



# OUR STRATEGIC PLAN

**FY23 UPDATE CONFIDENTIAL**

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More than healthcare. **PEOPLECARE**

## OUR MISSION

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

## OUR VISION

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

## OUR VALUES



We serve with compassion.



We pursue excellence.



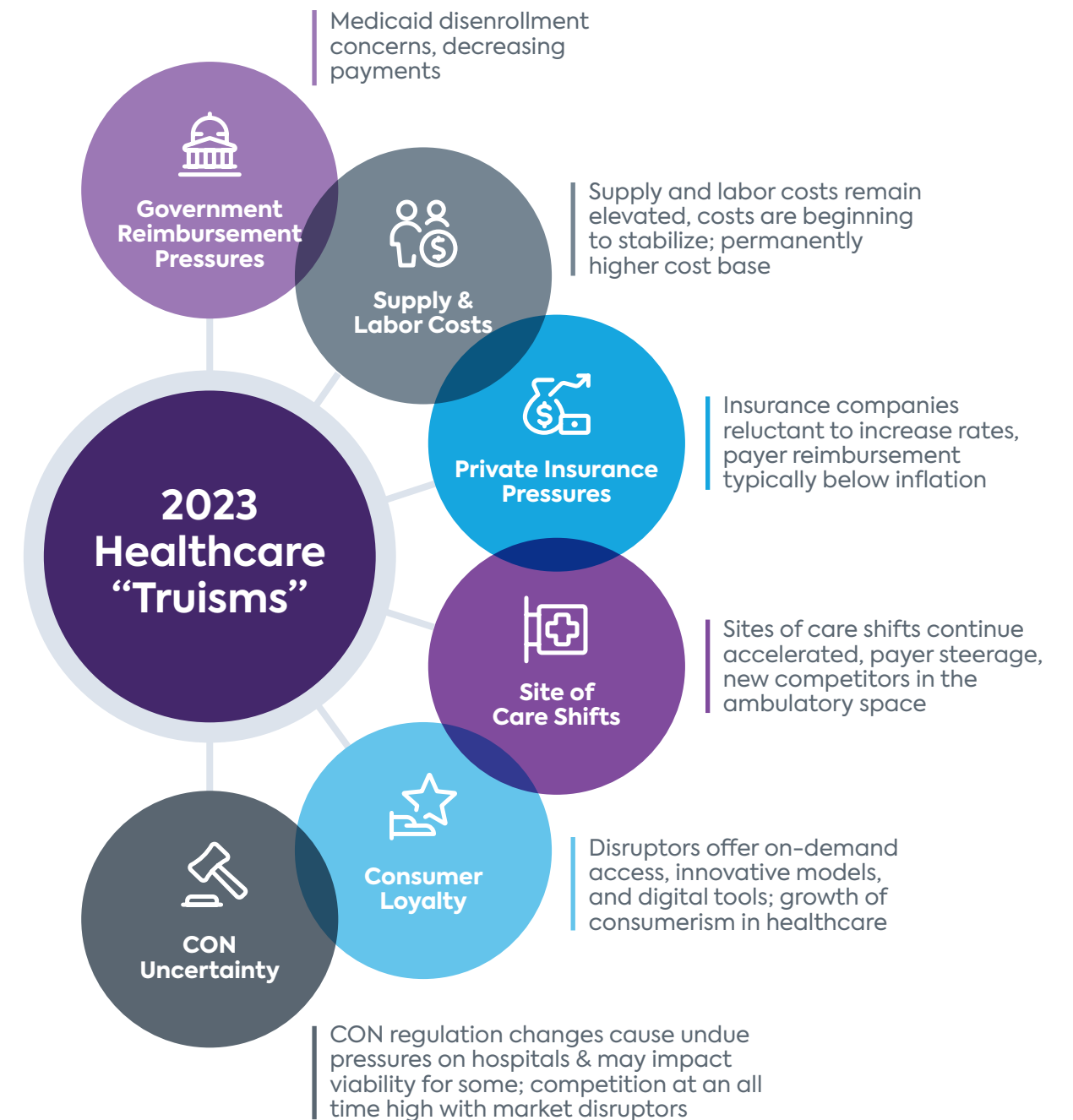
We honor every voice.

