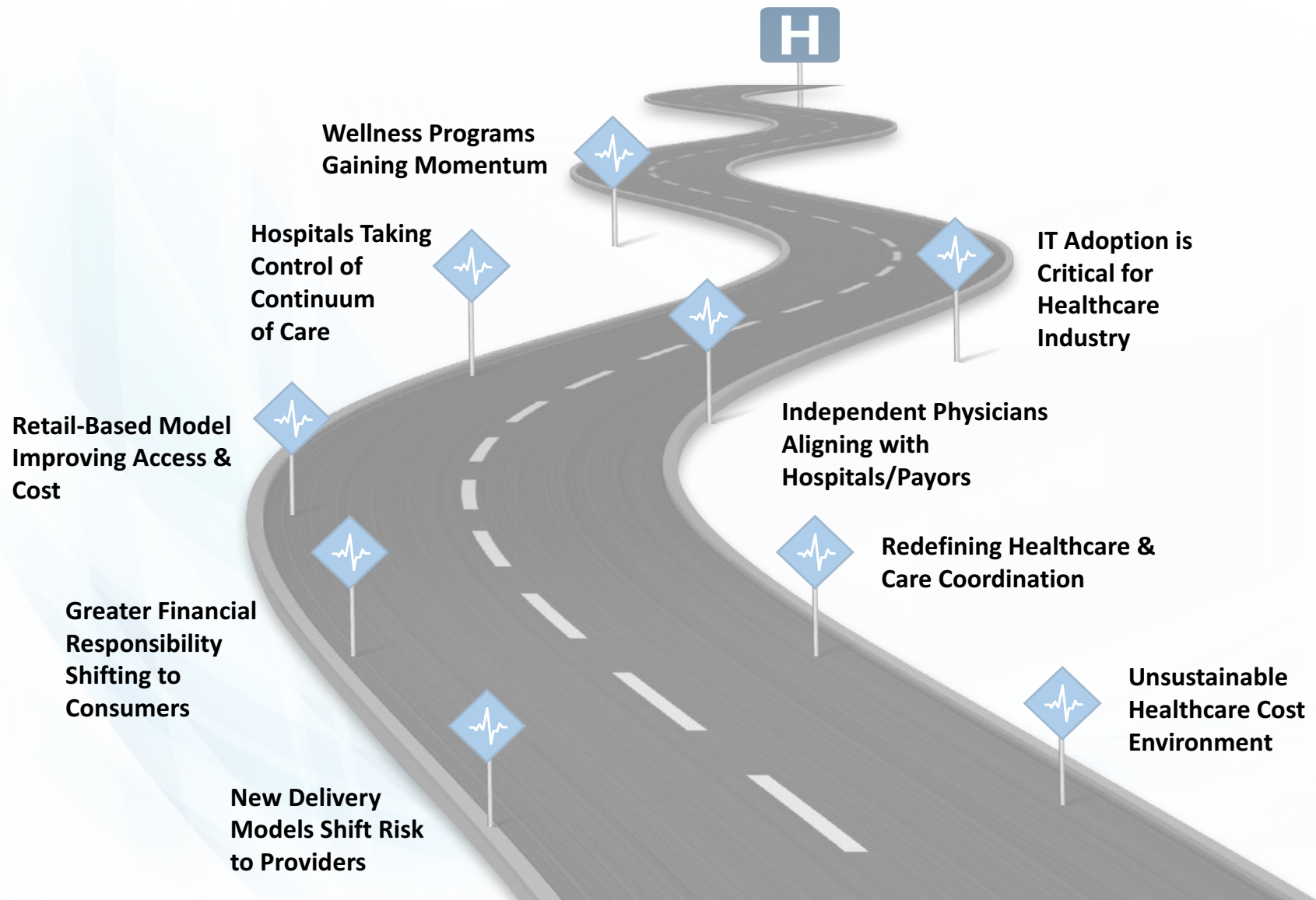
- Expect a **16% growth in outpatient volumes in the US** over the next 10 years⁴
- Outpatient care currently accounts for **60% of hospital revenue**
- **Lower-acuity urgent visits are expected to decline by 2% in the next 5 years**, shifting to lower-cost, convenient sites of care including urgent care centers

