This 10-year plan sets forth an ambitious framework to guide Luminis Health through the next decade. We will continue our work of enhancing health, advancing wellness, and removing barriers to reach our highest potential. We will also enter a future where Luminis Health will forge new partnerships in the health ecosystem; set bold goals limited only by our imagination, and embrace a world of innovation. Each of us has a role - as leaders, employees, clinicians, caregivers, donors, volunteers and trustees - to advocate for those who need care, healing, and support.

I reflect with pride on the accomplishments of the past decade and our Vision 2020, Living Healthier Together.

The culmination of Vision 2020 was the establishment of Luminis Health in 2019, formed through a partnership between Anne Arundel Health System (AAHS) and Doctors Community Health System (DCHS). Vision 2020 provided the direction to grow us into a major, regional health system serving central Maryland from DC to Delaware, with three hospitals; comprehensive multi-specialty medical group and ambulatory platform; with 80 care locations, a behavioral health campus and $1.1 billion in annual revenue.

Looking out 10 years at the horizon is an enormous task, particularly in an environment as uncertain as ours. When the work of defining Vision 2030 was completed, we were yet to embark on the uncharted path of the global pandemic of COVID-19. Now, we adjust our focus to include ongoing monitoring of our immediate and critical needs. Planning for uncertainty in the imminent future magnifies the challenge of embracing visionary change and reimagining health. However, more than ever, the Vision 2030 strategy is both directionally meaningful and robust enough to accommodate unforeseen and critical work such as this.

Throughout 2020, we have endured tremendous adversity: a pandemic, urban and social unrest, economic strife and deep political divisions. Before COVID-19, I wrote: “We face challenges of scarce resources, heightened expectations, new discoveries, and cultural differences that call on us to deliver on the promise of a high performing, frictionless experience for our patients, their families and our entire region.” With the additional lens of this pandemic, Luminis Health has never been more committed to delivering on that promise and honoring its legacy of improving the wellbeing of our communities.

I invite you to join us, as you are indispensable, on the journey we call Vision 2030: Living Healthier Together.

In good health,

Victoria W. Bayless
Chief Executive Officer
Luminis Health

Under Vision 2020, Anne Arundel Health System saw:

- Top 10 national quality rankings
- 64% increase in total operating revenue
- 128% increase in Community Benefit
- 32% reduction in total system debt
- 41% increase in our workforce, doubling the size of our team
- $112 Million in philanthropy

LUMINIS HEALTH VISION 2030: LIVING HEALTHIER TOGETHER

LETTER FROM THE CEO

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LUMINIS HEALTH VISION 2030: LIVING HEALTHIER TOGETHER
Vision 2030 is defined by two principle forces that Luminis Health believes will serve as the overarching influence on our organization through the coming decade. One is our assessment of the strategic imperatives that we anticipate will occur outside Luminis Health, shaping our community and informing the role we fill. The other elements shaping our vision are the key directional shifts we believe we must recognize, align with, and leverage as we position Luminis Health within the changing world. Our Vision 2030 sits at the confluence of these external signals and internal drivers.
We found three distinct strategic imperatives that we believe Luminis Health must be prepared to face in order to achieve our Vision 2030.

**Shift Focus to the Health Ecosystem**
We anticipate shifting our focus toward supporting health and wellbeing for the communities we serve. Broadening our focus toward individual and community wellness requires an understanding of the entire ecosystem.

**Address Health through Social Determinants**
Understanding and improving the underlying social and economic conditions for the people Luminis Health serves and our surrounding communities must be seen not only as a moral imperative, but as a strategic one for Luminis Health.

**Adopt Technology Proactively**
The pace of emerging technologies will require that Luminis Health become proactive around technologies over the next decade.

Beginning in April 2019, Luminis Health leaders worked together over the course of several feedback and input sessions, and in a final workshop in September 2020, to identify and develop our shared understanding of the key directional shifts informing the future of health, health care and wellbeing by 2030. These key directional shifts are fundamental achievements that we believe will drive us in a new direction. They are essential to our future success and accomplishing our vision for Luminis Health.

**Key directional shifts**

- **QUALITY**: Advance excellence in high-quality care, equitably delivering what is important to our communities
- **COMMUNITY**: Optimize our role as a public health partner, engaging communities through innovation and collaboration to achieve health equity
- **WORKFORCE**: Create an environment of cultural appreciation and wellbeing to recruit and retain an inclusive, adaptable workforce with equitable opportunity
- **GROWTH**: Reimagine our role and expand our reach through innovation, technology, and diversification
- **FINANCE**: Strengthen our financial position through care redesign and portfolio mix to achieve high value
Vision 2020 lookback

The following is a description of the process that led to the development of Vision 2030 beginning with the foundation of Vision 2020, the engagement of stakeholders, environmental scanning, and the roadmap that will guide Luminis Health into the next decade.

Vision 2030 builds upon the prior 10-year plan adopted by the AAHS Board of Trustees on February 23, 2010, known as “Living Healthier Together.” That plan was developed in 2009 just prior to landmark legislation enacted in March 2010 - the Affordable Care Act (ACA). Paradigms were shifting; challenges to reduce costs, improve quality, and exceed patient expectations were pressuring health systems to respond. AAHS did just that.

Vision 2020 strategic framework

AAHS executed on a solid strategic framework for Vision 2020. The vision of “Living Healthier Together” for AAHS was to be:

- Centered on the patient
- Operating beyond the walls of the hospital
- Built on partnerships, relationships and connectivity
- With shared accountability among patients, physicians, hospital employees and community
- Driven by standards based on evidence and outcomes
- Serving a broader geography and diversity of patients
- Remaining viable, cost effective and responsible.

VISION 2020 Strategic Goal Areas
QUALITY
COMMUNITY
WORKFORCE
GROWTH
FINANCE

LIVING HEALTHIER TOGETHER.
Vision 2020 community impact

Vision 2020 provided the framework for numerous accomplishments that had a significant impact on the community served by AAHS. It is upon that foundation that Vision 2030 is built. Throughout the course of Vision 2020, we achieved many significant goals across a variety of areas. A full list of our Vision 2020 accomplishments is presented in Appendix I.

Our system grew tremendously, adding a patient tower at Anne Arundel Medical Center (AAMC), opening the J. Kent McNew Family Medical Center, launching three regional medical office buildings, and growing our medical group to include more than 300 providers providing a continuum of primary and specialty care in the hospital and throughout the region. We initiated numerous quality programs, from developing our Collaborative Care Network (CCN), adding a range of graduate medical education programs (surgical, medicine, obstetric residencies in addition to a range of fellowship programs), to gaining and maintaining nursing magnet designation. We successfully navigated the transition to Maryland’s Global Budget Reimbursement program, redefining high-quality, low-cost care to remain financially profitable and positioned for continued growth.