# JOIN US ON THE JOURNEY TO BE MORE THAN HEALTHCARE

At Wellstar Health System, we believe no two people are alike. Our medical experts deliver tailored care to every patient, providing cutting-edge technology, innovative treatments, and compassionate care close to home. We are committed to enhancing the health and well-being of the communities we serve in Georgia so everyone can live full, healthy lives for years to come. Enhancing the health and well-being of people requires pausing—and listening—to what consumers and communities tell us they want, need, and expect for their healthcare journey. Much of what we hear and learn from our ongoing research is exactly what we strive to deliver to every patient, every time: compassionate, quality care.

As we move into Year 2 of our new strategic plan, we are excited to share with you the progress and results we've seen across our organization. The following pages will showcase the results of our efforts and our listening as we continue to move towards our strategic destination.

# MARKET REALITIES



# ONE WELLSTAR SERVICE AREA

The Wellstar Service Area falls within the Atlanta metro area and has a higher growth rate and median income than the state. Existing markets we serve (and new) remain some of the fastest growing.

## Wellstar Service Area

- Wellstar Hospital
- Wellstar Health Park
- WMCG Hospital
- Wellstar Service Area
- AUHS Service Area



## Population

2023

Wellstar Health System	Georgia
3,752,686	10,930,751



## Projected Growth Rate

2023 - 2028

Wellstar Health System	Georgia
4.4%	3.7%



## Population over 65

2023

Wellstar Health System	Georgia
14.2%	15.7%

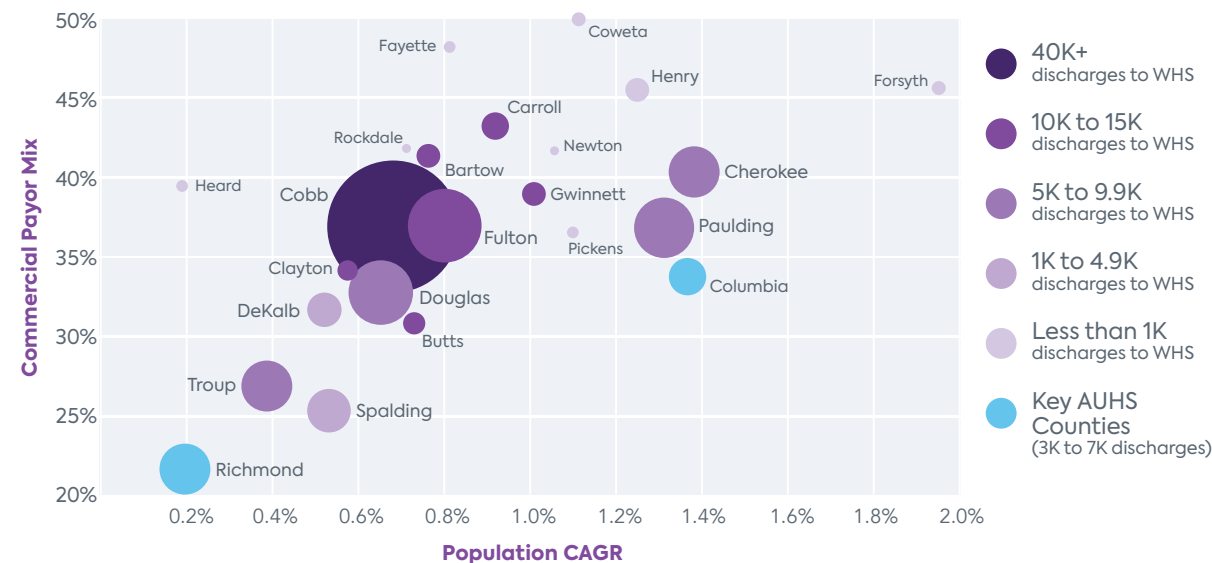


## Median Household Income

2023

Wellstar Health System	Georgia
\$75,703	\$62,366

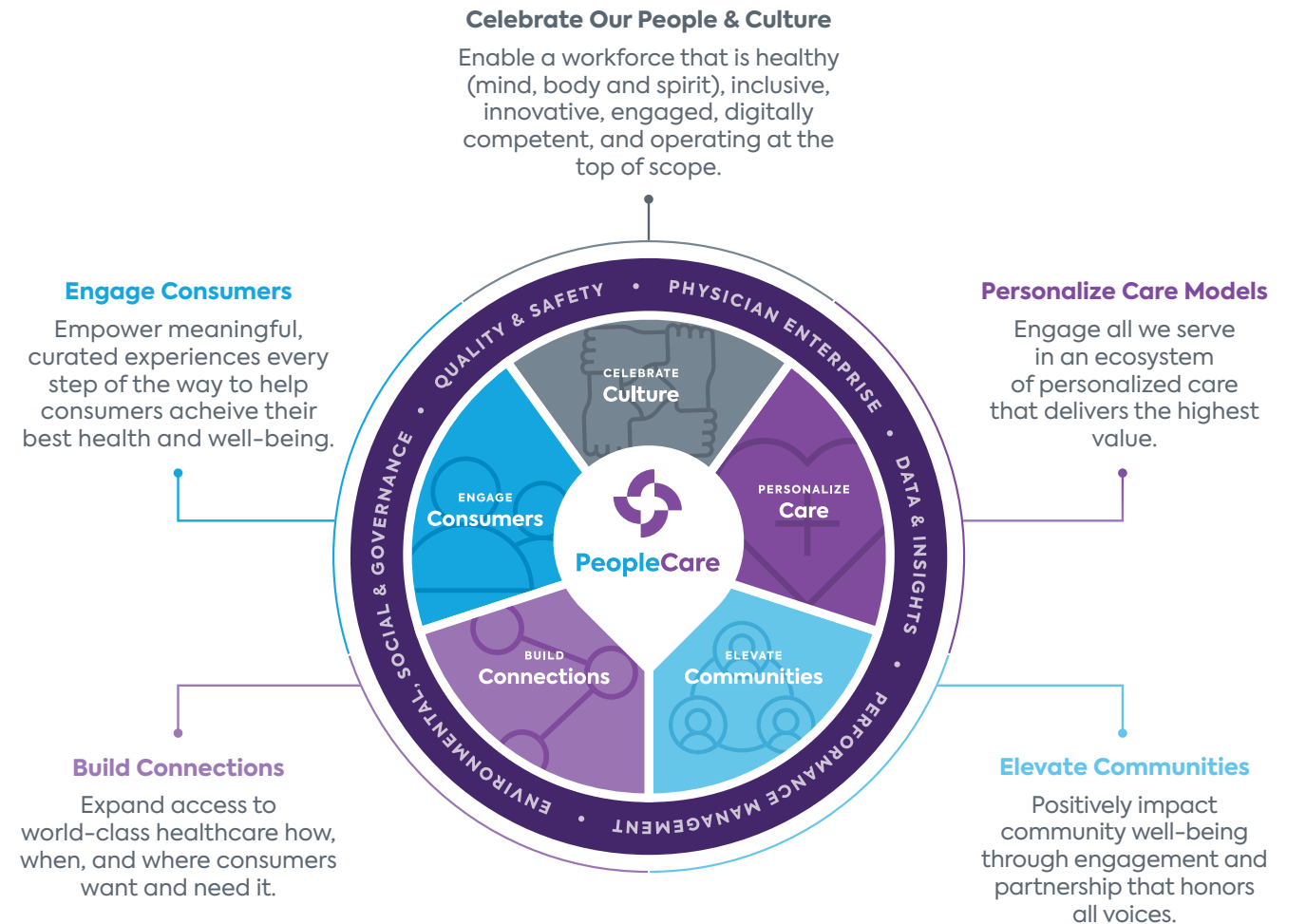
## County Position by Population Growth and Commercial %



# OUR STRATEGIC PLAN

Through our strategically designed framework, we're laser focused on exceeding patient and consumer expectations. How? By concentrating on five all-important priorities.

These are not programs or initiatives. Rather, they are ongoing drivers of change, growth and innovation. They are constantly being revised based on data and feedback from all of our audiences—from patients and consumers to physicians and community partners.