ECONOMIC TRENDS

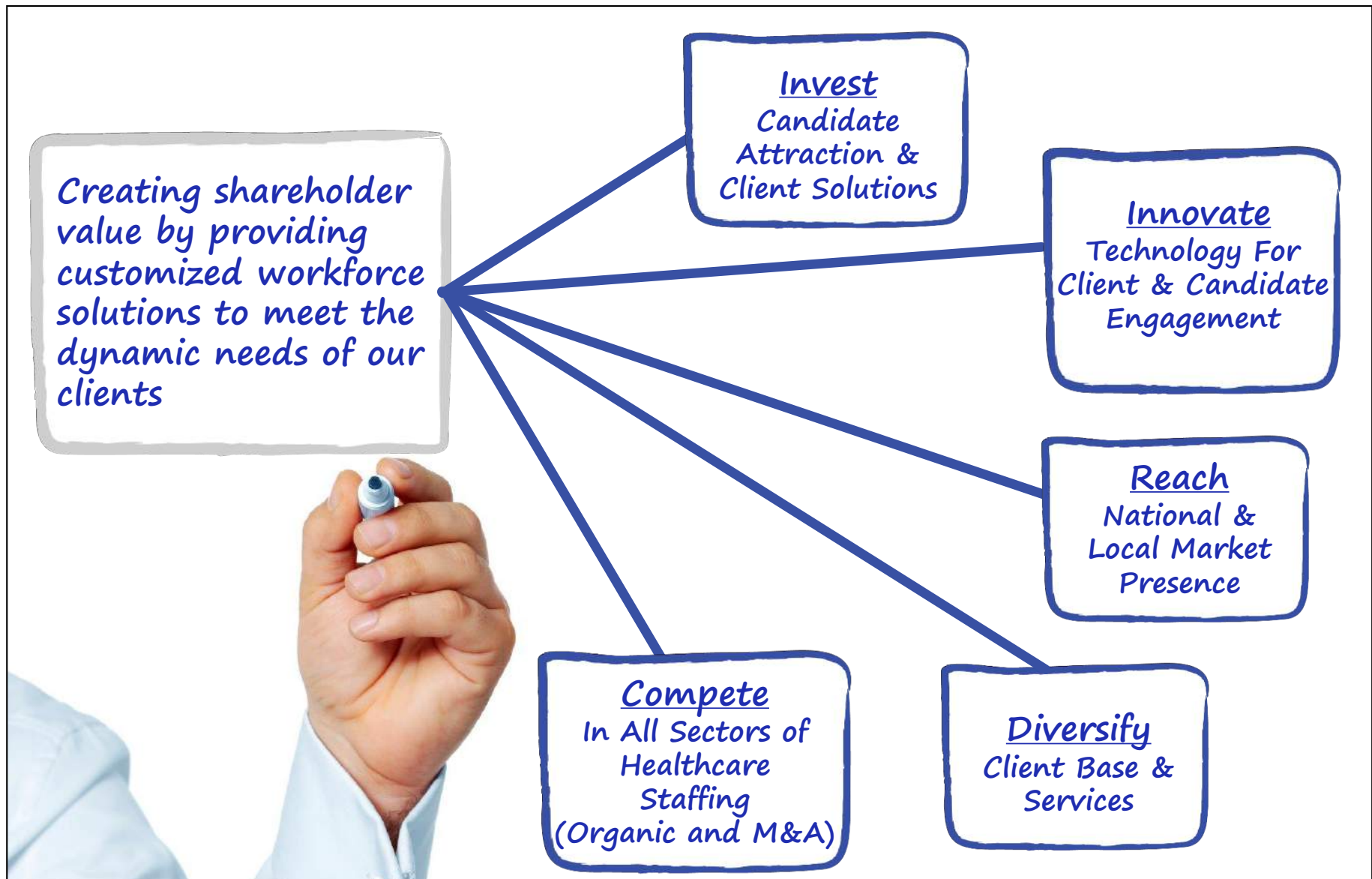
- Strong job market
- Stable and improving economy
- Record low unemployment at 4.8%
- Employers added 227,000 jobs in January 2017 including **18,000 jobs in the healthcare segment**
- The healthcare industry has added **over 374,000 healthcare industry jobs over the past 12 months**
- Of the ~2.4M jobs created in the last 12 months, **18% came from the healthcare industry**⁵

^{*1}Does not include plan selections from State-based Marketplaces. Detailed final report to be released in March 2017 that includes state-based data. <https://www.cms.gov/Newsroom/MediaReleaseDatabase/Fact-sheets/2017-Fact-Sheet-items/2017-02-03.html>; ²The Henry J. Kaiser Family Foundation: Medicaid Expansion <http://kff.org/health-reform/state-indicator/medicaid-expansion-enrollment>; ³National Conference of State Legislatures: State Decisions on ACA-Related Medicaid Expansion <http://www.ncsl.org/research/health/affordable-care-act-expansion.aspx>; ⁴Becker's ASC Review; sg2 Impact of Change; ⁵Source: Bureau of Labor Statistics: The Unemployment Situation – January 2017 <https://www.bls.gov/news.release/pdf/empst.pdf>