An integrated health delivery system

Vision 2020 ultimately culminated in the formation of Luminis Health, an accomplishment that demonstrates the success of our prior 10-year strategy and sets the foundation for Vision 2030. In 2019, AAHS and DCHS joined together to form Luminis Health.

The ten year approach to strategic planning is a bold one in such an uncertain environment. Despite the challenges inherent in such a long planning horizon, it has proven an effective method for establishing a vision to pursue and upon which to build three year and annual operating plans.

While Vision 2020 covered the former AAHS, Vision 2030 includes the collection of operating companies that comprises Luminis Health, including AAMC, Doctors Community Medical Center (DCMC), and Luminis Health Clinical Enterprise (LHCE). Each of these business units will operate under annual plans aligned with Vision 2030, and with anticipated updates that will be developed throughout the 10-year planning horizon.
Vision 2030 was developed throughout the planning and inception of Luminis Health. To achieve the goal of developing a bold, robust strategy for the 10-year horizon, Luminis Health enlisted the help of renowned foresight consultants, Institute for the Future (IFTF). IFTF is the world’s leading futures thinking organization. For more than 50 years, businesses, governments, and social impact organizations have looked to IFTF to provide global forecasts, custom research, and foresight training to navigate complex change and develop world-ready strategies. IFTF utilizes unique methodologies and toolsets to develop transformative possibilities across all sectors that support a more sustainable future.
The development of Vision 2030 began with a series of innovation and visioning exercises. The Luminis Health, AAHS, and DCHS executive teams continued to refine and hone the strategic framework of AAHS and DCHS into one, cohesive mission, vision, and values that would serve the entire system, drawing from the strong, existing strategies of each institution. The Board of Trustees, physician leadership, executive management, administrative directors, and patient and family advisors collaborated via multiple forums from October 2018 through September 2020 to provide insight and foresight into this plan (Appendix II).

Our kickoff event in October 2018 featured a deep dive into consumerism with author Dr. Barbara Kahn, professor of Marketing at Wharton School of Business, and author of the book The Shopping Revolution: How Successful Retailers Win Customers in an Era of Endless Disruption. Dr. Kahn engaged members of the board of trustees, executive leadership, physician leaders and emerging administration leadership on the important trend of health care consumerism, including an exercise to apply the lessons of the retail industry, consumerism, and disruption to the health care industry.

Our second session was facilitated by IFTF in January 2019. Our work focused on creating bold visions for the future of caregiving and included understanding alternative scenarios to address the aging population and need for caregivers. After evaluating opportunities to create novel solutions to caregiving through policy, technology, and social change, our participants considered how we could take steps to create a future where alternative caregiving models are the norm. Our goal was to help Luminis Health leaders gain experience and comfort with futures-back strategies which are an effective tool to develop novel, visionary solutions to problems.

An executive retreat was held in April 2019, during which the leadership team, physician leaders, and Board of Trustees gathered to formulate the guiding principles of Vision 2030. An executive retreat was held in April 2019, during which the leadership team, physician leaders, and Board of Trustees gathered to formulate the guiding principles of Vision 2030. This event was facilitated by IFTF, and led the team through a series of visioning exercises designed to generate bold, innovative plans for the future vision of our organization. This is discussed in detail in chapter four.

In September 2020, a group of trustees, clinical chairs, executives, and patient and family advisors met to discuss the changed realities of our national landscape and how Luminis Health should adjust our vision to include strategies around pandemic preparedness, seismic economic shifts, and our renewed focus on race and equity.
Mission, vision, values

The foundation for Luminis Health is its mission, vision, values, and strategic framework. These are the fundamental principles by which we serve, defining both who we are and who we aspire to be. The mission, vision, and values for Luminis Health were derived from both AAHS and DCHS (Appendix III). Our Luminis Health mission, vision, and values foundation defines us, our priorities, and drives us to aspire to the highest level of achievement through a shared understanding of Luminis Health.

Our mission is our purpose, our vision represents our future, and our values serve as our guideposts. Our values are brought to life daily in the behaviors and attitudes we exhibit and the choices and decisions we make. They serve as a beacon to guide Luminis Health in allocating resources, in drafting policies and procedures, and responding to daily and long-term situations.

MISSION
To enhance the health of the people and communities we serve

VISION
LIVING HEALTHIER TOGETHER
• Health and wellness are fundamental to everyone
• We work side-by-side with our community and patients to empower them to take control of their health
• Partnerships and connectivity form the foundation for care
• Evidence-based care is centered around people and family
• Access to care should be refreshingly easy
• Luminis Health will generate a positive impact for all

VALUES
RISE: Respect, Inclusion, Service, and Excellence

Respect
How we treat each other matters. We collaborate, foster trust, and demonstrate compassion, making each person feel like they are the only one that matters.

Inclusion
Our humanity is enriched when everyone has a voice, and a diversity of perspectives is equitably represented.

Service
We work side-by-side with our community, patients and each other; dedicated to providing safe care to all in our community in an efficient and seamless way.

Excellence
As an agile system of care, we’re creating a new force in health care, dedicated to delivering high quality care in an optimal way. This legacy of high performance will advance our vision and set the standard for innovative, clinically expert care.

LUMINIS HEALTH VISION 2030: LIVING HEALTHIER TOGETHER
Luminis Health is leveraging many elements from prior DCHS and AAHS frameworks and these new mission, vision, and values reflect our reimagined perspective of health. Our new focus centers on community, wellness, and experience, which differentiates vision 2030 from both our prior strategies and those of other health systems. Our reimagined vision hones in on health and wellness rather than illness or treatment. Fundamental to this vision is our belief that it is essential to be in partnership with our community. Lastly, as we expand our vision to include the broader health of our community, we embrace the changing world of consumer experience and expectations, who seek access to a frictionless health system. Luminis Health is igniting new possibilities: a health system that is refreshingly easy.
Leadership framework

An essential element of Luminis Health’s success has been the development of a leadership framework that aligns closely with the mission, vision and values of the system. This framework not only shares our priorities for key leadership traits, it guides our recruitment, retention and development/ succession planning for leadership.

Luminis Health considers three primary tenets of leadership that we use to guide, teach and recognize leadership: Team, Change, Business, known throughout as the TCB framework.

Team Leadership
Team Leadership highlights the need to create high performing and diverse teams. It establishes a commitment to a coaching culture that emphasizes mentoring and staff development and lays the foundation to create an organization that provides compassionate care and values employee wellbeing.

Change Leadership
Change Leadership outlines the need for innovation, market awareness, and the importance of leading with a system perspective. At the foundation of change is an emphasis on performance improvement and sustainable growth.

Business Leadership
Business Leadership sets the expectation that all leaders have technical and business expertise. It speaks to our culture of accountability and individual ownership to help guide Luminis Health forward.

When leaders are hired or promoted into leadership positions, they participate in a yearlong development program that is based on the TCB framework.

