

Wellstar Enterprise Strategy

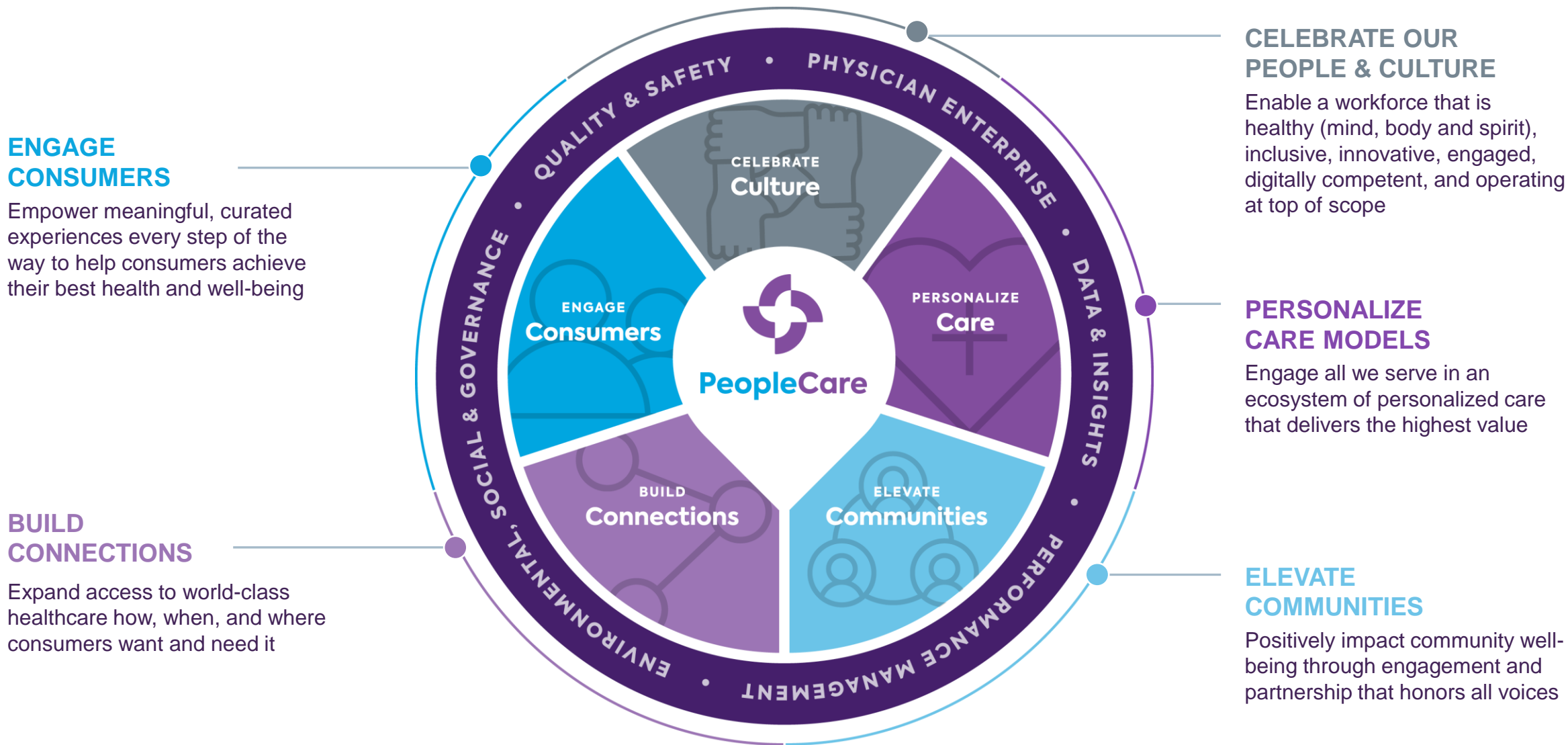
Current as of 11/10/2023

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Our Strategic Destination Drives our Decisions and Priorities

An ecosystem of care powered by a digital operating model



Our strategic destination positions us to not only face changing market conditions but to thrive...



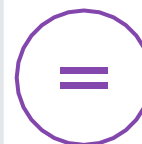
Ecosystem of care

- Expanding beyond traditional sites of care and services
- We become a partner for life, not just when you are sick or injured.
- Creating the ultimate curated, connected care built around you and your life.

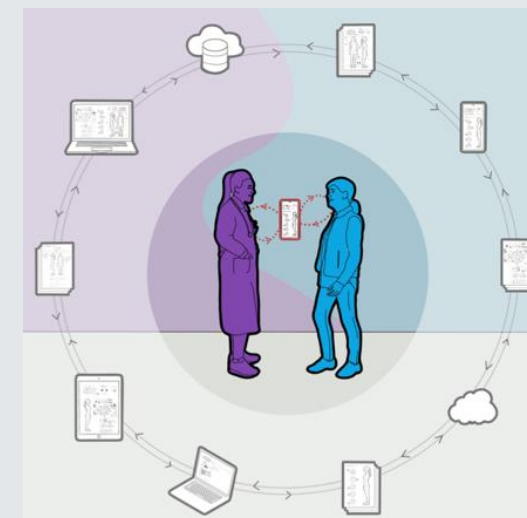


Digital operating model

- Leveraging technology and new ways of working to eliminate friction and reduce distance
- Eliminating frustrations for consumers, team members, and clinicians.
- Our team members operate at the top of their capabilities.