## OUR STRATEGIC DESTINATION

AN ECOSYSTEM OF CARE POWERED BY A DIGITAL OPERATING MODEL

## At Wellstar, we work each day to enhance the health and well-being of every person we serve.

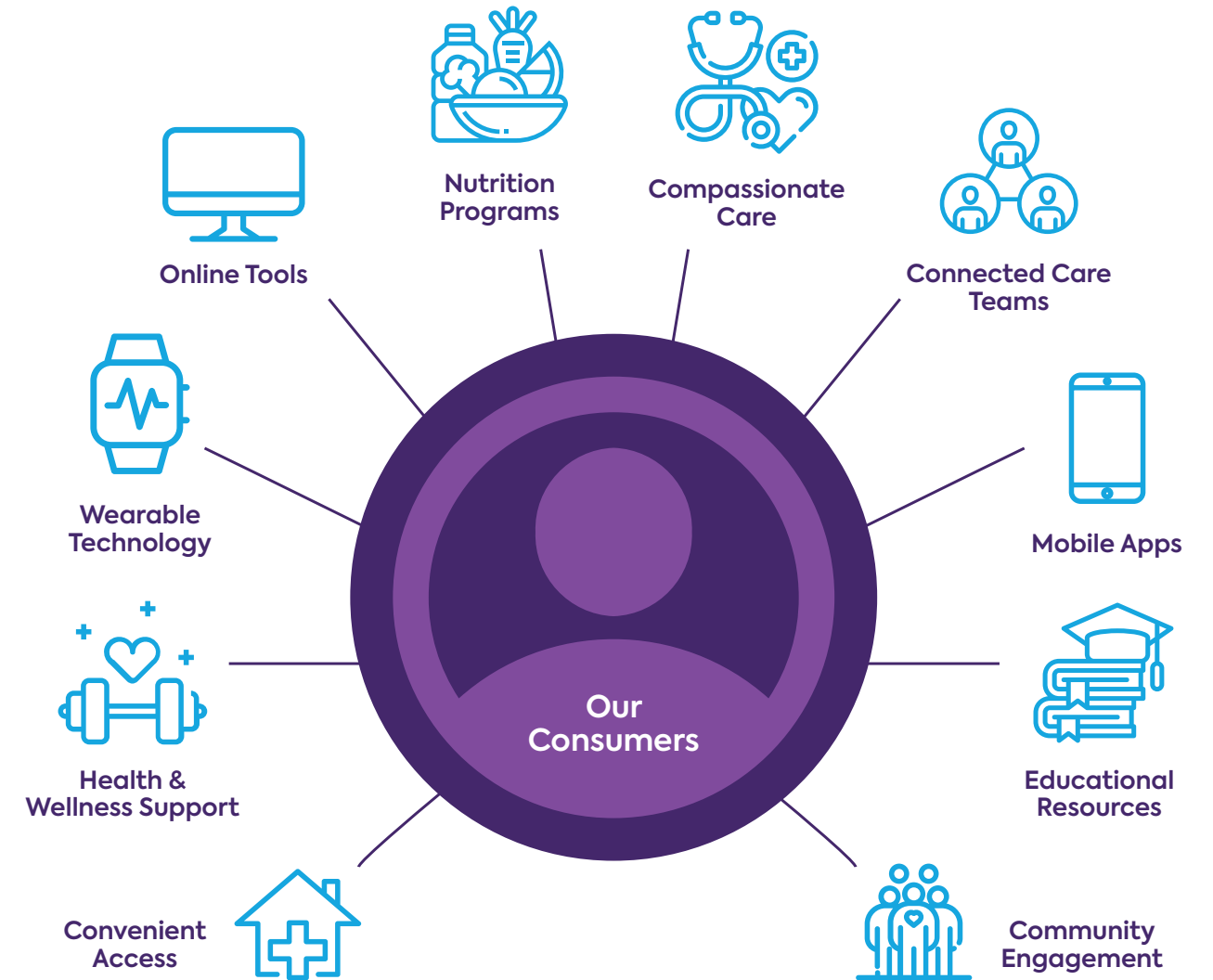
Our mission is who we are, and who we'll always be. As healthcare evolves, our strategy is how we will advance Wellstar's mission into the future to:

- Deliver expanded access to high-quality, convenient care from various types of caregivers.
- Empower people to be in the driver's seat, owning their health and wellness journeys.
- Prioritize preventive, whole-person care throughout a person's lifetime.
- Engage people, anticipating their needs using next generation technology and experiences.

### Our Foundational Requirements

The success of our strategy is built on our strong foundational elements of:

- Quality & Safety
- Physician Enterprise
- Data & Insights
- Performance Management
- Environmental, Social, & Governance



## EMPOWERING A LIFETIME OF HEALTH & WELL-BEING

# STRATEGIC DESTINATION

WHS will achieve relevance and diversification in the future by growing through an integrated ecosystem of care across the continuum, powered by a digital operating model to serve its consumers more effectively and efficiently.

