

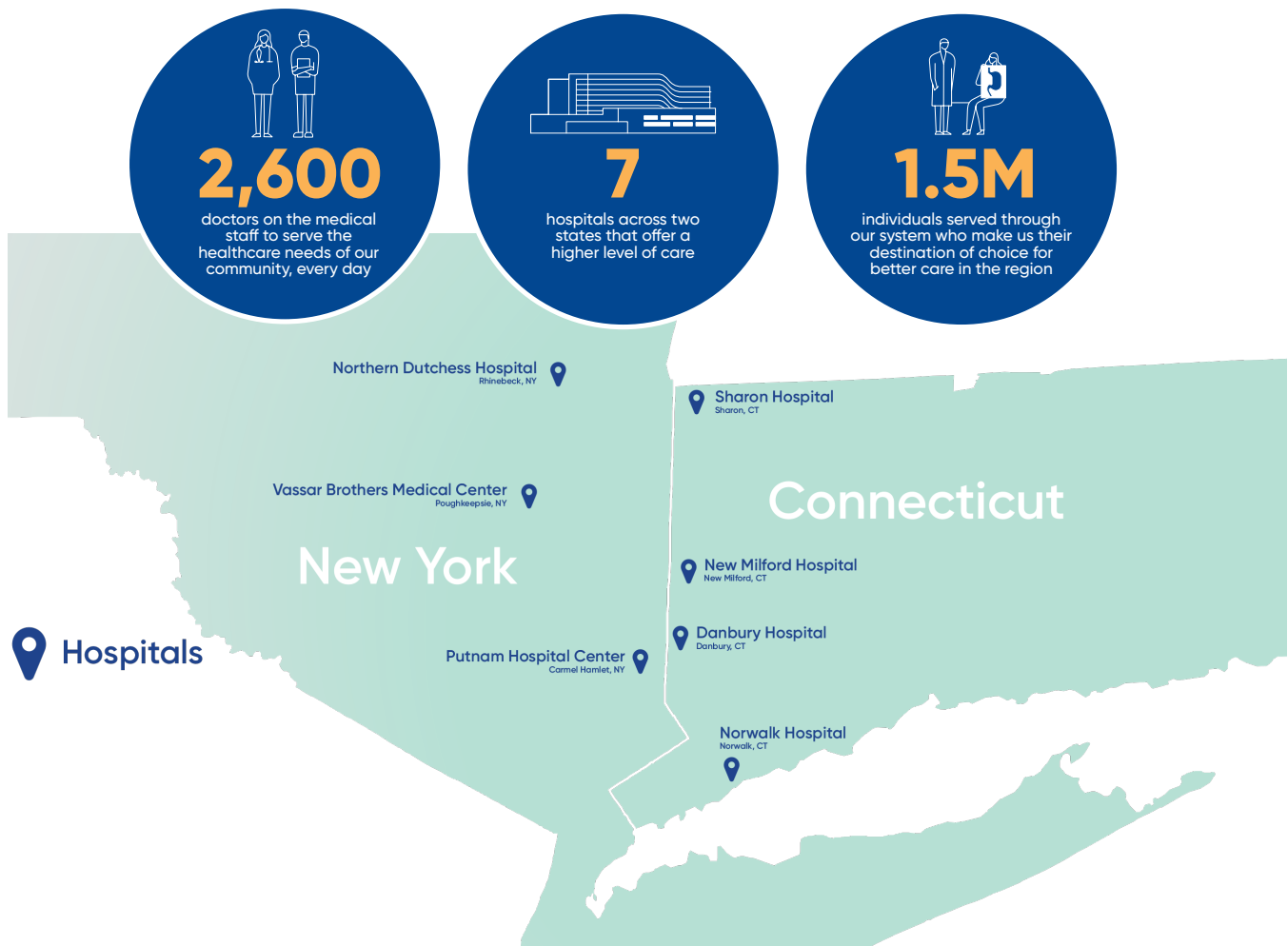
Strategic Plan 2025

At a glance

Nuvance Health is an integrated not-for-profit healthcare network serving the communities of western Connecticut and the Hudson Valley in New York. Our workforce of more than 15,000 compassionate caregivers provides high quality care through our seven nonprofit hospitals, multiple outpatient care sites, numerous primary care and specialty provider locations, and increasing set of virtual healthcare services. Across the network, we offer state-of-the-art facilities, technology and a breadth of clinical services.

Our shared purpose to improve the health of every person we serve through the efficient delivery of excellent, innovative and compassionate care is foundational to who we are.