Care ecosystem powered by a digital operating model



Our focus areas drive our priority initiatives that will lead us to our strategic destination



CONSUMERS

Anticipate

Dynamically define consumer segments and individual preference to enable proactive engagement and experience development

Attract

Establish a distinctive Brand in the marketplace to drive consideration and preference for our services

Orchestrate

Develop digital and physical experiences that provide a lasting connection to the Wellstar consumer ecosystem

Deliver

Execute on our promise to meet consumer needs and ensure a consistent care experience across each touchpoint



CONNECTIONS

Grow Access

Expand our provider enterprise to grow front doors of Wellstar (virtual, ambulatory, ED, urgent care, home, IP transfers) and increase access across priority markets in our northwest and northeast service areas

Optimize Clinical Service Distribution

Invest in clinical service growth in priority markets to provide rational, efficient and high-quality care



CULTURE

Equity & Inclusion

Invest, emphasize and accelerate efforts that drive equity and inclusion

Growth

Invest in people by developing capabilities and promoting opportunities that enable the execution of our enterprise strategy

Experience

Transform working environment across Wellstar to improve team member experience and reflect the changing market demands

Effectiveness

Enable flexibility and innovation to meet team member needs, strengthen accountability and improve our ability to attract, recruit and retain top talent



CARE MODEL

Care Continuity

Engage our consumers to understand and address their lifetime care needs, support easy care navigation, and improve health outcomes

Population Health

Optimize the health and wellness of the populations we serve through programs designed around prevention, health status and health outcomes

Value Based Care (VBC)

Evolve foundational and develop transformational capabilities to strategically engage in programs that improve quality and patient experience while reducing waste



COMMUNITY

Community Partnerships

Build new, strengthen existing and eliminate partnerships as needed to support wellness for all.

Philanthropy

Through a comprehensive historic campaign, establish Wellstar as a philanthropic destination and leader in transforming health and well-being for all by prioritizing equity, behavioral health, innovation/technology and workforce development

Advocacy

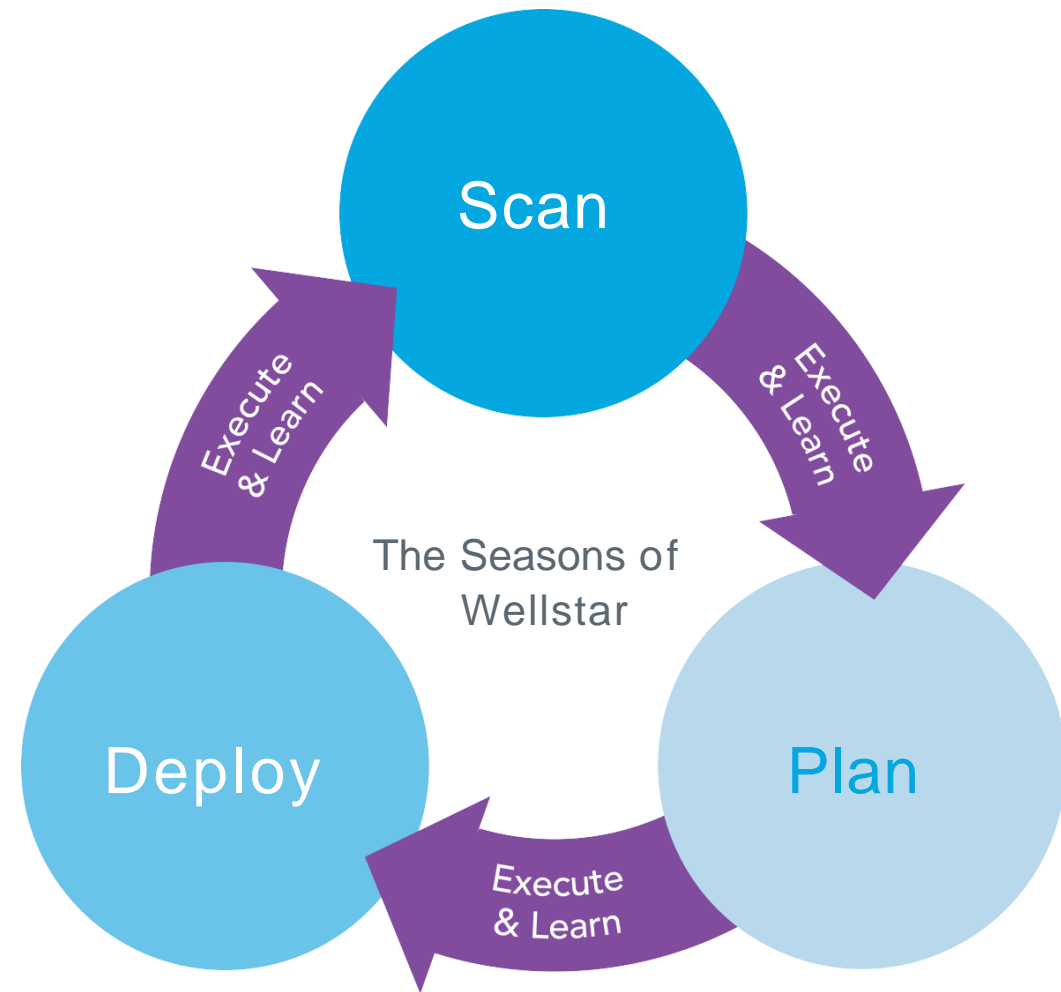
Facilitate change and supporting policy to increase sustainable funding to support the system, increase access to care, and address unmet health needs that impact the well-being and care of all we serve.