## Care Ecosystem Powered by a Digital Operating System

### 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

Enabling physician-driven change by adopting a 'transformational' physician enterprise approach



Bending WHS's cost curve to support uncompensated care contributions by exploring lower cost of care delivery models and increasing the philanthropic contributions to the system



Positioning Wellstar as the premier health system in the minds of employers when thinking about the system that can deliver care to their employees

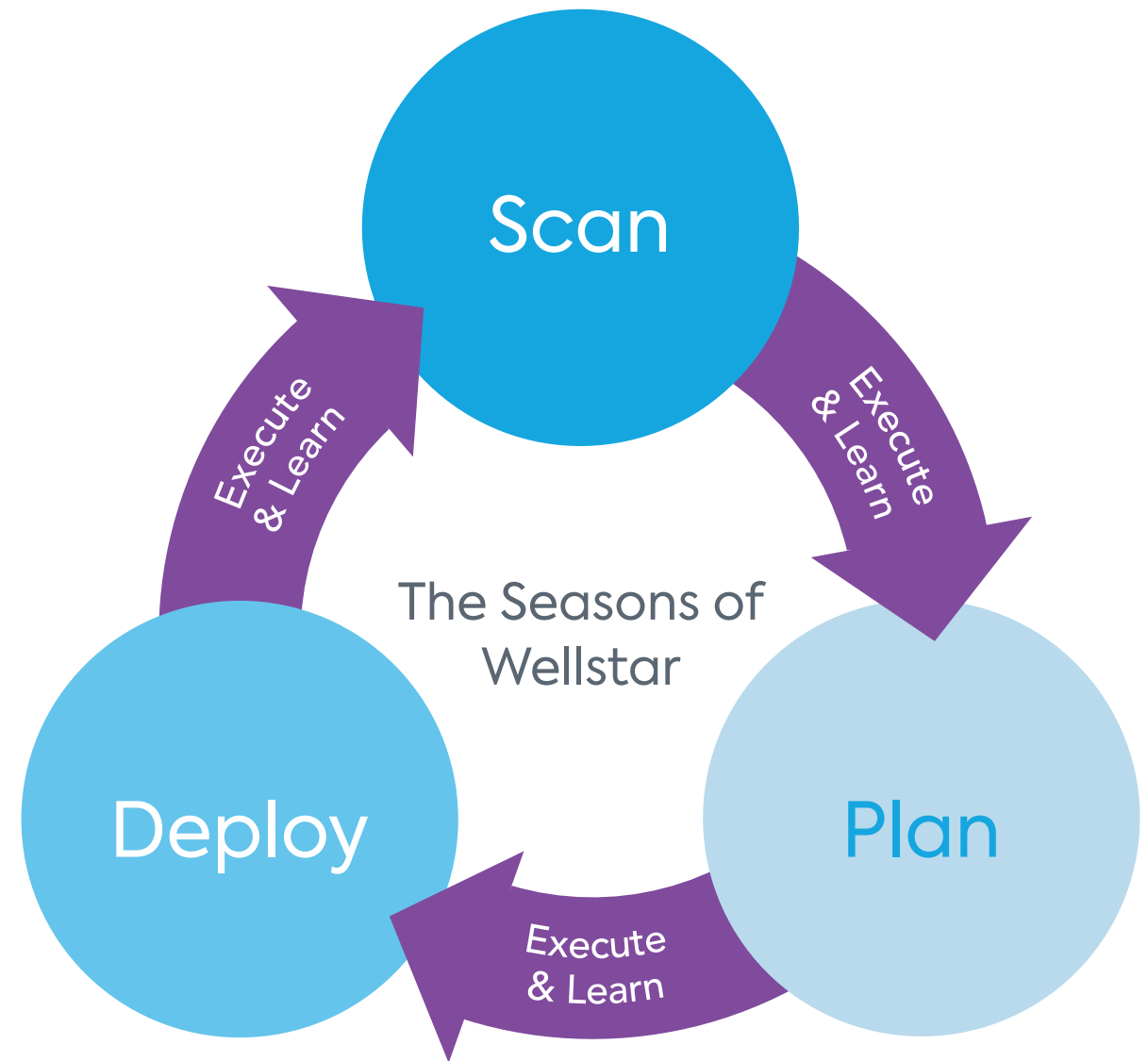


Pursuing M&A opportunities or innovative partnerships to grow capabilities and accelerate achievement of strategy



# THE SEASONS OF WELLSTAR STRATEGIC DEPLOYMENT PROCESS

The Wellstar strategic planning process focuses on bringing the strategic, business/capital, and clinical plans together while maintaining agility to face environmental challenges. The Seasons of Wellstar consists of three phases: Scan, Plan, and Deploy. During the Scan phase, Wellstar will perform a refresh of its high-level strategic roadmap, annual fact base (to include a System and market specific analysis), and internal assessment. The Plan phase is when Wellstar will refine its yearly strategy and objectives, as well as perform financial forecasting and annual budgeting. In the Deploy phase, Wellstar will perform annual aligned goal setting. Focus areas and tactical priorities planning across our five themes will also be further defined and executed during this phase.