Strategic management system

The long range plans of Luminis Health serve as the framework for the short-range strategic management system. Our Strategic Management System relies on the annual component to align operational work with our corporate strategies.

Annual Operating Plans and True North
Each year, Luminis Health identifies system-wide top priorities and establishes operational goals, objectives, and initiatives. In addition, Luminis Health utilizes the True North tool to focus on the annual top priorities for the organization. The annual plans and metrics are developed in alignment with our mid- and long-range goals, but incorporate near-term needs. By developing annual action plans we are able to align our operational work with longer- term strategies to ultimately accomplish our goals and move us in the direction of Vision 2030. Executive leadership across Luminis Health monitor system wide performance and the achievement of the initiatives that make up the annual plans of the organization.

Strategic Framework
Our strategic framework resembles the one developed ten years ago, which has become a strong and robust foundation for Luminis Health.
Luminis Health strategic framework

**MISSION**
To enhance the health of the people and communities we serve.

**VALUES**
Respect, Inclusion, Service, Excellence

**QUALITY**
Q’ed up: We provide high quality health care based on access, experience, and innovation

**COMMUNITY**
Better together: We lead through partnership and collaboration within the health ecosystem

**WORKFORCE**
A team: We are a talented, engaged, inclusive, diverse, equitable, and healthy team

**GROWTH**
Think big: We expand access to care when, where, and how it is needed across the region

**FINANCE**
Smart money: We are responsible stewards of our resources, investing in the health and well-being of our organization and community

**VISION**
LIVING HEALTHIER TOGETHER

**MISSION**
To enhance the health of the people and communities we serve.
Shared vision
Luminis Health's Remagnified Health 2030 workshop was held in April 2019 at the National Harbor in Prince George's County. There were three stated objectives for the workshop, which was designed with IFTF. These objectives were:
• Immerse ourselves in the practice of foresight and future-back strategies
• Build a shared understanding among the participants of the key directional shifts informing the future of health, health care, and wellbeing by 2030
• Identify the necessary actions to systematically prepare for a reimagined health future.

Stakeholder input
The following content and output was produced by workshop attendees:
• The key signals of change already visible in today's environments
• Future possibilities when we consider how signals and trends intersect
• Four external future forces that are shaping the next decade in health, health care, and wellbeing
• 2030 vision generated by the participants
• Roadmaps for how Luminis Health will bring those visions to life over the next 10 years

In addition to the retreat, many feedback and input sessions were held throughout 2019-2020. Full details of these sessions is in Appendix II.

Timely execution
A large group was convened in September 2020 to revisit the draft Vision 2030 plan. Consideration was given to the changes we were living in the world; to view Vision 2030 through the lens of providing care during a pandemic, refocusing on emergency preparedness, reinvigorating service excellence around patient safety and quality, reorganizing to facilitate system integration, redesigning our clinical model of care, reframing our commitment to diversity to appropriately prioritize equity in all of our goals. Our direction and goals were updated and the consensus was that “we have gotten back on track.”
Foresight and Futures Back Thinking

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Disruptive forces 32
Jump the curve 34
Strategies 36
Actions roadmaps 37
The participants were able to identify some very important signals that, along with trends and discontinuities, improve our ability to anticipate the future. We determined that we exist within a broad health care ecosystem, which includes traditional providers of care as well as others who influence health and wellbeing, including business and government organizations that impact or provide housing, transportation, food, economic opportunity, education, and more.

Some of the signals we see in our health care ecosystem in 2019 include:

• Insurance companies as smart home builders
• Conference sessions for health professionals looking to change careers
• The growing presence of functional medicine clinics
• Non-pharma treatment and management of depression

Combining signals and trends starts to tell a bigger story about the future. It is a lightweight tool that helps groups develop their ability to engage in combinatorial forecasting. A good combination should include disparate signals and non-obvious trends to break our familiar ideas about future possibilities.

Some of the ideas that the participants came up with included:

• Reimagined data capture
• Automatic dispatch of private or ride-share based ambulances
• Biometric devices
• Artificial Intelligence (AI) cardiac prevention
• Holistic health solution

A signal, according to IFTF, is a small or local innovation with the potential to scale in size, impact and geographic distribution. While hard to focus on, signals allow us to shift our attention away from the mainstream and toward the margins of society to reveal emerging behaviors, technologies, ideas or attitudes at their inception. As science fiction author William Gibson explained, “The Future is already here, it’s just not evenly distributed.” Signals are a more systematic way to study and track the uneven distribution of indicators about the future.
Disruptive forces

Our facilitator, IFTF, defines external future forces as plausible, internally consistent, provocative forecasts of disruptions that will shape the next 10 years. Identifying and understanding these disruptive forces help to inform the shifts that must take place to be prepared for the future.

**Algorithmic Health**
- Bot therapy
- Predictive modeling
- Treatment matching
- Voice computing
- Digital assistants

While artificial intelligence and computer-based clinical changes are certain to be part of our future, these must be combined with the critical roles that human touch, compassion, and clinical judgment play in delivering patient-centered care.

We must further consider the reach and accessibility of such changes in support of our commitment to ensure equity over equality.

**Distributed Authority**
- CRISPR (accessible gene modification)
- Consumerism

Rather than concentrated power, we envision a future where authority shifts from hospitals and health systems; device, pharmaceutical, or health care suppliers; and academic or government entities, to patients, buyers, and consumers.

**Internet of Actions**
- Better connection between humans and machines
- Human workers are algorithmically matched to a job or task
- Context based information
- Passive computing
- Automated coordination of resources

Significant concerns about privacy and security hinder our image of this future, but balanced with goals for quality of life and independence for people who are chronically ill, homebound or have limited abilities, this scenario offers transformative freedoms to many.

**Community Health Ecosystem**
- Recognizing that health is the essential ingredient for social and economic viability
- Improvement in the economic, social and environmental conditions for individuals and communities
- Addressing social determinants of health (poverty, sufficient healthy food, housing, transportation)

Truly reimagining health requires rethinking assumptions behind what a health care organization does, as well as how it customizes care, allocates resources and impacts the lives of its community members.
The key to preparing for significant change is to take a systematic, proactive approach to building alignment and capacity for the future. Luminis Health will transform certain assumptions, norms and ways of doing things in order to address the threats facing our business and capitalize on the opportunities of the next decade. The two-curve futures tool helped participants delineate between visions of the future that can be realized through incremental changes and iterative improvement; and those visions and aspirations that require a thorough reexamination and creative re-imagination of the assumptions behind what our organization does - and the tools, resources, and processes we employ to execute on our work.

During the workshop, the participants worked to develop a transformative vision, one that would require us to focus on the 10-year horizon to bring it to fruition.

One theme that echoed during the Jump the Curve exercise was the desire that Luminis Health move from participating to leading in our community health “ecosystem.” That we would help drive our consortium to focus on health outcomes and healthy living. We aspire to see Luminis Health leverage our partnerships to achieve enhanced health and create “total well-being.” There was a notable consensus around a vision in which Luminis Health makes the transformative shift from providing health care to facilitating health.