We honor the legacy of community service and outstanding quality care at our seven nonprofit hospitals—Danbury Hospital, New Milford Hospital, Norwalk Hospital, and Sharon Hospital in Connecticut and Northern Dutchess Hospital, Putnam Hospital, and Vassar Brothers Medical Center in New York. We also offer non-acute care through various affiliates, including the Thompson House for rehabilitation, and skilled nursing services and two home healthcare agencies.



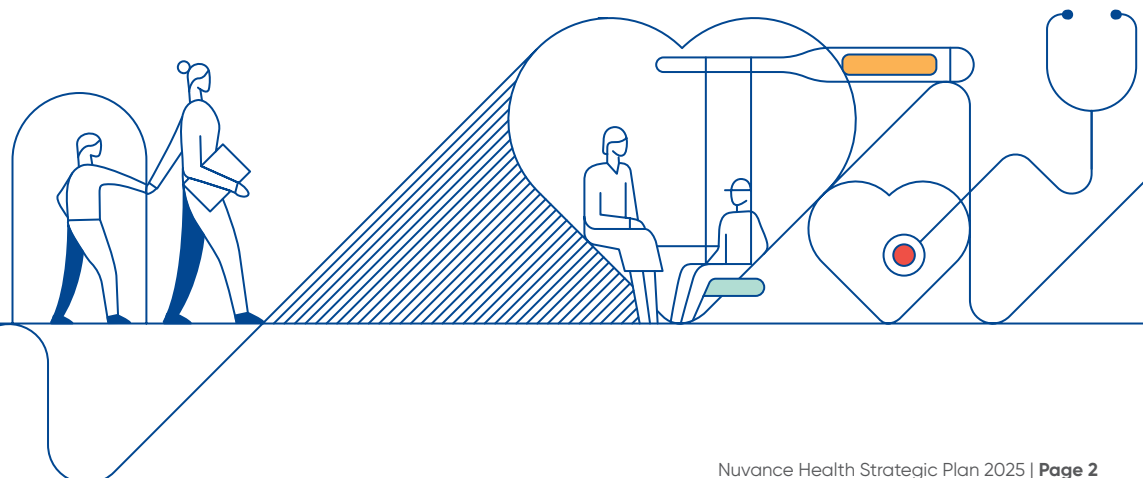
As an organization, we strive to move forward, to improve daily, and to push past the status quo. It's our relentless pursuit to redefine what our patients, employees, physicians and communities expect that inspired our name: Nuvance Health. Nuvance Health is a natural combination of "new" and "advance," yet our name means so much more. It symbolizes the great change underway in our legacy organizations as we come together for our shared purpose—and helps to convey who we are and where we're heading.

Strategic Plan 2025 demonstrates Nuvance Health's direction for the five-year horizon, through 2025. Its high-level goals and strategic imperatives will guide decision-making regarding annual objectives for the system and operating units, detailed business plans for key initiatives, and resource allocation.

Strategic Plan 2025 was developed in a highly participatory process launched in April 2019 with the formation of Nuvance Health by Western Connecticut Health Network and Health Quest. The process was guided by the Strategic Planning Committee of the new Nuvance Health Board under the leadership of the joint executive team of the legacy organizations. The emerging leaders of Nuvance Health led the way to analyze market data and trends, evaluate and align legacy goals and performance, and assess how to succeed as a combined organization in the current healthcare environment.

Strategic planning reflected the Nuvance Health vision and served to position the network for success in the future environment—while respecting the legacy organizations' purpose and commitment to the communities served. It also took into consideration the organizations' shared aspirations for distinguishing the network from its competitors, by consistently meeting and exceeding expectations through innovation, and an ability to achieve measurable progress toward goals.

Building on Strategic Plan 2025, Nuvance Health will work diligently to align strategic goals and implementation plans specific for clinical services, local communities, and related priorities—with the purpose of advancing the strategic plans of the network throughout western Connecticut and the Hudson Valley of New York.



At the heart of Strategic Plan 2025

Simply put, the plan is to become the partner-in-health for the people throughout the core regions of western Connecticut and the Hudson Valley of New York.

In order to accomplish this, we're committed to living by our foundational values:

We're committed to being personal:

We focus on how we treat people personally, as well as clinically.

We embrace our imagination:

We challenge the expected, inspire curiosity and never settle

We practice being agile:

We stay open-minded and overcome barriers by embracing change

We stay connected:

We're one team for our patients. That means we work together, share ideas and push beyond silos

This mindset and shared commitment enables us to deliver on the idea of pursuing the desired impossible. In doing so, we will redefine what is expected for our patients and challenge what healthcare can be.