# TIMELINE OF RECENT STRATEGIC DECISIONS

2018 - 2019

## Managing Growth

The Board and Management take significant action to set Wellstar on a new strategic direction as the market leaders in our target service area. WHS strategy framework allows for a dynamic strategic plan in an ever-changing market.

2019 - 2020

## Strategy Deployment Meetings: All Markets Review

Leadership meets in winter 2019 to provide an update on strategic deployment.

In spring 2020, System strategy shifts to address COVID-19 and proactively respond to the pandemic.

2021

## Evolving the WHS System Strategy

In spring 2021, leadership provides an update on market position and options as the market continues to evolve in response to ongoing consolidation and COVID-19 surges.

In summer / fall 2021, WHS Board and Management embark on a process to develop the evolution of the strategic direction for the next five years for the organization.

SPRING 2022

## Approving the WHS System Strategy

WHS Board approves the organization's strategic direction to become "An Ecosystem of Care Powered by a Digital Operating Model".

Plan is centered around PeopleCare and consists of five themes: Culture, Care Model, Community, Connections and Consumer.

FALL 2022

## Executing the WHS System Strategy

Teams developed around each Strategic Theme to build out areas of focus, priorities and outcomes / goals for FY23. Capital dollars allocated to Digital Operating Model investments.

Several key areas of focus include expansion and growth of primary care and urgent care, improving access to WHS, and service line distribution planning.

Two significant transitions occur, changing WHS' footprint: closure of both campuses of Atlanta Medical Center (AMC) and entering into LOI to acquire Augusta University Health System (AUHS).

2023

## Expanding WHS' Reach

Transition of AMC continues while organization continues to move forward with partnership with AUHS. Transaction expected to close in Fall 2023 and will expand WHS' reach to Augusta and beyond.

Number of foundational investments occur in the Digital Operating Model for enablement of future growth.

CON laws under review by state legislature; potential changes will require a reassessment of current WHS markets and potential future growth.



# OUR STRATEGIC DESTINATION

## AN ECOSYSTEM OF CARE POWERED BY A DIGITAL OPERATING MODEL




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# CELEBRATE CULTURE

Wellstar will invest, emphasize and accelerate efforts that drive equity and inclusion while developing capabilities and promoting opportunities that enable the execution of our enterprise strategy. Leveraging digital tools and innovative new ways of work to transform the working environment, Wellstar will improve team member experience and reflect the changing market demands and team member needs. Leadership development combined with new performance measurement will help to strengthen accountability and improve our ability to attract, recruit and retain top talent.



## Equity & Inclusion

**Invest, emphasize, and accelerate efforts that drive equity and inclusion.**

Wellstar intends to improve equity and inclusion using a thoughtful strategy that focuses on both raising awareness and facilitating meaningful actions while leveraging digital tools. This will be done utilizing digital platforms to offer online training and educational resources on diversity, equity, and inclusion (DEI) while also establishing digital spaces for Business Resource Groups, where employees can connect, share experiences, and collaborate on initiatives related to equity and inclusion.

### Initiatives to date:

- Inclusive leader training honoring every voice
- Launch of the 8 BRGs



## Growth

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

To fully support a digital operating model new roles, skills, and capabilities will need to be developed. Wellstar will work to assess the current skill set and the skills needed for the digital model which will inform the development of learning programs and customized learning paths taking advantage of innovative new tools and digital experiences.

### Initiatives to date:

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



## Experience

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

Wellstar intends to improve equity and inclusion using a thoughtful strategy that focuses on both raising awareness and facilitating meaningful actions while leveraging digital tools. This will be done utilizing digital platforms to offer online training and educational resources on diversity, equity, and inclusion (DEI) while also establishing digital spaces for Business Resource Groups, where employees can connect, share experiences, and collaborate on initiatives related to equity and inclusion.