Ways we are jumping the curve from today’s way of doing things to Luminis Health’s 2030 way of doing things

<table>
<thead>
<tr>
<th>TODAY’S WAY</th>
<th>2030 WAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treatment of illness</td>
<td>Total well being</td>
</tr>
<tr>
<td>Health care system with a hospital, expensive care with systems defined methods</td>
<td>Seamless health ecosystem</td>
</tr>
<tr>
<td>Working within fee-for-service treadmill and a need to push volume</td>
<td>Facilitating community-based relationship-oriented medicine for the whole person</td>
</tr>
<tr>
<td>Health care as a service</td>
<td>Luminis Health as a quarterback for health and wellness, working with patients, families and physicians</td>
</tr>
<tr>
<td>Medical center</td>
<td>Healthy ecosystem</td>
</tr>
<tr>
<td>Health care services</td>
<td>Health outcomes</td>
</tr>
<tr>
<td>Delivery system</td>
<td>Health enhancement partner</td>
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<tr>
<td>Hospital focused (treatment and provider based)</td>
<td>Community consortium</td>
</tr>
<tr>
<td>Individual hospital</td>
<td>System of healthy living</td>
</tr>
<tr>
<td>Health care</td>
<td>Health</td>
</tr>
</tbody>
</table>
Partnerships are a dominant strategy for Luminis Health to achieve its vision for 2030. In addition to existing relationships, Luminis Health should consider participation in novel partnerships with a wide range of community entities, including industry, government, state, transportation, faith-based, and housing organizations. One example of a desired outcome that could be realized through innovative partnerships would be the creation of a Luminis Health grocery store or food delivery service to address the challenge some within the community have of lacking access to healthy food.

As for internal preparedness, suggested strategies included a systematic and thoughtful redeployment of talent, a clinically integrated network, and a payment strategy model to pay for the future health strategies. Finally, it was recommended that any growth through innovation and teaching must support the vision articulated for 2030.

The following statements emerged from the Jump the Curve exercise:
• Partner with industry and community organizations
• Retrain and redeploy talent
• Innovate to create partnerships, including outside our industry
• Help people obtain healthy food – Luminis Health grocery store
• Partner with government, state and industry
• Expand clinically integrated network
• Develop payment stream/model to pay for future health strategies
• Partner with transportation, faith based, housing, community organizations
• Grow a larger system through innovation and teaching
• Advocate for legislation to support public health

These strategy statements were the basis for the roadmaps, strategic imperatives, and key directional shifts.

Ten roadmaps were developed, built from Jump the Curve statements, shifting our focus from Vision 2020 to the goals of Vision 2030. Roadmaps include short, medium and long-term actions that would enable us to reach the future-state goals identified in Jump the Curve. The actual roadmaps and more than 60 meaningful comments and insights provided as feedback during the event are also provided in Appendix VII.
Vision 2030

Close Up

The strategic planning team synthesized the output from the retreat with the goal of distilling the information into meaningful elements to inform the 10-year strategy. We found three distinct imperatives that we believe Luminis Health must be prepared to face in order to achieve our Vision 2030.
Strategic imperatives

Shift Focus to the Health Ecosystem
There is strong consensus that, in the future, we will need to shift our focus away from delivering health care and toward supporting health and wellbeing for the communities we serve. Broadening our focus toward individual and community wellness requires an understanding of the entire ecosystem, including social determinants of health, finding the delicate balance between community health efforts and clinical expertise in fields such as joint replacements, emergency medicine, and women’s health.

Address Health through Social Determinants
Improving the underlying social and economic conditions for the people Luminis Health serves and our surrounding communities must be seen not only as a moral imperative, but as a strategic one for Luminis Health. This means our work must include ensuring our communities have nourishing food, safe and affordable housing, good jobs, economic wellbeing, reliable and affordable transportation options, and strong social ties. Luminis Health should also recognize that, over the decade, the social determinants and definitions of illnesses will continue to evolve. We should be prepared to address social ills such as equity, racism, poverty, and structural violence as health conditions, or, at minimum, contributors to poor health outcomes.

Adopt Technology Proactively
The pace of emerging technologies (AI, robotics, multimodal interfaces, etc.) will require that Luminis Health become proactive around technologies over the next decade. We must enhance our leadership’s understanding of the capabilities and benefits of the technologies, as well as sustain the workforce diversity that cultivates a culture that encourages innovation, experimentation with novel tools, methods, and approaches to care. Critically, this mindset around innovation has to include an embracing of failure as much as a celebration (adoption) of successes. Integrating foresight tools and practices systematically across Luminis Health will help our workforce keep pace with technological change. This could be as simple as implementing a “signals exchange” as part of routine meetings, or as involved as making innovation compulsory for teams.

Key directional shifts
Immediately following the Vision 2030 Retreat, Luminis Health leadership and our partners at IFTF reviewed the outcomes, signals, roadmaps, and feedback from the event to synthesize themes and understand our shared vision for the future. From these various outputs came five key directional shifts that were shared across groups.

It is our belief that we must address these key directional shifts over the next decade in order to achieve our vision for Luminis Health. Vision 2030 is centered on our shared understanding of the key directional shifts informing the future of health, health care and wellbeing by 2030.

LUMINIS HEALTH VISION 2030: LIVING HEALTHIER TOGETHER
Strategic capital investment

Allocating resources over this planning horizon is a key component of execution. The long-range financial plan of Luminis Health reflects its priorities and commitments. Investments to impact health equity and reduce disparities by addressing social determinants of health, influencing the health ecosystem, and enabling emerging technologies demonstrate our alignment of resources to our Strategic Imperatives, allowing us to fulfill our mission and achieve our vision. Similarly, Luminis Health intends to drive strategic capital toward the endpoints we have identified with our Key Directional Shifts. While we retain our focus on these critical targets, we rely on the strategic planning and assessment processes to ensure our capital allocation is aligned with our long range Vision 2030 as well as our Annual Operating Plans and True North metrics.

Throughout Vision 2020, investments made in major capital projects totaled $270M. As part of the Luminis Health integration, we committed to a minimum of $138M in capital and operating investments on the DCMC Lanham campus and in Prince Georges County over 5 years. Strategic Capital and annual operating budgets will continue to be developed to reflect current conditions and priorities as well as our ongoing need to invest in our people, our most valuable asset. We must grow our workforce, help build the skills of our staff and leadership team in a manner that reflects new skills and competencies required for the next decade.

Bold goals

One of the challenges of futures thinking and the development of long-range strategy is the natural tendency of leaders to think in incremental change. Cognitive traps of availability bias, familiarity bias, and confirmation bias prevent people from thinking aspirationally. Luminis Health utilized a strategy of setting bold goals to inspire ourselves to be courageous in order to achieve meaningful change by 2030.