Health Equity

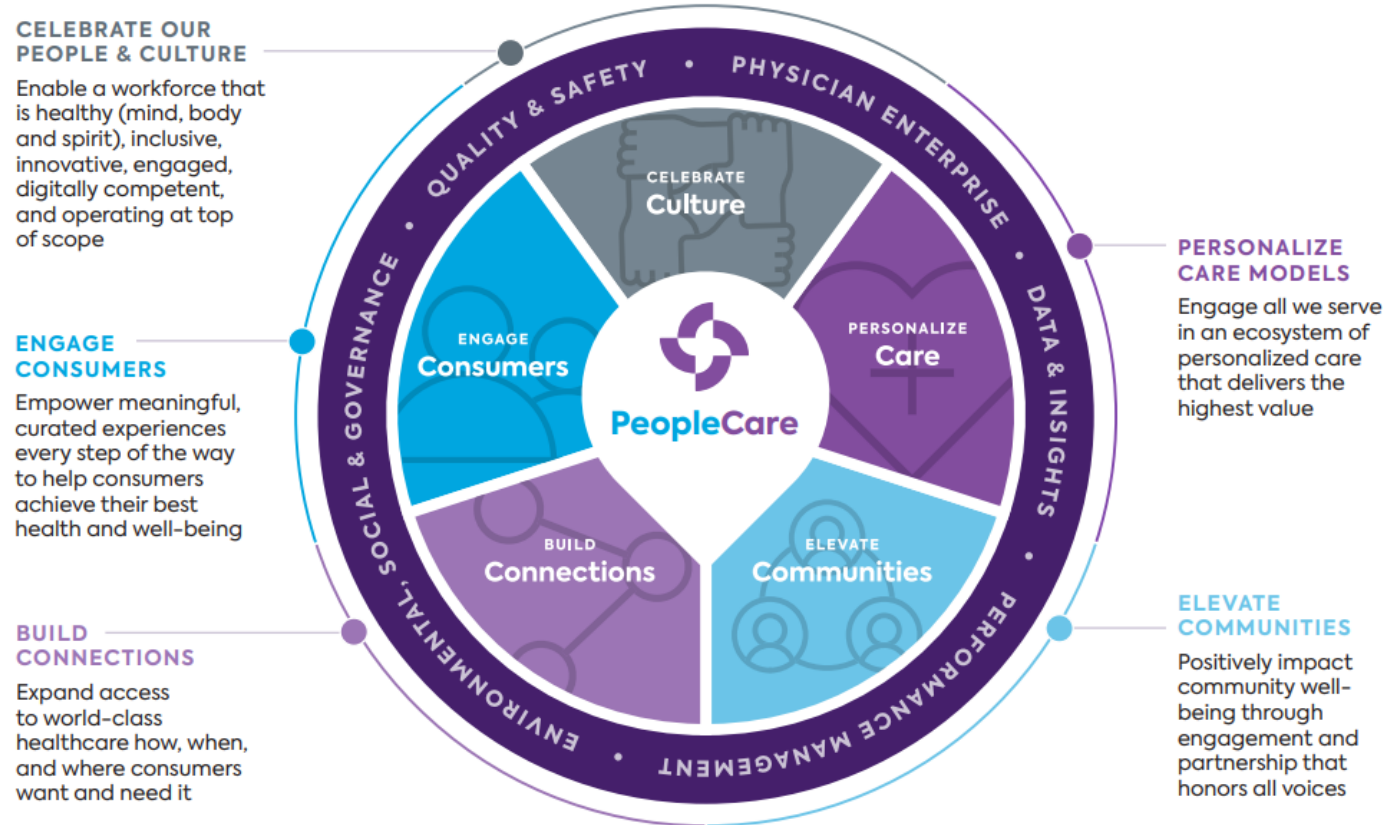
Establish Wellstar's impact in underserved communities to connect people with culturally appropriate resources to make health an easier choice.

Our annual planning process

The Seasons of Wellstar strategic planning process provides structured consideration of uncertainty in strategic planning. Focused on aligning the strategic, business/capital, and clinical plans together while adjusting to face environmental challenges.



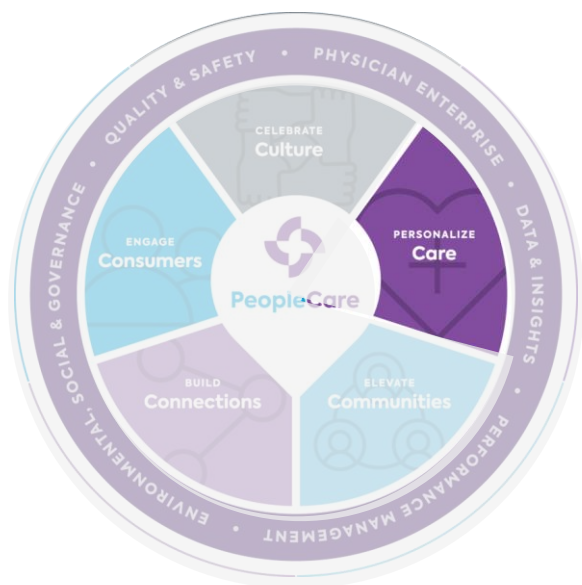
Reaching the Strategic Destination (Change what we do)



Strengthening the Foundation (Do what we do better)

QUALITY & SAFETY	Improved patient identification for closing care gaps and delivering higher quality care
PHYSICIAN ENTERPRISE	Expanding the physician enterprise through WCP partnerships by offering exceptional, intuitive analytics tools
DATA & INSIGHTS	Curating a more comprehensive view of a patient to target population-level strategies and individual care opportunities to enhance the wellbeing of our patients
PERFORMANCE MANAGEMENT	Enable operational efficiency, financial health and overall organizational effectiveness (including consumer and employee experience) to support Wellstar's mission
ENVIRONMENTAL, SOCIAL & GOVERNANCE	Integration of SDOH and other equity related data to better identify opportunities to engage the community and the patients we serve

CARE MODEL



Focus Areas

1

Care Continuity

Example Initiatives to date:

- Development and implementation of a Lower Back Pain Carepath
- 'Real Age' test integration

Example Initiatives planned for FY24:

- Epic Lab Module (Beaker)
- WCP Epic Community Connect
- EPIC BH Module

2

Population Health

Example Initiatives to date:

- Evaluate community needs based on CHNA and align to Market Profile
- Optimize Care Management Model

Example Initiatives planned for FY24:

- Care @ Home Roadmap
- RPM/CCM Tech Solution and Implementation

3

Value Based Care

Example Initiatives to date:

- Hardwire Network Referrals
- Develop & Implement Payor Progression Roadmap
- WCP Quality Distribution
- Evaluate risk-based compensation models for Primary Care

Example Initiatives planned for FY24:

- VBC Contract Modelling & Management tool
- WCP/ WMG Data Integration Plan
- Risk Adjustment Factor(RAF) Improvement Initiative

Personalize Care Models

Theme Aspiration: Engage all we serve in an ecosystem of personalized care that delivers the highest value

Theme Key Result: Improve “Quality of Life” (as defined by patient) measure – Sharecare Real Age/ Vizient Acute Composite

