<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>PATIENT EXPERIENCE</th>
<th>QUALITY &amp; SAFETY</th>
<th>VALUE &amp; FINANCE</th>
<th>GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attract, develop and retain a diverse and engaged workforce recognized for their contributions locally, regionally and nationally</td>
<td>Elevate the experience of patients and families by addressing their needs to foster patient engagement within our care delivery system</td>
<td>Achieve national leadership for excellence in patient care, quality and safety</td>
<td>Deliver value for services across the care continuum while generating earnings and cash flow to sustain growth and fulfill our mission</td>
<td>Execute strategic, focused, initiatives to achieve market leadership</td>
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</tbody>
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### TARGETED OUTCOMES

- Attract and retain talent that is invested in delivering the optimal patient experience consistently across all sites of care
- Build, attract and retain a diverse and inclusive workforce that is representative of our patients and the community
- Build an organization that meets the cultural and communication needs of patients and staff
- Develop people to advance careers and create organizational bench strength by leveraging all of our sites of care as training opportunities
- Improve employee and provider engagement by fostering wellness through focused efforts on resiliency and promotion of workplace safety
- Enhance ease of practice for providers by optimizing system-wide technologies

- Foster and embed a culture of patient and family centered care and outstanding customer service
- Establish a reliable, systemic process that captures the patient voice to create trustworthy connections with patients and to direct respectful shared decision-making
- Cultivate empathetic, meaningful and therapeutic relationships that promote both patient and staff well being through the use of the Art of Medicine program
- Improve and expand access by reducing wait-times, improving convenience, and adding capacity
- Continue to implement and expand digital services to elevate patient experience, engagement, and access
- Under OneUCM Model, ensure an exceptional and consistent patient experience across the continuum and sites of care

- Align and achieve transparent and sustainable goals and incentives across operations, service lines and clinical departments to prevent harm, improve outcomes and deliver value
- Continue to apply high reliability techniques and accountability to ensure judicious use of resources, improved outcomes and drive value
- Empower staff and providers to use available data to improve equitable outcomes for the communities we serve across the care continuum
- Embrace innovative approaches to prevent harm, improve outcomes, and enhance ease of practice with a focus on digital tools and informatics
- Continue alignment with internal and external quality measures to exceed in external rankings
- Develop Healthy Communities Organization (HCO) to transform care across the south side community

- Develop strategic payer/employer partnerships and performance capabilities to be successful in value based care (VBC) and risk-based contracts
- Identify and implement cost-savings measures to improve efficiencies and operating margins while bringing increased value to our patients and payors
- Implement real-time, robust reporting dashboards to identify opportunities and to track progress on both cost initiatives and VBC risk based performance incentives
- Develop and execute UCM payor contract / strategic pricing strategy to support network development and growth, maximize profitable revenues, and to compete in the dynamic insurance market
- Continue to optimize revenue cycle processes and implement improvement opportunities across the system

### KEY METRICS

- Employee Engagement Indicator Score
- Workforce Turn Over
- Diversity and Inclusion Index Score & Theme
- Clinician Engagement
- Workforce Diversity and Promotion Rates
- Overall Experience of Care as Measured by Top Box Scores in Patient Satisfaction Survey
- Measure Patient Adoption and Satisfaction with New Digital Tools
- Priority Metric Scorecard
- Blue Cross Blue Shield Performance Measures
- Leapfrog Hospital Safety Grade
- US News & World Report (USNWR)
- Equity and Opportunity Lens Tool
- EBIDA
- Contract Portfolio/Covered Lives
- Salary as a % of Net Operating Revenue
- Cost per Unit

### OUR FOUNDATION: E4 LEADERSHIP

- Volume and Revenue Growth, including Service Line Growth
- New Patient Growth (In Person & Virtual)
- Length of Stay (KPI Needed)