Through the strategic framework of Quality, Community, Workforce, Growth and Finance, Luminis Health will become a national model for diversity, equity, anti-racism, inclusion and justice by implementing the recommendations and achieving the goals set forth by the Health Equity and Anti-Racism Task (HEART) Force. In addition, we have outlined the following Bold Goals for Vision 2030.

<table>
<thead>
<tr>
<th>QUALITY</th>
<th>COMMUNITY</th>
<th>WORKFORCE</th>
<th>GROWTH</th>
<th>FINANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminate maternal and infant mortality</td>
<td>Eliminate suicides and opioid overdoses</td>
<td>Become the #1 employer of choice in the region where 100% of team members find joy at work.</td>
<td>Grow and diversify total operating revenue to reach $5B</td>
<td>Become Maryland’s top ranked system for value, affordability and total cost of care</td>
</tr>
</tbody>
</table>

LUMINIS HEALTH VISION 2030: LIVING HEALTHIER TOGETHER
Vision 2030 is charged with all the possibility that a new decade brings to a forward-thinking, progressive organization. To capitalize on the momentum and energy that went into developing this plan, it is vitally important to effectively communicate Vision 2030 – to all stakeholders.

Communicating and positioning the 10-year plan for Luminis Health is critical if it is to be effective in execution. This foundational step will be undertaken with both internal audiences – creating energy, enthusiasm and buy-in – as well as with the community partners and consumers who will be needed to extend our reach.

Working toward and achieving the previously noted bold goals will set Luminis Health apart. This thought leadership is a significant opportunity for Luminis Health in itself and one that must be optimized. Shining a light on the goals, the milestones to reach them, the collaborations that drive progress, and the outcomes for real people will not only effectively establish Luminis Health regionally, but create additional opportunities for us to continue investing back in our mission.

To do this work, four key communication strategies will be employed:

- **Urgency** – The future is now, and urgency in communication creates buy-in for change
- **Consistency** – Vision 2030 is a long-term strategy; communications should reinforce, repeat, follow up and remind audiences about how we are executing against our goals
- **Celebration** – As Luminis Health transforms care delivery and executes on these key directional shifts, we will celebrate along the way to drive engagement
- **Clarity** – To be effective and achieve our goals, we must be clear about what we expect people to go and do; these details will cascade throughout Luminis Health

This 10-year plan will be updated periodically. Over the next ten-year period, in three-year increments, a shared vision, stakeholder input and definitive execution plans will be reaffirmed. The environment in which a health ecosystem exists is often characterized as VUCA: volatile, uncertain, complex and ambiguous. At Luminis Health we approach these differently.

These conditions dictate regular adjustments to long and intermediate term planning. An example of how this ten-year plan will be updated is shown.

<table>
<thead>
<tr>
<th>Update Year</th>
<th>Planning Horizon</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2024</td>
<td>FY 2025, 2026, 2027</td>
</tr>
<tr>
<td>FY 2027</td>
<td>FY 2028, 2029, 2030</td>
</tr>
</tbody>
</table>
5 Appendices

I Vision 2020 achievements 48
II Stakeholder input 54
III Mission, vision, values 55
IV Background and bibliography 56
V Retreat participants 60
VI Graphic recording 61
VII Roadmaps and feedback 66
As we enter the next decade, we reflect back on the many accomplishments we achieved under Vision 2020, Living Healthier Together. Below is a quick snapshot of some of our key growth metrics, demonstrating how Luminis Health grew under Vision 2020. Some of the data is shown as FY20 Projected, which includes annualized volumes from before COVID forced a reduction in services to help control the Pandemic and preserve personal protective equipment.

AAMC/AAHS volumes are shown for the entire time span of Vision 2020 and DCMC, which became part of Luminis Health in FY20, is provided for FY20 only, representing the time the organization was part of Vision 2020. In addition, we reflect on some of the key accomplishments from AAHS for each fiscal year under Vision 2020.

Quality clinical care

**Admissions and Observations**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAMC</td>
<td>36,451</td>
<td>37,287</td>
<td>38,092</td>
<td>38,876</td>
<td>39,656</td>
<td>39,836</td>
<td>39,267</td>
<td>39,130</td>
<td>38,770</td>
<td>38,156</td>
</tr>
<tr>
<td>AAHS</td>
<td>11,091</td>
<td>11,137</td>
<td>11,183</td>
<td>11,239</td>
<td>11,295</td>
<td>11,351</td>
<td>11,391</td>
<td>11,437</td>
<td>11,483</td>
<td>11,530</td>
</tr>
<tr>
<td>DCMC</td>
<td>15,960</td>
<td>16,020</td>
<td>16,080</td>
<td>16,140</td>
<td>16,200</td>
<td>16,260</td>
<td>16,300</td>
<td>16,340</td>
<td>16,380</td>
<td>16,420</td>
</tr>
</tbody>
</table>

**Emergency Room Visits**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAMC</td>
<td>105,808</td>
<td>108,080</td>
<td>110,356</td>
<td>112,632</td>
<td>114,908</td>
<td>117,184</td>
<td>119,460</td>
<td>121,736</td>
<td>124,012</td>
<td>126,280</td>
</tr>
<tr>
<td>AAHS</td>
<td>5,189</td>
<td>5,239</td>
<td>5,289</td>
<td>5,339</td>
<td>5,389</td>
<td>5,439</td>
<td>5,489</td>
<td>5,539</td>
<td>5,589</td>
<td>5,639</td>
</tr>
<tr>
<td>DCMC</td>
<td>90,619</td>
<td>90,669</td>
<td>90,719</td>
<td>90,769</td>
<td>90,819</td>
<td>90,869</td>
<td>90,919</td>
<td>90,969</td>
<td>90,919</td>
<td>90,869</td>
</tr>
</tbody>
</table>

21% increase in admissions
35% increase in ER visits
Focused on community

**Annual Foundation Dollars Raised**

22% increase in dollars raised

DMMC adds more than $1 million in Annual Foundation dollars raised beginning in FY20.

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
<td>$6,857,681</td>
</tr>
<tr>
<td>FY12</td>
<td>$6,377,693</td>
</tr>
<tr>
<td>FY13</td>
<td>$6,961,379</td>
</tr>
<tr>
<td>FY14</td>
<td>$10,179,351</td>
</tr>
<tr>
<td>FY15</td>
<td>$11,145,386</td>
</tr>
<tr>
<td>FY16</td>
<td>$12,152,085</td>
</tr>
<tr>
<td>FY17</td>
<td>$13,137,000</td>
</tr>
<tr>
<td>FY18</td>
<td>$14,137,000</td>
</tr>
<tr>
<td>FY19</td>
<td>$15,068,800</td>
</tr>
</tbody>
</table>

**Community Benefit**

128% increase in community benefit

DMMC adds more than $1 million in Annual Foundation dollars raised beginning in FY20.