### Initiatives to date:

- Employer value proposition
- Digital minimalism and getting rid of stupid stuff



## Effectiveness

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

Using digital performance management tools to set goals, provide regular feedback, conduct performance reviews, and track progress, Wellstar will be able to better deliver transparency and accountability in performance management. Innovative new digital tools and ways of working will also facilitate communication, real-time updates, and collaboration among teams regardless of their physical locations.

### Initiatives to date:

- Designed and implemented leader fundamentals.



# WORKPLACE RECOGNITION

Wellstar is certainly proud of the many awards we've won over the years in the areas of team engagement and culture. It's been an honor to be consistently recognized, but just as important is the insight and inspiration we gain from benchmarking our performance. Through comparison with other organizations that value what we value, we can better identify performance gaps and leverage that knowledge for improvement, raising the bar as we go.



5 times in the last 8 years



4 years in a row



15 years in a row



3 years in a row



9 years in a row





# CARE MODEL

In a constantly evolving healthcare landscape, Wellstar intends to stand out by embracing a transformative approach to patient care by engaging all those we serve in an ecosystem of personalized care throughout their life. At the core of this vision lies a deep understanding that each person's healthcare journey is unique. Recognizing that no two patients are alike, Wellstar intends to harness the power of technology and data-driven insights to tailor our services to the specific needs, preferences, and circumstances of every individual.



## Care Continuity

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

Wellstar intends to develop standardized clinical guidelines (with embedded patient education and self-management tools) to not only provide clinical decision support to providers, but also empower patients by providing them with education and tools to participate in decision making and collaborate with providers in understanding and managing the next steps in their health journey.

### Initiatives to date:

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



## Population Health

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

Wellstar recognizes that true impact comes not just from treating illnesses, but also from initiatives like supporting patients navigate complex healthcare system to find the most appropriate resources for their specific conditions

### Initiatives to date:

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



## Value-Based Care

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

Wellstar is focused on continuously refining our foundational capabilities, adopting innovative approaches, and participating in value-based payment models as we strive to deliver high-value care. We also recognize the need to develop transformational capabilities to effectively navigate the shift towards value-based care.

### Initiatives to date:

- Hardwire network referrals
- Develop and implement Payor Progression Roadmap
- WCP quality distribution
- Evaluate risk-based compensation models for primary care



# COMMUNITIES

Wellstar aims to position itself to be a positive influence in these communities by focusing on Community Partnerships that deliver long term measurable value, establishing Wellstar as a Philanthropic destination and leader in transforming health and well-being for all, targeted Advocacy efforts strengthening the policy environment that contributes to making healthcare an easier choice for all stakeholders and Health Equity, safeguarding and attracting culturally appropriate resources that improve health seeking behavior.



## Community Partnerships

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

By developing new and strengthening existing civic, academic, and mission aligned partnerships, Wellstar will work together in the communities it serves to deliver solutions that are tailored to the specific needs and characteristics of a particular community.

### Initiatives to date:

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



## Philanthropy

**Through philanthropic support and partnerships, Wellstar can provide essential services and equipment furthering the impact of the already large investment in uncompensated care for underserved communities.**

Wellstar recognizes that true impact comes not just from treating illnesses, but also from initiatives like supporting patients navigate complex healthcare system to find the most appropriate resources for their specific conditions.

### Initiatives to date:

- Philanthropic Brand enhancement
- Diversified Philanthropic Strategy



## 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.**

Collaborating with community partners, Wellstar can amplify advocacy efforts and influence policy changes via a unified voice from our community and team member ensuring decision-makers understand the interests of those communities.

### Initiatives to date:

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



## Health Equity

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

Wellstar is focused on impacting underserved communities via programs and initiatives to address social determinants of health as well as access to healthcare resources and services.

### Initiatives to date:

- BLKHLTH (Black Health) and Cottonelle colorectal cancer screening kits
- Community Transformation Program
- Community-based Prostate Cancer Screening
- ‘Soul Support’ Behavioral Health Program
- Operation M.I.S.T. Women’s Health Partnership







# CONNECTIONS

Wellstar will expand access to world-class healthcare how, when, and where consumers want and need it. This endeavor will require a collaborative, enterprise-wide, cross-functional effort that targets increasing the number of net new patients served by increasing access to our services and increasing share of care among existing consumers by optimizing the distribution of clinical services. The Connections theme will increase access, reach new markets, develop capabilities, and diversify revenue streams while pursuing growth opportunities.



