<table>
<thead>
<tr>
<th>VISION 2025</th>
<th>CREATING ONE UCHICAGO MEDICINE (ONE UCM)</th>
<th>OUR CULTURE</th>
<th>OUR VALUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be an eminent academic health system by being At the Forefront of discovery, advanced education, clinical innovation and the delivery of transformative health care</td>
<td>Creating a seamless and equitable integrated healthcare delivery system to improve operational efficiency and our clinical practice environment and ensure exceptional patient experience across the system</td>
<td>Collaboratively support one another in a shared pursuit of a high-performing enterprise that provides outstanding care to our patients</td>
<td>Participation: A spirit of teamwork and sharing</td>
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<td>Respect: A consideration and appreciation for others</td>
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<td>Integrity: Honesty in our words and actions</td>
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<td>Diversity: Honoring the power of different backgrounds and perspectives</td>
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<td>Excellence: A commitment to do our best at all times</td>
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### PEOPLE

<table>
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<tr>
<th>PURPOSE</th>
<th>PATIENT EXPERIENCE</th>
<th>QUALITY &amp; SAFETY</th>
<th>VALUE &amp; FINANCE</th>
<th>GROWTH</th>
</tr>
</thead>
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<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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### TARGETED OUTCOMES

- **Vision:** Create a seamless and equitable integrated healthcare delivery system to improve operational efficiency and our clinical practice environment and ensure exceptional patient experience across the system.
- **Mission:** Collaboratively support one another in a shared pursuit of a high-performing enterprise that provides outstanding care to our patients.
- **Values:** Participation: A spirit of teamwork and sharing, Respect: A consideration and appreciation for others, Integrity: Honesty in our words and actions, Diversity: Honoring the power of different backgrounds and perspectives, Excellence: A commitment to do our best at all times.

### KEY METRICS

- **Excellence:** Diverse, inclusive, and engaging workforce.
- **Diversity, inclusion, and equity:** Promoting diversity, equity, and inclusion across all levels and functions.
- **Participation:** Engaging all employees in the pursuit of excellence.
- **Integrity:** Promoting ethical and transparent decision-making.
- **Respect:** Building a culture of respect and recognition.
- **Engagement:** Measuring employee engagement and satisfaction.

### OUR FOUNDATION: E4 LEADERSHIP

- **Volume and revenue growth, including service line growth**
- **New patient growth (in person and virtual)**
- **EBIDA**
- **Salary as a % of net operating revenue**
- **Net revenue growth by payer**
- **Net revenue growth per encounter**

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**University of Chicago Medical Center Annual Operating Plan FY2023**

**CREATING ONE UCHICAGO MEDICINE (ONE UCM)**

- Align and achieve transparent and sustainable goals and incentives across operations, service lines and clinical departments to prevent harm, improve outcomes and drive 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

**OUR CULTURE**

- Develop a Medicare Advantage (MA) strategy to grow MA scale and sustainability
- Develop a strategic pricing approach to align to market forces
- Continue to optimize revenue cycle processes and identifying improvement opportunities across the system
- Support foundational business systems improvement through Project SOAR
- Continue to support enterprise-wide cost management efforts
- Execute SSHCO model to transform the South Side healthcare delivery system of improving care and reduce length of stay
- Leverage and expand post-acute care assets to support enterprise-wide capacity utilization and reduce length of stay
- Continue to progress the enterprise-wide strategic priorities including growth in Hyde Park programs and Cancer Network