<table>
<thead>
<tr>
<th>Year</th>
<th>Community Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
<td>$46,080,000</td>
</tr>
<tr>
<td>FY12</td>
<td>$66,080,000</td>
</tr>
<tr>
<td>FY13</td>
<td>$86,080,000</td>
</tr>
<tr>
<td>FY14</td>
<td>$106,080,000</td>
</tr>
<tr>
<td>FY15</td>
<td>$126,080,000</td>
</tr>
<tr>
<td>FY16</td>
<td>$146,080,000</td>
</tr>
<tr>
<td>FY17</td>
<td>$166,080,000</td>
</tr>
<tr>
<td>FY18</td>
<td>$186,080,000</td>
</tr>
<tr>
<td>FY19</td>
<td>$206,080,000</td>
</tr>
</tbody>
</table>

Engaged workforce

**System Full Time Employees**

41% increase in employees

DMMC adds more than 1,400 system FTEs beginning in FY20.

<table>
<thead>
<tr>
<th>Year</th>
<th>System Full Time Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
<td>3,800</td>
</tr>
<tr>
<td>FY12</td>
<td>3,890</td>
</tr>
<tr>
<td>FY13</td>
<td>4,000</td>
</tr>
<tr>
<td>FY14</td>
<td>4,200</td>
</tr>
<tr>
<td>FY15</td>
<td>4,600</td>
</tr>
<tr>
<td>FY16</td>
<td>5,200</td>
</tr>
<tr>
<td>FY17</td>
<td>5,600</td>
</tr>
<tr>
<td>FY18</td>
<td>6,200</td>
</tr>
<tr>
<td>FY19</td>
<td>6,800</td>
</tr>
<tr>
<td>FY20</td>
<td>7,400</td>
</tr>
</tbody>
</table>

**Medical Staff (physicians only)**

11% increase in medical staff

DMMC includes more than 500 additional Medical Staff beginning in FY20.

<table>
<thead>
<tr>
<th>Year</th>
<th>Medical Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
<td>767</td>
</tr>
<tr>
<td>FY12</td>
<td>767</td>
</tr>
<tr>
<td>FY13</td>
<td>798</td>
</tr>
<tr>
<td>FY14</td>
<td>818</td>
</tr>
<tr>
<td>FY15</td>
<td>844</td>
</tr>
<tr>
<td>FY16</td>
<td>871</td>
</tr>
<tr>
<td>FY17</td>
<td>842</td>
</tr>
<tr>
<td>FY18</td>
<td>823</td>
</tr>
<tr>
<td>FY19</td>
<td>846</td>
</tr>
<tr>
<td>FY20</td>
<td>846</td>
</tr>
</tbody>
</table>
Growing access to care

**Ambulatory Practice Visits**

- **185% increase in visits**
- DMC adds more than 18,000 surgical cases beginning in FY20

**Surgical Cases**

- **13% increase in cases**
- DMC adds more than 9,000 surgical cases beginning in FY20

Financial strength

**Operating Revenue**

- **64% increase in revenue**
- DMC adds more than $260M in total operating revenue beginning in FY20

**System Debt**

- **32% reduction in debt**
- DMC adds more than $122k total system debt beginning in FY20
LUMINIS HEALTH VISION 2030: LIVING HEALTHIER TOGETHER

FY11
• Implemented Pain Management and Palliative Care Program
• Construction was completed on the South Tower expansion and Garage A. This included 50 new beds, new pediatric Emergency Department, Emergency Department expansion, and 8 new operating rooms with associated preoperative and recovery space. (336 licensed beds) Achieved Leadership in Energy and Environmental Design certification for the South Tower.
• Opened Community Health Center on Forest Drive in Annapolis
• Developed a Physician-Hospitalization Organization (PHO)
• Rolled out Epic ambulatory and MyChart
• Implemented workforce diversity initiative. Committee completed a project charter, identified goals, selected the Future Work Institute as a corporate partner and conducted an executive and leadership council education session.
• Opened dedicated Heart and Vascular Unit
• Ranked in the top 5 hospitals in Maryland for growth

FY12
• Launched Better Together Congestive Heart Failure (CHF) Collaborative, reduced 305 readmissions of CHF patients and gained statewide recognition.
• Initiated bedside shift report on all units
• Initiated Higher Quality, Lower Costs projects and culture. Conducted the first two value stream analysis, 17 workflow organization (6S) events and Methodology realizing $1.6M in savings.
• Established True North Metrics
• Attained Meaningful Use Stage 1
• Recognized as a Leapfrog Top Hospital
• Initiated Bedside shift report on all units
• Initiated Higher Quality, Lower Costs projects and culture. Conducted the first two value stream analysis, 17 workflow organization (6S) events and Methodology realizing $1.6M in savings.
• Established True North Metrics
• Attained Meaningful Use Stage 1
• Recognized as a Leapfrog Top Hospital
• Initiated Higher Quality, Lower Costs projects and culture. Conducted the first two value stream analysis, 17 workflow organization (6S) events and Methodology realizing $1.6M in savings.

FY13
• Established the Center for Health care Improvement (CHI)
• Recognized with the Delmarva Quality Awards for CORE Measures
• Instituted OR calm and OR Time Out
• Recognized as a Leapfrog Top Hospital
• Designed a Medicare Shared Savings Program (MSSP) Accountable Care Organization (ACO)
• Initiated Leadership Exploration and Development (LEAD) Academy, subsequently named for AAMC Trustee and Board Chair, George Moran
• Opened the Hackerman-Patz hospitality House
• Opened James and Sylvia Earl Simulation to Advance Innovation and Learning Center
• Opened Acute Care for Elders (ACE) Unit
• Reduced total cost per equivalent inpatient admission by 4% demonstrating a remarkable ability to ‘bend the cost curve’. The cost reductions were driven by our coordinated Higher Quality, Lower Cost initiative that began in February 2012.