For nearly all conditions, Nuvance Health will offer clinical services and capabilities in a local connected network of trusted, high-quality care providers and organizations that is close to home, rivaling those available at distant academic medical centers.

Focusing on integration, execution experience and measurable results, we'll achieve operational excellence and competitive differentiation—building lifelong trusted relationships with people based on caring, competent, compassionate and trusted interactions between caregivers, patients and families.

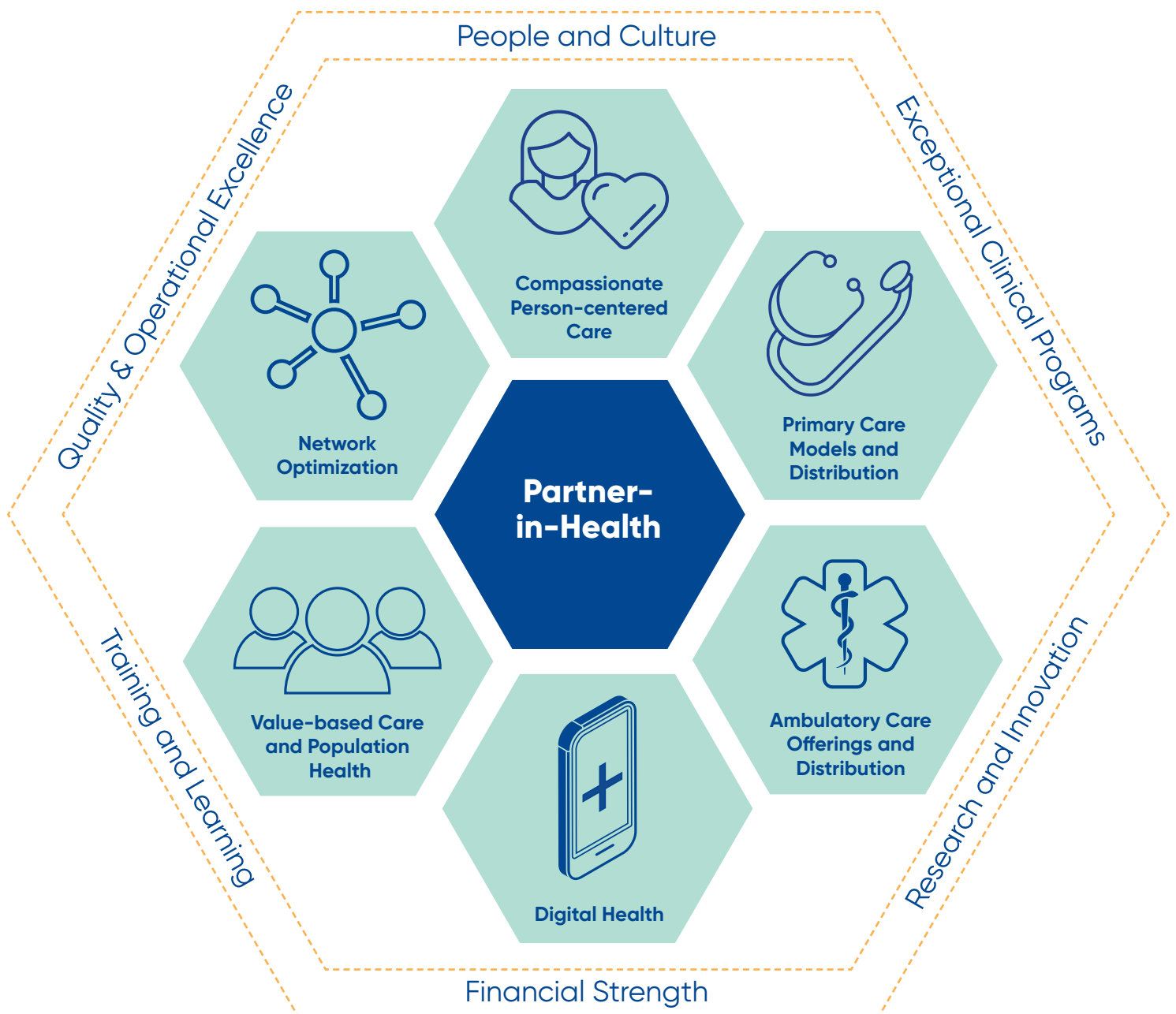
We'll secure this loyalty by creating a superior, high-quality accessible network of innovative primary care solutions and outpatient services complemented by virtual health and digital connections. We'll leverage the equity of our local hospitals and communities in partnership with other providers and employers to actively engage more people in value-based care and population health arrangements.