Theme Leadership

Executive Sponsor: Dr. Alan Muster (interim)

Business Owner: Jessica Kovalesky

Portfolio Director: TBD

Purpose

- Validate inputs via environmental scan
- Identify incremental yearly goals and focus areas to support objectives
- Evaluate and prioritize initiatives
- Balance portfolio via reprioritization

Membership

- Senior level executives
- Theme specific SMEs
- Focus area sponsors
- Strategy Portfolio Director

Term Duration: 3-5 years

Meeting Frequency: Quarterly

Deliverables: Defined benefits of Portfolio

Focus Area Steering Committees

Purpose

- Review progress towards focus area goal
- Status of projects under focus area purview
- Evaluation of emerging opportunities
- Prioritize initiatives
- Validate business outcomes

Membership

- Focus area sponsors
- Focus area specific SMEs
- Program and Project leaders
- Strategy Program Manager

Term Duration: 1-2 years

Meeting Frequency: Monthly

Deliverables: Defined benefits of Focus Area

Focus Area	Objective	Key Results [under refinement]
Care Continuity	Engage our consumers to understand and address their lifetime care needs, support easy care navigation, and improve health outcomes	<ul style="list-style-type: none">• Increase # of patients on an evidence based clinical pathway
Population Health	Optimize the health and wellness of the populations we serve through programs designed around prevention, health status and health outcomes	<ul style="list-style-type: none">• Increase % of chronic patients under control
Value Based Care (VBC)	Evolve foundational and develop transformational capabilities to strategically engage in programs that improve quality and patient experience while reducing waste	<ul style="list-style-type: none">• Increase earned incentives from value-based contracts

Care Model Measures

Theme Level

Improve “Quality of Life” (as defined by patient) measure –
Real Age/ **Vizient Acute Composite**

Focus Areas

Care Continuity

Increase the number of patient on an evidence based clinical pathway

Population Health

Increase percentage of chronic patients under control

Value Based Care

Increase incentives earned from value- based contracts.

Example Data Visualizations

Snapshot

FY23 - Vizient Q&A Acute Composite Percentile...

32.9%

Mar 01, 2022 - Jun 30, 2023 - Total



Snapshot

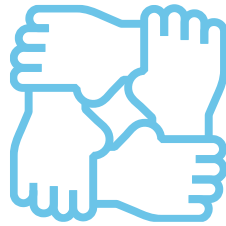
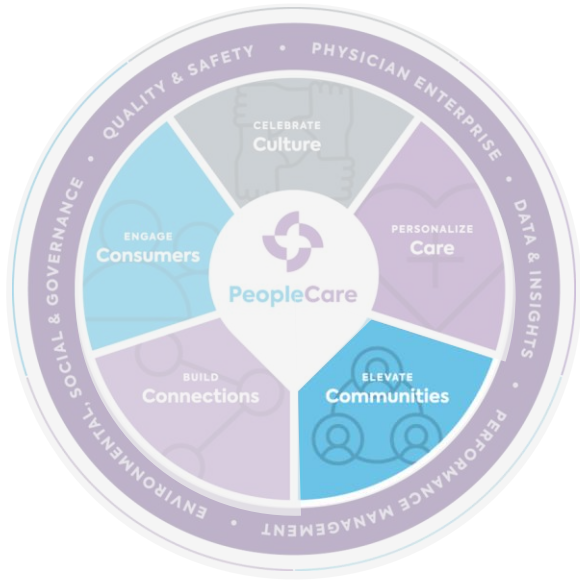
FY23 - % A1c Under Control

17.23%

Jul 01, 2022 - Jun 30, 2023 - Total



COMMUNITIES



Focus Areas

1 Community Partnerships

Example Initiatives to date:

- Development of an office of academic affairs
- Development of partnership inventory

Example Initiatives planned for FY24:

- Partnership Dashboard
- Optimize Educational Institution Relationships

2 Philanthropy

Example Initiatives to date:

- Philanthropic Brand enhancement
- Diversified Philanthropic Strategy

Example Initiatives planned for FY24:

- Grateful patient program – G2G AI
- Redesign and optimization of Foundation Website

3 Advocacy

Example Initiatives to date:

- Support for uninsured access
- Support for workforce pipeline
- Support for CON

Example Initiatives planned for FY24:

- CON Support
- Tort Reform
- Surprise Billing

4 Health Equity

Initiatives to date:

- BLKHLTH (Black Health) and Cottonelle colorectal cancer screening kits
- 'Soul Support' Behavioral Health Program
- Operation M.I.S.T. Women's Health Partnership

Example Initiatives planned for FY24:

- FindHelp (internal team member and community SDOH assessment tool)₁₀

Elevate Communities

Theme Aspiration: Positively impact community well-being through engagement and partnership that honors all voices

Theme Key Result: Improve community wellbeing index [to be further defined]

Theme leadership

Executive Sponsor: Julie Teer

Business Co-Owners:
Sharon Robinson & Stephen Vault

Portfolio Director: TBD

Purpose

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Term Duration: 1-2 years

Meeting Frequency: Monthly

Deliverables: Defined benefits of Focus Area

Focus Area	Objective	Key Results [under refinement]
Community Partnerships	Build new, strengthen existing and eliminate partnerships as needed to support wellness for all.	<ul style="list-style-type: none">• Percentage of our partnerships achieving intended outcomes (our advocacy, workforce pipeline, health equity and philanthropic goals)
Philanthropy	Through a comprehensive historic campaign, establish Wellstar as a philanthropic destination and leader in transforming health and well-being for all by prioritizing equity, behavioral health, innovation/technology and workforce development	<ul style="list-style-type: none">• By 2026, increase foundation support to a minimum sustainable \$25M-\$50M annually
Advocacy	Facilitate change and supporting policy to increase sustainable funding to support the system, increase access to care, and address unmet health needs that impact the well-being and care of all we serve.	<ul style="list-style-type: none">• Increase percentage of policy agenda achieved
Health Equity	Establish Wellstar's impact in underserved communities to connect people with culturally appropriate resources to make health an easier choice.	<ul style="list-style-type: none">• Increase number of lives impacted through programs focused on health inequities