FY14
• Opened the Morris Blum Community clinic through a $800,000 Health Enterprise Zone Grant
• Recruited New Chief Strategy Officer and Chief Human Resources Officer
• Received 2014 Delmarva Foundation Excellence Award for Quality Improvement (2nd year in a row)
• Received Optum Platinum Award for Substance Abuse Care
• Name 3rd busiest hospital in Maryland
• Negotiated first Global Budget Reimbursement model
• Saved $2.6M in Operating Margin impact and another $2.7M cost avoidance through Higher Quality, Lower Cost Performance Improvement initiatives.
• Awarded $500k in Bond Bill funds for new Cardiac Catheterization Lab
• AAMC hosts first class of Summer Research Internship Program
• Established Diabetes Program and recruited medical director
• Achieved Meaningful Use Stage 2
• Achieved blood independence
• Partnership with the Conversation Project to talk with patients about end-of-life resources

FY15
• Awarded Magnet designation
• Selected and funded as one of five Ebola assessment hospitals in Maryland for FY16
• Implemented Wellbeing: The Five Essential Elements
• Created Team, Change, Business leadership framework
• AAMC became a Kaiser Permanente premier core hospital
• Ranked 2nd in the state for Patient Satisfaction
• Established Diabetes Program and recruited medical director
• Achieved Meaningful Use Stage 2
• Achieved blood independence
• Partnership with the Conversation Project to talk with patients about end-of-life resources

Fiscal year 2011-2015 achievements
FY16
• Achieved surgical residency American College of Graduate Medical Education approval
• Established the National Surgical Quality Improvement Program
• Awarded the first Organizational Patient Safety Certification in Maryland
• Awarded Stroke Gold Plus Achievement from the American Hospital Association
• Awarded $2M in state funding for the Bay Area Transformation Partnership
• Launched Health Equity Task Force
• Established the Auxiliary Scholarship for entry-level employees
• Recruited Chief Nursing Officer and Chief Operating Officer
• Became Tobacco Free Employer
• All Anne Arundel Medical Group primary care practices were awarded National Committee for Quality Assurance’s Patient Centered Medical Home recognition

FY17
• Introduced I.C.A.R.E Service Excellence Framework
• Awarded Quality Oncology Practice Initiative
• Launched the 1st annual Quality Improvement Showcase with more than 65 submissions
• Launched Preferred Provider Program to reduce total cost of care working closely with Skilled Nursing Facilities
• Created the role of General Council and Chief Legal Officer
• Administered the first Workforce Diversity Assessment, Unconscious Bias Training, and adopted the Rooney Rule
• Established Weapons Free Policy
• Awarded Certificate of Need for Cardiac Surgery
• Implemented PeopleSoft
• Invested in JHM Medicare Advantage Health Plan

FY18
• Implemented RL6 and increased reported events by 50%
• AAMC was recognized as a finalist for the American Hospital Association’s “Quest for Quality” award
• Partnered with the John A. Hartford Foundation to become an Age-Friendly Health System
• Awarded American Hospital Associated NOVA Award for innovation
• First hospital in the nation to sponsor “Coming to the Table”
• Recruited clinical chairs for Women’s & Children’s and Department of Medicine
• Launched Conexus Laboratories
• Initiated telehealth visits in 6 service areas
• Recognized as a Leapfrog Top Hospital
• Signed first value based agreement with Collaborative Care Network
• Negotiated Global Budget Revenue modification providing an additional $14M in revenue

FY19
• Reduced Opioid Prescribing by 67%
• Achieved a 5-Star designation from Centers for Medicare & Medicaid Services
• Honored as the 2019 Carolyn Boone Lewis Equity of Care winner by the American Hospital Association
• Recognized as a Leapfrog Top Hospital
• Implemented RL6 and increased reported events by 30%
• AAMC was recognized as a finalist for the American Hospital Association’s “Quest for Quality” award

FY20
• Initiated Obstetric Certificate of Need at Doctors Community Medical Center (DCMC)
• Raised the minimum to $15 across Luminis Health
• Awarded magnet re-designation at AAMC
• Recognized as a Leapfrog Top Hospital
• Awarded American College of Graduate Medical Education for residency program in Internal Medicine at AAMC
• Opened McNew Medical Center in partnership with Sheppard Pratt
• DCMC and Children’s National Health System launched pediatric emergency care 7 days a week
• Initiated Epic and PeopleSoft at DCMC
• Launched Preferred Provider Program to reduce total cost of care working closely with Skilled Nursing Facilities
• Established the Auxiliary Scholarship for entry-level employees
• Recruited Chief Nursing Officer and Chief Operating Officer
• Became Tobacco Free Employer
• All Anne Arundel Medical Group primary care practices were awarded National Committee for Quality Assurance’s Patient Centered Medical Home recognition
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• Implemented PeopleSoft
• Invested in JHM Medicare Advantage Health Plan

Fiscal year 2016-2020 achievements

LUMINIS HEALTH VISION 2030: LIVING HEALTHIER TOGETHER
APPENDIX II

Stakeholder input

<table>
<thead>
<tr>
<th>DATE</th>
<th>STAKEHOLDERS</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 8</td>
<td>Retreat Pre-Session</td>
<td>Consumerism</td>
</tr>
<tr>
<td>January 14</td>
<td>Retreat Pre-Session</td>
<td>Caregiving</td>
</tr>
<tr>
<td>April 6-7</td>
<td>Vision 2030 Retreat</td>
<td>10-year plan</td>
</tr>
<tr>
<td>June 13</td>
<td>AAHS Board of Trustees</td>
<td>Review of retreat output</td>
</tr>
<tr>
<td>June 26</td>
<td>AAMC Executive Council</td>
<td>Review of retreat output</td>
</tr>
<tr>
<td>August 22</td>
<td>DCMC Executive Leadership Team</td>
<td>Input into Vision 2030</td>
</tr>
<tr>
<td>September 19</td>
<td>DCMC Executive Leadership Team</td>
<td>Input into Vision 2030</td>
</tr>
<tr>
<td>October 7</td>
<td>AAMC Physician Ops</td>
<td>Input into Vision 2030</td>
</tr>
<tr>
<td>October 10</td>
<td>Luminis Health Exec Leadership Retreat</td>
<td>Input into Vision 2030</td>
</tr>
<tr>
<td>October 14</td>
<td>Luminis Health Strategic Planning Committee</td>
<td>Input into Vision 2030</td>
</tr>
<tr>
<td>November 12</td>
<td>DCMC Medical Exec Committee</td>
<td>Input into Vision 2030</td>
</tr>
<tr>
<td>December 16</td>
<td>DCMC Medical Exec Committee</td>
<td>Input into Vision 2030</td>
</tr>
<tr>
<td>March 26</td>
<td>Luminis Health Strategic Planning Committee</td>
<td>Presented and discussed</td>
</tr>
<tr>
<td>June 11</td>
<td>Luminis Health Strategic Planning Committee</td>
<td>Draft Vision 2030</td>
</tr>
<tr>
<td>September 10</td>
<td>Vision 2030 Revised Task Force</td>
<td>Recommendation to revisit Vision 2030</td>
</tr>
<tr>
<td>September 24</td>
<td>Luminis Health Strategic Planning Committee</td>
<td>Updated Draft Vision 2030</td>
</tr>
<tr>
<td>December 10</td>
<td>Luminis Health Strategic Planning Committee</td>
<td>Recommendation to approve Vision 2030</td>
</tr>
<tr>
<td>December 11</td>
<td>Luminis Health Board of Trustees</td>
<td>Recommend approval of Vision 2030</td>
</tr>
</tbody>
</table>

APPENDIX III

Mission, vision, values

The alignment of the previous mission, vision, and values from both AAHS and DCHS is clear, when viewed side by side, below.

The Mission, Vision, and Values of Luminis Health includes many of the elements of our prior entities’ frameworks.