## 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 service areas.**

Through initiatives like the Virtual Hub and the expansion of extended hours care we are creating more opportunities for consumers to access our services both virtual and in-person. The system is pursuing physician partnerships in primary care that will add to the system's ability to see patients and reduce wait times; also evaluating industry partnerships that will improve the system's capacity and capabilities to grow access.

### Initiatives to date:

- Physician Acquisition Team
- Urgent Care Growth and Partnership Development
- Primary Care/Access Strategy Execution (Ambulatory 2.0)
- Online scheduling capabilities and availability
- WMG LaGrange MOB
- WCP growth and strategy development



## Optimize Clinical Service Distribution

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

In a competitive environment with limited resources, it is critical to optimize what clinical services are delivered each market, minimizing unnecessary duplication of services. Understanding each market's needs will allow each service line to develop programs best serving those markets and their consumers.

### 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



# CONSUMERS

Wellstar will engage consumers and earn their loyalty and advocacy by developing meaningful, curated experiences every step of the way to achieve their best health and wellbeing. This will be achieved by understanding and anticipating consumers' preferences, creating a distinctive brand which attracts consumers and orchestrates the intertwined physical and digital experiences within the consumer ecosystem. This in combination with a common purpose, standards and behaviors will deliver a consistent care experience exceeding consumer expectations.



## Anticipate

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

By understanding and predicting what consumers will want and need in the future, Wellstar can tailor their physical, digital, and social experiences. Tailored experiences that will reduce friction and increase satisfaction and loyalty.

### Initiatives to date:

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



## Attract

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

Wellstar will continue to build brand affinity and preference by deepening our connection with people and standing out as the empathetic experts who provide quality care by spotlighting memorable signature acts and giving consumers insight into the power of PeopleCare.

### Initiatives to date:

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



## Orchestrate

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

By understanding and eliminating friction that occurs at each interaction with the consumer, Wellstar will create seamlessly interconnected digital and physical experiences that provide a lasting connection to the Wellstar ecosystem of care.

### Initiatives to date:

- Wellstar Accounts Single Sign-On (SSO)
- Wayfinding solution development
- Search engine improvement



## Deliver

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

The Wellstar Experience will define a common approach to meet consumer needs and ensure a consistent care experience of empathy and understanding across each interaction with Wellstar team members.

### Initiatives to date:


- Playbook development
- PeopleCare advisory program




# OUR DIGITAL OPERATING MODEL

The Digital Operating Model will help us build our ecosystem of care. It's how we will do our work in the future. At its core, we are transforming people, process, and technology to make it possible for Wellstar's team to make care delivery even more human to each person we serve.


 **50+**  
major Digital Operating Model initiatives in flight

 **130**  
APPs added to wellstar.org to make scheduling easier for our consumers


 **1,207**  
total eVisit requests in less than 6 months


 **5.1%**  
NPS score increase at Avalon Health Park after paperless check-in pilot launch


 **5,000**  
new PC's deployed this year as part of computer refresh

 **1,100**  
hours saved per month (and counting!) using flowsheet macros


 **5,000**  
iPhones deployed to care team for enhanced communications (10K will be deployed by March 2024)

 **>1 hour**  
per month, per physician saved through in-basket optimization

 **38%**  
reduction in spam and malicious emails reaching team member inboxes

 **32,904**  
average of secure chat messages sent per month

 **\$38 million**  
margin from 47.5K and 40.1K online appointments in FY23 and FY22, respectively

 **72,150**  
estimated labor hours saved through Robotics Processing Automation (RPA) across 8 business units

# CATALYST BY WELLSTAR

Catalyst by Wellstar is the first-of-its-kind innovation company and venture firm created within a health ecosystem to address healthcare problems by building solutions, deploying capital, and establishing strategic partnerships across industries.

# Catalyst

by Wellstar



**11**  
active projects

**10**  
major projects completed in FY23



**9**  
direct investments and 3 fund investments made through our venture fund in early-stage startups



**12,000**  
total Voice survey responses received



**1st**  
prototype being evaluated for launch in-market as product or company



**1st**  
joint commercialization agreement signed



**10**  
strategic focus area Think Tank events engaging 100s of Wellstar team members

## Investment Partners



## Enterprise Strategy Taxonomy

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





**Wellstar**  
HEALTH SYSTEM

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