Community Measures

Theme Level

Improve Wellbeing of Communities we serve –
Community Well-Being Index

Focus Areas

Community Partnerships

Percentage of our partnerships achieving intended outcomes (our advocacy, workforce pipeline, health equity and philanthropic goals)

Philanthropy

By 2026, increase foundation support to a minimum sustainable \$25M-\$50M annually

Advocacy

Increase percentage of policy agenda achieved

Health Equity

Increase number of lives impacted through programs focused on addressing health inequities

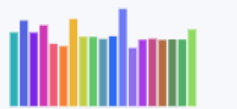
Example Data Visualizations

Snapshot

2022 CWBI Average for Counties Served

52.34

2022 • 19 Counties



Snapshot

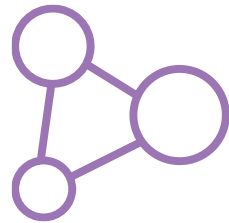
FY23 - Total Sustainable Philanthropic Support

\$7,000,000

Jul 02, 2022 - Jun 30, 2023 • 2 Systems



CONNECTIONS



Focus Areas

1 Grow Access

Example Initiatives to date:

- Physician Acquisition Team
- Urgent Care Partnership Development
- Primary Care/Access Strategy Execution (Ambulatory 2.0)
- Advanced online scheduling capabilities
- WMG LaGrange Health Park

Example Initiatives planned for FY24:

- Douglas Mini Health Park
- Primary care practice expansion
- 'Hybrid studio'
- Virtual nursing model

2 Optimize Clinical Service Distribution

Example Initiatives to date:

- Service Line Distribution Planning
- AUHS Partnership
- Virtual Health IP Remote Sub-Specialty Care Expansion
- WMG Orthopedics and Strategic Plan
- Kennestone Bed Tower
- Telestroke at Stephens County Hospital
- AMC Transition

Example Initiatives planned for FY24:

- Paulding bed tower
- GI program expansion
- Kennestone bed tower
- Columbia County hospital and MOB

Build Connections

Theme Aspiration: Expand access to world-class healthcare how, when, and where consumers want and need it

Theme Key Result: Increase number of net new consumers served annually and the share of care among existing consumers

Theme leadership

Executive Sponsor: Jim Budzinski

Business Owner: Matt Terry (interim)

Portfolio Director: TBD

Purpose

- Validate inputs via environmental scan
- Identify incremental yearly goals and focus areas to support objectives
- Evaluate and prioritize initiatives
- Balance portfolio via reprioritization

Membership

- Senior level executives
- Theme specific SMEs
- Focus area sponsors
- Strategy Portfolio Director

Term Duration: 3-5 years

Meeting Frequency: Quarterly

Deliverables: Defined benefits of Portfolio

Focus Area Steering Committees

Purpose

- Review progress towards focus area goal
- Status of projects under focus area purview
- Evaluation of emerging opportunities
- Prioritize projects and programs
- Validate business outcomes

Membership

- Focus area sponsors
- Focus area specific SMEs
- Program and Project leaders
- Strategy Program Manager

Term Duration: 1-2 years

Meeting Frequency: Monthly

Deliverables: Defined benefits of Focus Area

Focus Area	Objective	Key Results [under refinement]
Grow Access	Expand our Physician / Clinician Enterprise to grow front doors of Wellstar (virtual, ambulatory, ED, urgent care, home, IP transfers) and increase access across priority markets in our northwest and northeast service areas	<ul style="list-style-type: none">• Increase number of new unique consumers Primary Care Virtual Visits
Optimize Clinical Services Distribution	Invest in clinical service growth in priority markets to provide rational, efficient and high-quality care	<ul style="list-style-type: none">• Increase “share of care” for consumers by market• Increase market share for each service line

Connections Measures

Theme Level

Increase **net new consumers** annually and share of care among existing consumers

Focus Areas

**Grow
Access**

Increase number of new unique consumers
Primary Care Virtual Visits

**Optimize
Clinical Service
Distribution**

Increase “share of care” for consumers by market
Increase market share for each service line

Example Data Visualizations

Snapshot

FY23 Net New Patients
(System - Compare)

63,431

Jul 01, 2022 - Jun 30, 2023 - System



Snapshot

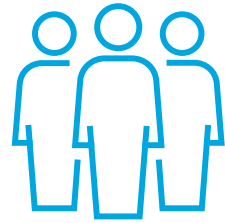
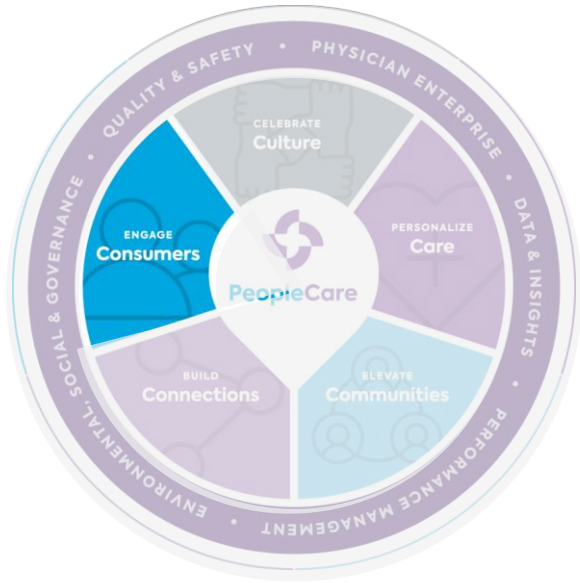
FY23 - Primary Care
Virtual Visits (System-...)