### Mission

To enhance the health of the people we serve

- Living healthier together
- Centered on the person
- Operating beyond the walls of the hospital
- Built on partnerships, relationships and connectivity
- With shared accountability among patients, physicians, hospitals, employees and community
- Driven by standards based on evidence and outcomes
- Serving a broader geography and depth of patients
- Remaining viable, cost-effective and responsible

### Vision

To continuously strive for excellence in service and clinical quality to distinguish us with our patients and other customers.

- Compassion, Trust, Dedication, Innovation, Quality, Diversity, Collaboration

### Values

- Compassion, Trust, Dedication, Innovation, Quality, Diversity, Collaboration
- Service Excellence
- Respect, Inclusion, Service Excellence

Luminis Health Vision 2030

Mission, vision, and values
Consumerism in Health Care

The road to Vision 2030 began with a kick off session on October 8, 2018. Dr. Barbara Kahn, Professor of Marketing of the Wharton School of Business and author of the book *The Shopping Revolution: How Successful Retailers Win Customers in an Era of Endless Disruption*, presented to members of the board of trustees, executive leadership, physician leaders and emerging administration leadership on the important trend in health care of consumerism. Participants engaged in an exercise to apply the lessons of the retail industry, consumerism and disruption to the health care industry. See on next page.

Caregiving in 2030

A second pre-session was held on January 14, 2019 facilitated by the Institute for the Future. Rachel Maguire led a discussion on caregiving in 2030. She shared three scenarios for the next decade to address the aging population and need for caregivers.

- **Neighbors Care** explores a world where policy makers, the financial industry, and social innovators have acted to develop new markets and models of caregiving, a generation in which childlessness is normal is redefining what “family” caregiving means.
- **Angels in the Floorboards** examines the role of technology in supporting caregivers and why caregivers, care recipients, policy makers, and technologists need to work together.
- **The CARER Act** looks at the implications of integrating informal caregiving with the formal health care system.

Suggested Reading and Advance Materials

Resources:
- Anne Arundel County Community Health Needs Assessment

Articles:
- High-performance medicine: the convergence of human, and artificial intelligence, Eric Topol, M.D.
- The Three breakthroughs that have finally unleashed AI on the World, Kevin Kelly
- Practice: Get there early, Bob Johansen

Books:
- Prescription for the Future - the Twelve Transformational Practices of Highly Effective Medical Organizations, Ezekiel J. Emanuel, M.D.
- Farsighted: How we Make the decisions that Matter the Most, Steven Johnson
- Automating Inequality - How High-Tech Tools Profile, Police, and Punish the Poor, Virginia Eubanks

Videos:
- Overview of the Institute for the Future
- How Childhood Trauma Affects Health Across a Lifetime, Dr. Nadine Burke

Other Relevant Articles:
What can health care learn from the shopping revolution?

Strategic planning committee Vision 2030 kick-off pre-session with Dr. Barbara Kahn

**BRAND**

- **AAMC, high quality/low cost, regional leaders (community)**
  - Telemedicine (on demand), real time scheduling, home monitoring, exceptional customer service, personalized, all Therapies

- Need to continue to build brand to avoid total commoditization, best outcomes +/- communicated
  - Concierge for all, cost transparency, web-based media, appts. ease, convenience, family experience too, care beyond the walls, access, sharing info 24/7/365

- Brand-local community investment opportunity, works with community, leverage provider advisory group, product benefits, community or conglomerate
  - Opportunity, standardize care, lower variability (know what to expect), MyChart Bedside, 3rd party apps

- Trust, performance transparency, utilization of all touchpoints, online reputation management
  - Optimization, concierge, integration of services, relationships

- **AAMC, high quality – trust, alternative services, outcomes**
  - Care, navigators, multi-spec, patient movement, PT center

- Quality, safety or Px
  - Exceptional customer experience, telehealth, navigation, open access/ scheduled, life/Onr building (by age cohort), design care around specialty populations, co-ord of care

- Preventive care – education, “Patient“ first, caring for the caregiver
  - Redefine “waiting” room, define expectation of patient, collecting as much info ahead as possible (provided by the patient), improving scheduling, who does follow-up? patient satisfaction

- Trust
  - Reviews, trust

- Driven by success, in #1 & #2, reputation management
  - Family/Patient – staff instructions, timeliness/convenience, quality of care

**EXPERIENCE**

- Cost
  - Optimize low cost centers
    - Insurance Co., direct to consumer care, narrow network insurance product
  - Lower waste (regulatory)
    - in clinic and administration, preventive care, medical education reform, health res. reform
  - Gadgets here (provide our own insurance product) – not low price
    - low price does not = low cost, loyalty program – eliminate co-pays, “Amazon prime care”

- Alternative cost structure
  - Access, iPhone experience – voice appointments, video experience, using “Siri” to manage appointments (enhance technology – automatic patient data to doctor), virtual medicine, AI

- Transparency, online optimization – FTE reduc/expertise, re-envisioned clinical space, subscription – co-pay, concierge/navigator

- Drugs, efficient ops
  - Only what’s necessary in hospital

- EMR (universal), use big data to continue to improve patient experience

- Price transparency, expectations are crazy low
  - See a doc within 24 hours

- Low prices, control costs with efficiency, transparency???
  - Technology – use to collect info before face to face

- GRR, outpatient costs/ambulatory
  - eliminate waste transparency

- Trust
  - Reviews, trust

- Driven by success, in #1 & #2, reputation management
  - Family/Patient – staff instructions, timeliness/convenience, quality of care
Appendix V

Retreat participants and stakeholder input

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Hitesh Arin, MD
George Anderson, MD
George Askew
Brian Baker, MD
Camille Bash
Torri Bayless
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Niels Holch
Pat Holle
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Scott Kazem, MD
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Angela Wilson
Jan Wood
Nikki Yeager
Cathy Yurkon
Sohail Zaidi, MD
Bryan Zielinski

Appendix VI

Graphic recording
Roadmaps and feedback

Roadmap 1 toward serving as a trusted health provider

Roadmap 2 toward delivering health
Roadmap 3 toward becoming a system of healthy living

Innovation and Bold Goals
- Mutual Engagement
- Invest in Quality Providers/Staff
- Population Health
- Patient Centered Experience
- Invest in CCN

System of Healthy Living!

Roadmap 4 toward leading the healthy ecosystem

Build an Action Roadmap

Community:
- Transform patient advising group
- Needs assessment
- Maximize existing programs

Quality:
- Utilize CCN
- Workforce:
  - Integrate emerging technology

We are and lead a healthy ecosystem!
Roadmap 5 toward relationship-based medicine

Roadmap 6 toward delivering well-being
Roadmap 7 toward becoming a health enhancement partner

Roadmap 8 toward building a health care consortium
Roadmap 9 toward focusing on health outcomes

Roadmap 10 toward leading the health ecosystem