Market Changes Creating Challenges for Healthcare Institutions



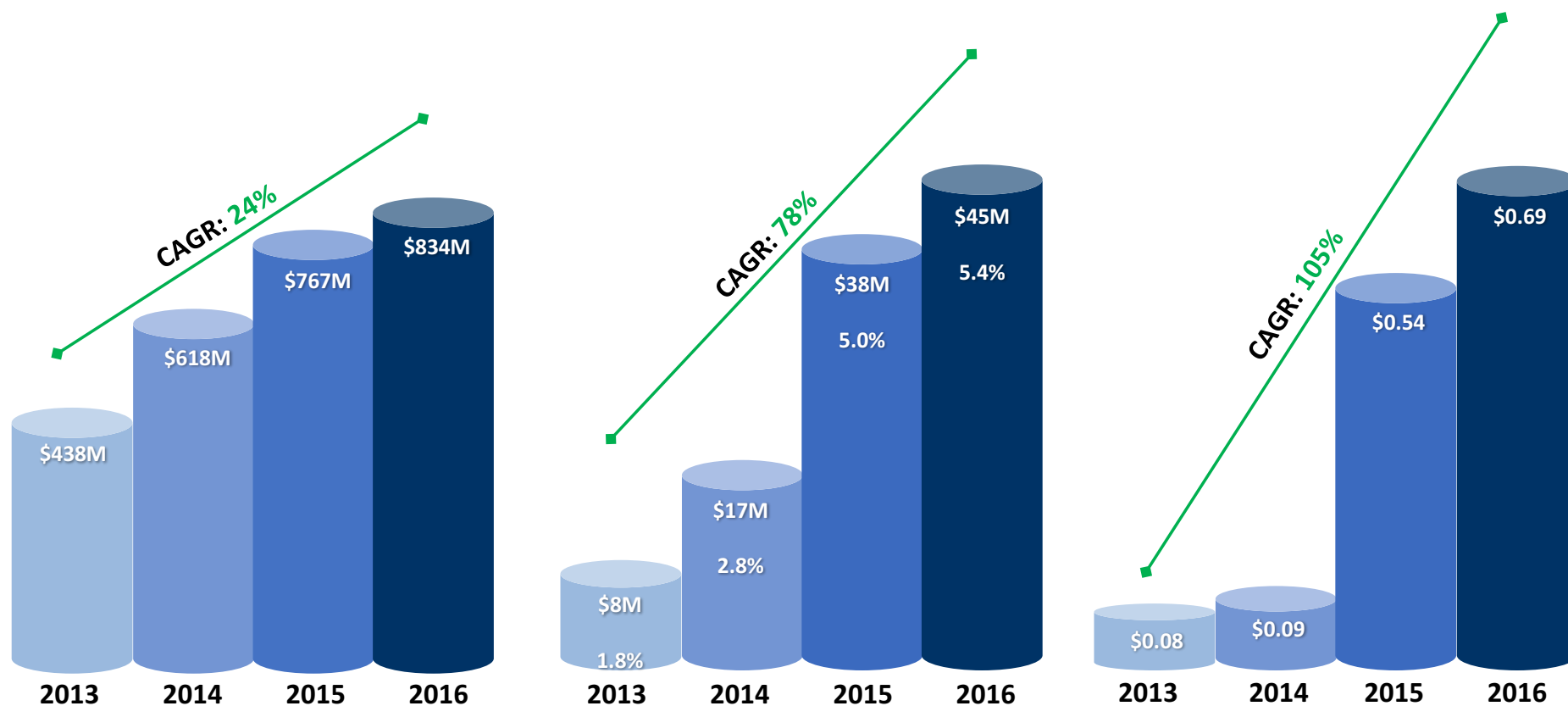
Strategic Initiatives





The Opportunity

Financial Performance



Revenue

Adjusted EBITDA

Adjusted EPS

Robust Organic & Acquisition Growth

Strong Cash Flow Generation

Improving Adjusted EBITDA Margins

Financial Strength



FY 2016

- Generated **\$30M** of cash flow from operations
- Cash and cash equivalents of **\$21M**
- Senior + subordinated debt of **\$64.5M** at par
- **No borrowings** under our **\$100M** revolver
- Fixed charge coverage ratio was **~ 6.0x**
- Total net leverage ratio (debt less cash / EBITDA) was **~ 1.0x**; (**~ 2.1x** per debt covenants)