70,567

Jul 01, 2022 - Jun 30, 2023 - System



CONSUMERS



Focus Areas

1 Anticipate

Example Initiatives to date:

- CRM/Omnichannel
- Catalyst Voice
- Consumer and patient analytics team

Example Initiatives planned for FY24:

- Listening campaign

2 Attract

Example Initiatives to date:

- Development of Service Line activation plans
- Optimization of PeopleCare campaign

Example Initiatives planned for FY24:

- Brand Health Tracking Platform (Monigle)
- Launch of sports and entertainment strategy

3 Orchestrate

Example Initiatives to date:

- Genesys call center platform
- Wellstar Accounts Single Sign-On (SSO)
- Search engine improvement

Example Initiatives planned for FY24:

- Wayfinding solution deployment
- 'Clear' patient registration and check in

4 Deliver

Example Initiatives to date:

- Playbook development
- PeopleCare advisory program

Example Initiatives planned for FY24:

- 'Wellstar Experience' deployment

Engage Consumers

Theme Aspiration: Empower meaningful, curated experiences every step of the way to achieve your best health and wellbeing

Theme Key Result: Improve WHS consumer loyalty and advocacy

Theme leadership

Executive Sponsor: Susan Grant

Business Owner: Nick Yaitsky

Portfolio Director: TBD

Purpose

- Validate inputs via environmental scan
- Identify incremental yearly goals and focus areas to support objectives
- Evaluate and prioritize initiatives
- Balance portfolio via reprioritization

Membership

- Senior level executives
- Theme specific SMEs
- Focus area sponsors
- Strategy Portfolio Director

Term Duration: 3-5 years

Meeting Frequency: Quarterly

Deliverables: Defined benefits of Portfolio

Focus Area Steering Committees

Purpose

- Review progress towards focus area goal
- Status of projects under focus area purview
- Evaluation of emerging opportunities
- Prioritize projects and programs
- Validate business outcomes

Membership

- Focus area sponsors
- Focus area specific SMEs
- Program and Project leaders
- Strategy Program Manager

Term Duration: 1-2 years

Meeting Frequency: Monthly

Deliverables: Defined benefits of Focus Area

Focus Area	Objective	Key Results [under refinement]
Anticipate	Dynamically define consumer segments and individual preference to enable proactive engagement and experience development	<ul style="list-style-type: none"> • Improved segment/individual insights as a proportion of addressable market
Attract	Establish a distinctive Brand in the marketplace to drive consideration and preference for our services	<ul style="list-style-type: none"> • Improve brand awareness and consideration based on addressable market identified
Orchestrate	Develop digital and physical experiences that provide a lasting connection to the Wellstar consumer ecosystem	<ul style="list-style-type: none"> • Improve digital and physical experience that delivers on consumer expectations as defined
Deliver	Execute on our promise to meet consumer needs and ensure a consistent care experience across each touchpoint	<ul style="list-style-type: none"> • Increased and consistent improvement in net promoter score (NPS) • Increase Top Box experience scores

Consumers Measures

Theme Level

Improve WHS consumer loyalty and advocacy

Focus Areas

- Anticipate** Improved segment/individual insights as a proportion of addressable market
- Attract** Improved brand awareness and consideration based on addressable market identified
- Orchestrate** Improved digital and physical experience that delivers on consumer expectations
- Deliver** Increased and consistent improvement in net promoter score (NPS)
Increase Top Box experience scores

Example Data Visualizations

Snapshot

FY23 - Online Appt.
Booking Survey Results...

81%

Jul 01, 2022 - Jun 30, 2023 - Total



Snapshot

FY23 - Patient Experience
Top Box OP Services...

91.4%

Jul 02, 2022 - Jun 30, 2023 - System



CULTURE



Focus Areas

1 Equity and Inclusion

Example Initiatives to date:

- Inclusive leader training honoring every voice
- Launch of the 8 Business Resource Groups

Example Initiatives planned for FY24:

- Interview and Assessment Tools Aligned to new Experience Standards and Behaviors
- Study pay inequity through Syndio analysis tool
- Cultural Competency/Humility – SOGIE

2 Growth

Example Initiatives to date:

- Expanded and integrated leader development journey
- Expansion of workforce development programs

Example Initiatives planned for FY24:

- Design and launch of top priority role workforce development programs with Guild
- Identify skills and capabilities to support the strategy and Digital Op Model

3 Experience

Example Initiatives to date:

- Employer Value Proposition
- Digital Minimalism & Getting Rid of Stupid Stuff

Example Initiatives planned for FY24:

- Recognition Platform: Launch platform and new programs
- WorkWell (Workday)
- Wellstar Health Plan and PBM

4 Effectiveness

Example Initiatives to date:

- Designed and implemented leader fundamentals.

Example Initiatives planned for FY24:

- ChangeWell Wellstar scaled change approach, education and implementation
- Strengthening individual goal setting by aligning with system strategic & performance goals

Our People & Culture

Theme Aspiration: Enable a workforce that is healthy (mind, body and spirit), inclusive, innovative, engaged, digitally competent, and operating at top of scope.

Theme Key Result: Improve employee net promoter score

Theme leadership

Executive Sponsor: David Jones

Business Owner: TBD

Portfolio Director: TBD

Purpose

- Validate inputs via environmental scan
- Identify incremental yearly goals and focus areas to support objectives
- Evaluate and prioritize initiatives
- Balance portfolio via reprioritization

Membership

- Senior level executives
- Theme specific SMEs
- Focus area sponsors
- Strategy Portfolio Director

Term Duration: 3-5 years

Meeting Frequency: Quarterly

Deliverables: Defined benefits of Portfolio

Focus Area Steering Committees

Purpose

- Review progress towards focus area goal
- Status of projects under focus area purview
- Evaluation of emerging opportunities
- Prioritize initiatives
- Validate business outcomes

Membership

- Focus area sponsors
- Focus area specific SMEs
- Program and Project leaders
- Strategy Program Manager