Our goals are to exceed expectations at every point.

Delighting our patients, their families and communities in all NuVance Health encounters is the key to becoming their partner-in-health. We can only accomplish this if we effectively care for our caregivers and engage them in this transformation. Our person-centered care strategy will be essential to creation of a best-in-class performance.

We'll focus on redefining access to earn the privilege of being a partner. We'll reshape health encounters to emphasize human connection—and we'll partner with individuals and communities around health and wellness that transcends traditional medical encounters.

A partner-in-health strategy is at the heart of NuVance Health's Strategic Plan 2025 as illustrated below:



Partner-in-Health strategic imperatives

The heart of Nuvance Health's Strategic Plan 2025 is a commitment to become the partner-in-health for a vast majority of the people in western Connecticut and the Hudson Valley of New York.

We've identified **six key strategic imperatives** to help differentiate Nuvance Health as a partner-in-health:

1 **Person-centric care – cultivate a personalized lifetime relationship between Nuvance Health and the communities we serve.**

- Redefine our points of access in innovative and nimble ways to earn the privilege of being a partner-in-health
- Reshape health encounters to provide a personalized and prioritized approach to care, honoring human connection and amplifying why we chose to be in healthcare
- Form partnerships guided by wellness and health of both the individual and community as care evolves beyond traditional medical encounters

2 **Primary care – use the Nuvance Health primary care network to establish relationships with customers throughout the service area.**

- Strengthen employed primary care provider base as necessary in competitive, underpenetrated or aspirational geographic markets
- Create a menu of models to meet the unique needs of different population segments and deploy them based on the needs of each market
- Develop partnerships with key independent medical groups in the region and continue alignment with independent primary care physicians
- Utilize medical education to help train and retain primary care providers for Nuvance Health

3 **Ambulatory care – expand the ambulatory network and customer-facing services as a gateway into the Nuvance Health system.**

- Create an overarching plan for strategic deployment of ambulatory sites and person-facing services to complement primary and specialty care and increase penetration of key customer and geographic segments
- Establish an integrated urgent care strategy (including virtual options) across the core market regions to create a single network
- Define and standardize ambulatory care processes, operations, and infrastructure to deliver the ideal patient experience with a focus on quality and access

4 Digital health –

develop and deploy digital health solutions that support and transform the Nuvance Health system of care to serve its community.

- Develop an overarching digital health strategy and continuous sustainability strategy to support Nuvance Health's transformation agenda
- Deploy virtual health and other digital capabilities in a strategic manner that supports a patient-centric experience

5 Value-based care –

position Nuvance Health to be the strategic partner of choice through payer and community partnerships.

- Achieve economic success through participation in value based programs for the Medicare population
- Successfully deliver care under alternative payment models to improve the value proposition for healthcare purchasers
- Build strong relationships with other key community and health care organizations to expand the network while advancing overall Nuvance Health economic goals
- Align strong clinical program performance with payment models

6 Network optimization –

identify specific strategic opportunities to optimize the network and advance enterprise strategy in each Nuvance Health community.

- Support development and local deployment of Nuvance Health enterprise strategies related to Person-centered Care, Digital Health and Value-based Care
- Collaboratively develop and deploy Nuvance Health-aligned market-specific strategies to grow the Primary Care network, expand access to person-facing Ambulatory Services and enhanced clinical service line offerings to ensure an appropriate role in Clinical Programs
- Develop plans and implement changes that preserve local market equity of hospital and ambulatory programs and providers, provide a sustainable economic model and ensure Operational Excellence in alignment with Nuvance Health's system expectations and approach
- Maintain a strategic approach to Clinical Service Lines and program development and delivery



Foundational strategic requirements

The Nuance Health goal of becoming a partner-in-health is supported by our commitment to a strong foundation:



Strategy execution

Implementation of Strategic Plan 2025 will be managed aggressively as it requires transformation to fulfill our vision of being the partner-in-health for our communities. Key elements of the implementation approach include:

- System level leadership and commitments to the Nuance Health vision and strategies
- A Nuance Health strategic transformation office designed to require and support change initiatives and monitor progress
- Commitment to disciplined tracking and management of implementation progress and outcomes
- Regular updates to the Strategic Planning Committee and Boards on implementation progress, results and learnings

Nuance Health will routinely measure the progress it makes toward the goals established in this strategic plan. Progress will be monitored through the achievement of annual objectives with quantitative and qualitative measures, and reported on a semi-annual basis to the Strategic Planning Committee of the Board. Internal and external environmental conditions and performance may lead to the refinement of Strategic Plan 2025 over time.