M&A Focus

- National expansion of healthcare staffing to **education** – public and charter schools
- Expansion of **physician staffing** practice areas complemented by existing strong management
- Strong margins and EBITDA potential in a small, but growing **local allied** market
- Additional recruitment and delivery capabilities to enhance **travel nursing** growth in the market

Financial Results

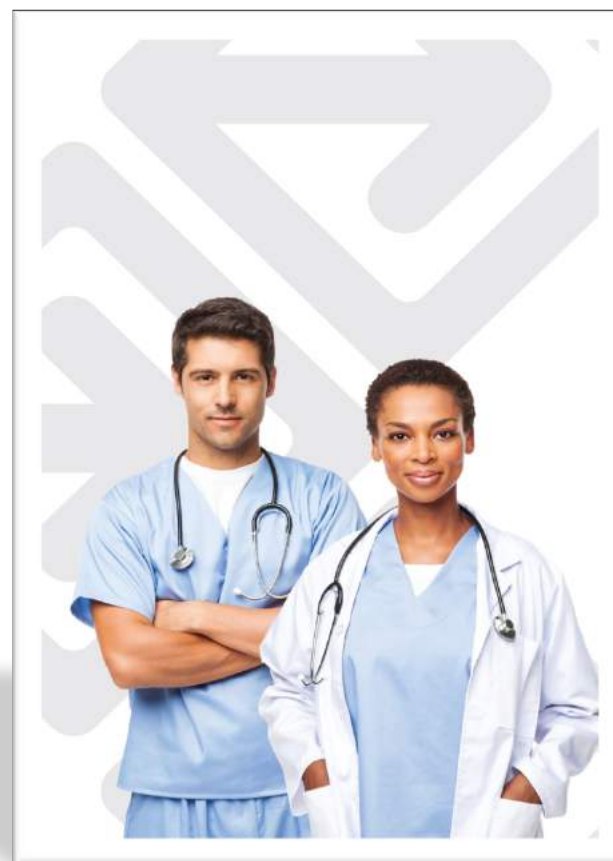


Financial Summary (\$ in millions)		
	FY 2016	YoY Growth
Revenue	\$833.5M	9%
Gross Margin %	26.6%	88bps
Adj EBITDA \$	\$44.7M	19%
Adj EBITDA Margin %	5.4%	47bps
Adj EPS	\$0.69	28%

Summary

CCRN is well positioned to capitalize on trends!

- ❖ Leading national provider of healthcare staffing and Workforce Solutions
- ❖ Tenured/experienced team
- ❖ Compelling \$16B market with favorable dynamics
 - Demand near all time historic highs
 - Improving economic conditions
 - Aging RN/Physician populations; significant shortages expected over the next 5-10 years
 - Projected RN/Physician shortages
 - Affordable Care Act
 - Shift to ambulatory care
- ❖ Complementary & innovative services
- ❖ 10% adjusted EBITDA target
- ❖ Grow company faster than the market





Appendix

Non-GAAP Financial Measures



This presentation references non-GAAP (Generally Accepted Accounting Principles) financial measures. Such non-GAAP financial measures are provided as additional information and should not be considered substitutes for, or superior to, financial measures calculated in accordance with U.S. GAAP. Such non-GAAP financial measures are provided for consistency and comparability to prior year results; furthermore, management believes they are useful to investors when evaluating the Company's performance as they exclude certain items that management believes are not indicative of the Company's operating performance. Such non-GAAP financial measures may differ materially from the non-GAAP financial measures used by other companies. The financial statement tables that accompany our press releases include a reconciliation of each non-GAAP financial measure to the most directly comparable U.S. GAAP financial measure and a more detailed discussion of each financial measure; as such, the financial statement tables should be read in conjunction with the presentation of these non-GAAP financial measures.

This presentation also references pro-forma information which reflects the impact from acquisitions and divestitures as of the beginning of periods being presented or compared.

Adjusted EBITDA is defined as net income (loss) attributable to common shareholders before depreciation and amortization, interest expense, income tax expense (benefit), acquisition and integration costs, restructuring costs, legal settlement charge, (gain) loss on derivative liability, impairment charges, other expense (income), net, equity compensation, and net income attributable to non-controlling interest in subsidiary.

Adjusted Earnings Per Diluted Share (EPS) is defined as net income (loss) attributable to common shareholders per diluted share before acquisition and integration costs, restructuring costs, impairment charges, and (gain) loss on derivative liability.