Term Duration: 1-2 years

Meeting Frequency: Monthly

Deliverables: Defined benefits of Focus Area

Focus Area	Objective	Key Results [under refinement]
Equity & Inclusion	Invest, emphasize and accelerate efforts that drive equity and inclusion	<ul style="list-style-type: none"> • Improve workforce demographics at all levels to reflect market availability and patient demographics by 2026 • Improve fairness, respect & credibility as measured by GPTW
Growth	Invest in people by developing capabilities and promoting opportunities that enable the execution of our enterprise strategy	<ul style="list-style-type: none"> • Improve percent of internal promotions • Improve GPTW Training Development as measured by GPTW
Experience	Transform working environment across Wellstar to improve team member experience and reflect the changing market demands	<ul style="list-style-type: none"> • Reduce voluntary turnover • Improve GPTW “I would strongly endorse my company to friends & family as a great place to work”
Effectiveness	Enable flexibility and innovation to meet team member needs, strengthen accountability and improve our ability to attract, recruit and retain top talent	<ul style="list-style-type: none"> • Improve quality of cascaded goals • Increase Pride category average as measures by GPTW

Culture Measures

Theme Level

Improve WHS Team Member loyalty and advocacy – Employer NPS / **GPTW “Taking everything into account”**

Focus Areas

Equity & Inclusion

Improve the process in determining workforce demographics at all levels to reflect market availability and patient demographics by 2026
Improve fairness, respect & credibility as measured by GPTW

Growth

Improve percent of internal promotions
Improve training development as measured by GPTW

Experience

Reduced voluntary turnover
Improved engagement scores

Effectiveness

Improve quality of cascaded goals
Increase Pride category average as measured by GPTW

Example Data Visualizations

Snapshot

FY23 - GPTW "Taking Everything into account....."

82%

Jul 02, 2022 - Jun 30, 2023 - System



Snapshot

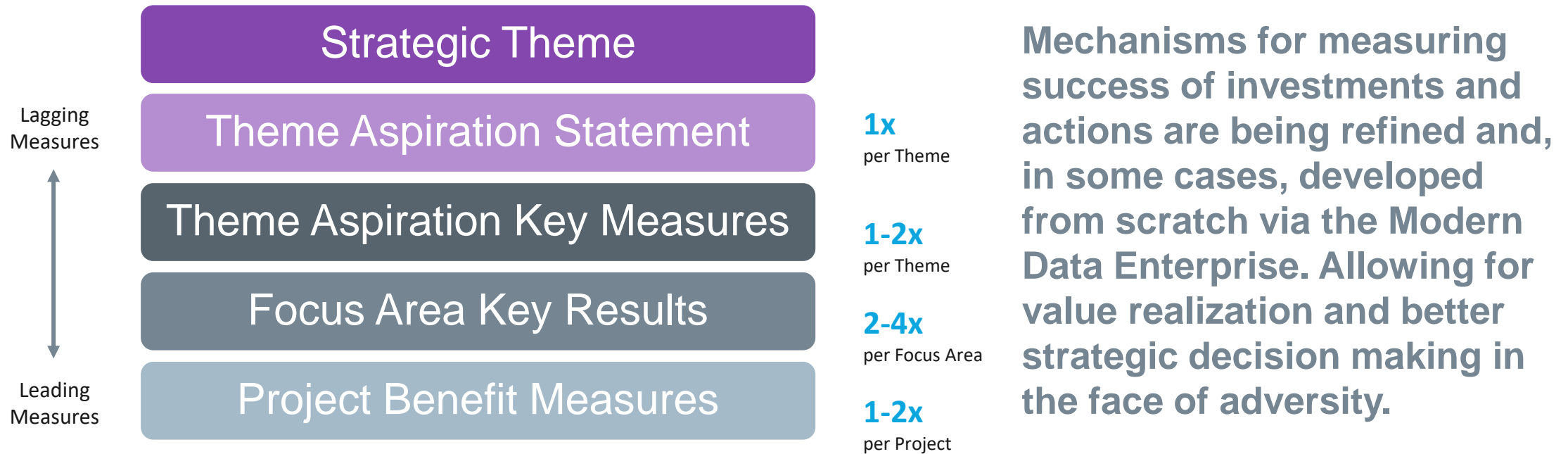
FY23 - Voluntary Turnover Rate

23%

Jul 02, 2022 - Jun 30, 2023 - System

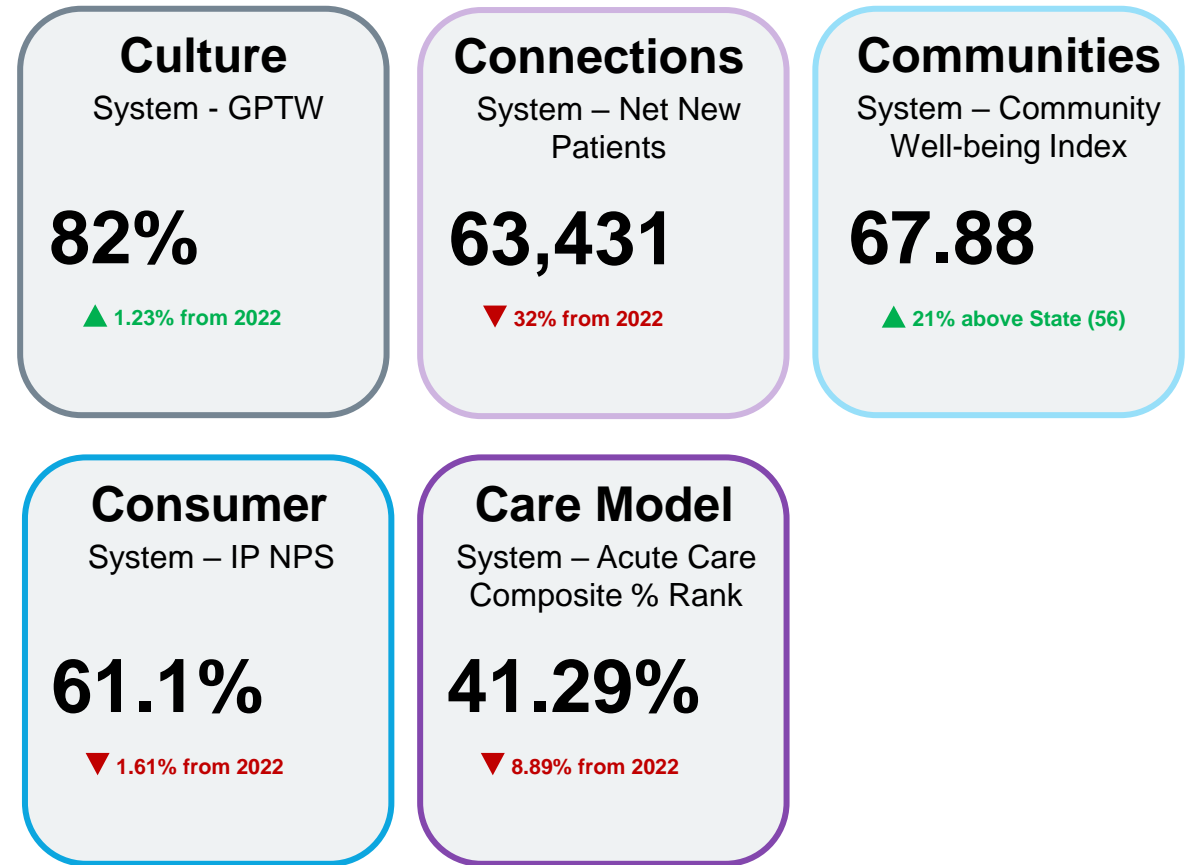


To ensure success measures of progress are being built at every level to continually evaluate effectiveness and close gaps



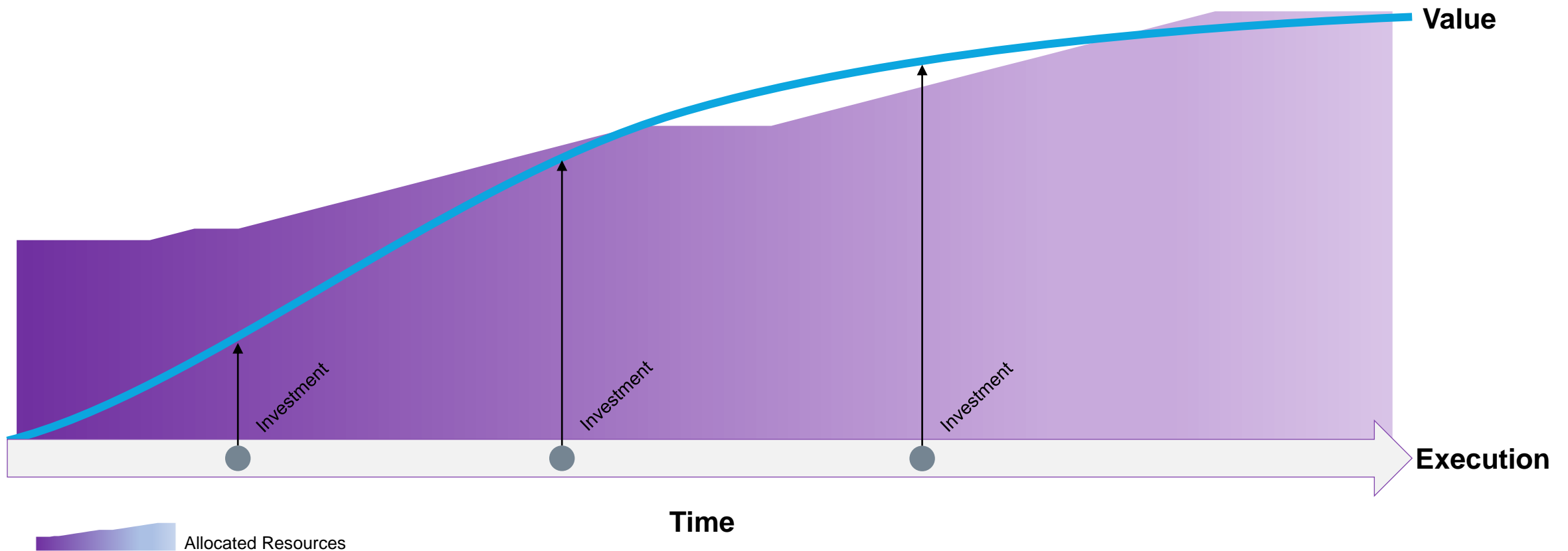
Each Theme acceleration team continues to evolve measures of success

Teams responsible for theme execution are continuing to evolve measure of success for each theme, leveraging current data available as well developing innovative new ways of tracking success. These measures will continue to mature as our capabilities expand.



Examples of Measures Under Development

As investments are made and initiatives executed along each strategic theme's roadmap, accretive value is achieved as measured by each theme's measures of success



Enterprise Strategy Taxonomy

Mission
To enhance the health and well-being of every person we serve

Vision
Deliver world-class healthcare to every person, every time

Values
We serve with compassion.
We pursue excellence.
We honor every voice.



Title	Definition	Example
Strategic Destination	How Wellstar will differentiate itself, serving as the North Star of the system for the next 5 years; explains how Wellstar will execute on its mission and vision	Care ecosystem powered by a digital operating model
Ecosystem of Care	An expansion of how and where Wellstar partners with consumers to achieve health and wellness	
Digital Operating Model	A model of operating leveraging digital tools and new ways of working which eliminates burdens and allows everyone to operate at their highest level	
Themes	Mechanisms by which Wellstar powers the “strategic choice” and ultimate strategic aspiration	Culture
Theme Aspiration	Statement describing overarching purpose and vision of theme , serving as a guiding principle for underlying programs and initiatives	Inspire an inclusive, accountable team that honors individuals and pursues excellence in all that we do
Key Results	Measurable outcomes which, if achieved, show progress for associated Theme Aspirations, Focus Areas and Initiatives	Improve net promoter rating of WHS among future, current, and former employees by 10% per year
Focus Areas	Sub-component (i.e., details) required to move towards each theme’s Theme Aspiration Vision ; ~3 per theme	Team Member Experience
Initiatives	High-level actions taken to improve Wellstar’s performance against each program’s purpose and goal; ~4 per Focus Area	Develop strategy based on Future of Work results
Foundational Requirements	Areas of required operational stewardship and supporting elements that enable Wellstar to execute against themes	Performance Management