

Strategic Transformation: Aligning Purpose, People, and Performance

Sentara Health

Jenny Snodgrass

Vice President, Strategic Transformation

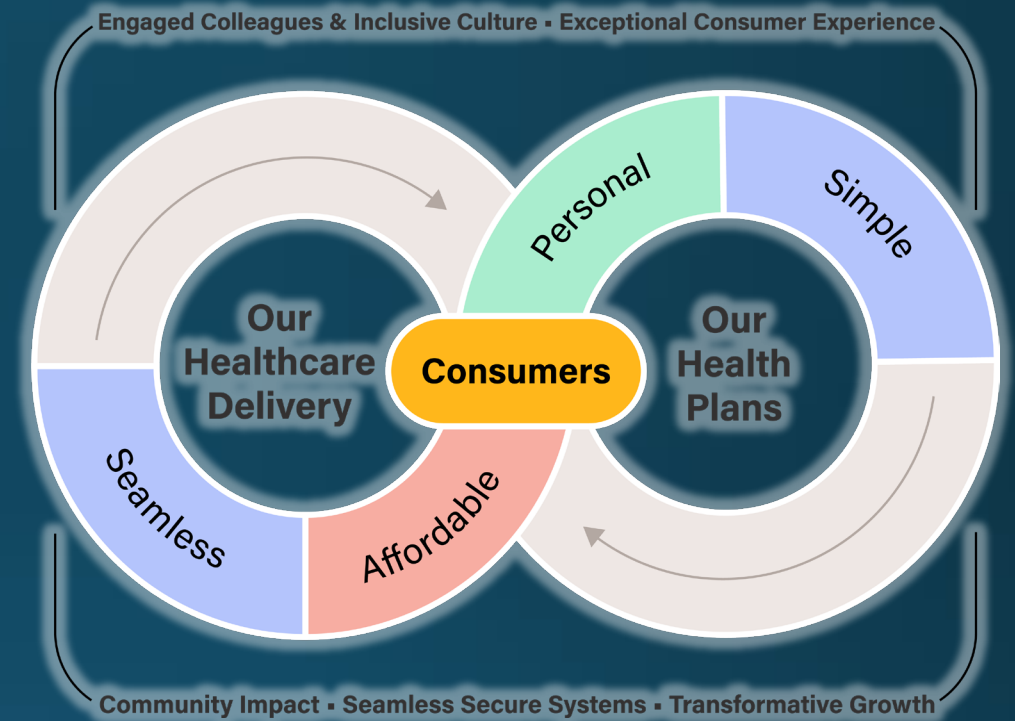
Agenda

- Our Purpose: Why transform
- Our People: Leading the way
- Our Performance: Measurable results
- Our Panel: Sharing lessons learned

(Video) One Sentara Bill Pay: Transforming our bill pay experience, making it seamless for our consumer.

In 2023 Sentara Health launched a 3-year Transformation Program

- An intentional shift to operate our **health system** and **health plan** as one enterprise – **One Sentara**
- Placing our **consumers** - our patients, health plan members and the communities we serve – **at the center of our work**



“

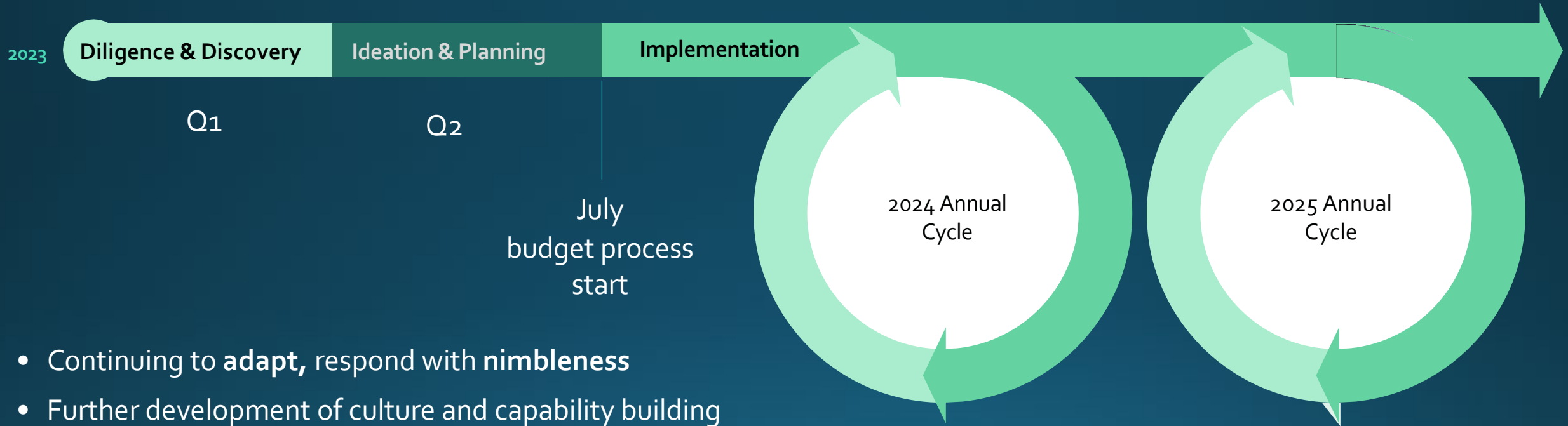
Transformation is not a future event. It is a present activity.

”

-Jillian Michaels

Purpose, People, Performance

Our transformation framework has a repeatable annual planning cycle that aligns to our financial planning cycle



- Continuing to **adapt**, respond with **nimbleness**
- Further development of culture and capability building
- Refining and refilling the pipeline via **ideation & planning**
- Identifying inputs used for the **financial forecast and annual planning**
- **Relentless commitment** to rigor, weekly cadence, delivery



Unlocking the Full Potential of Our People

'Why' drives **Will**:

Connecting our organizational why to their why. Bringing enthusiasm, purpose, and pride to Transformation – the stage where their expertise shines!

Sustainable Skill:

Teaching and reinforcing through capability building and enablement – we continuously learn, together!

Relentless Rigor:

Rigor is a backbone, not a burden. We must apply the right level of discipline without draining energy.

Will: Personal Change Stories

Explain why this transformation journey is important to us

1

Why this matters

2

Why this matters to me personally

Share your personal motivations and why you're excited to be here

Where we are now and what's the discrepancy between where we are now and where we need to go

3

What we need to do differently

What will happen when we have completed this Transformation

4

What we will achieve

Why you believe this Transformation will work

5

Why I believe

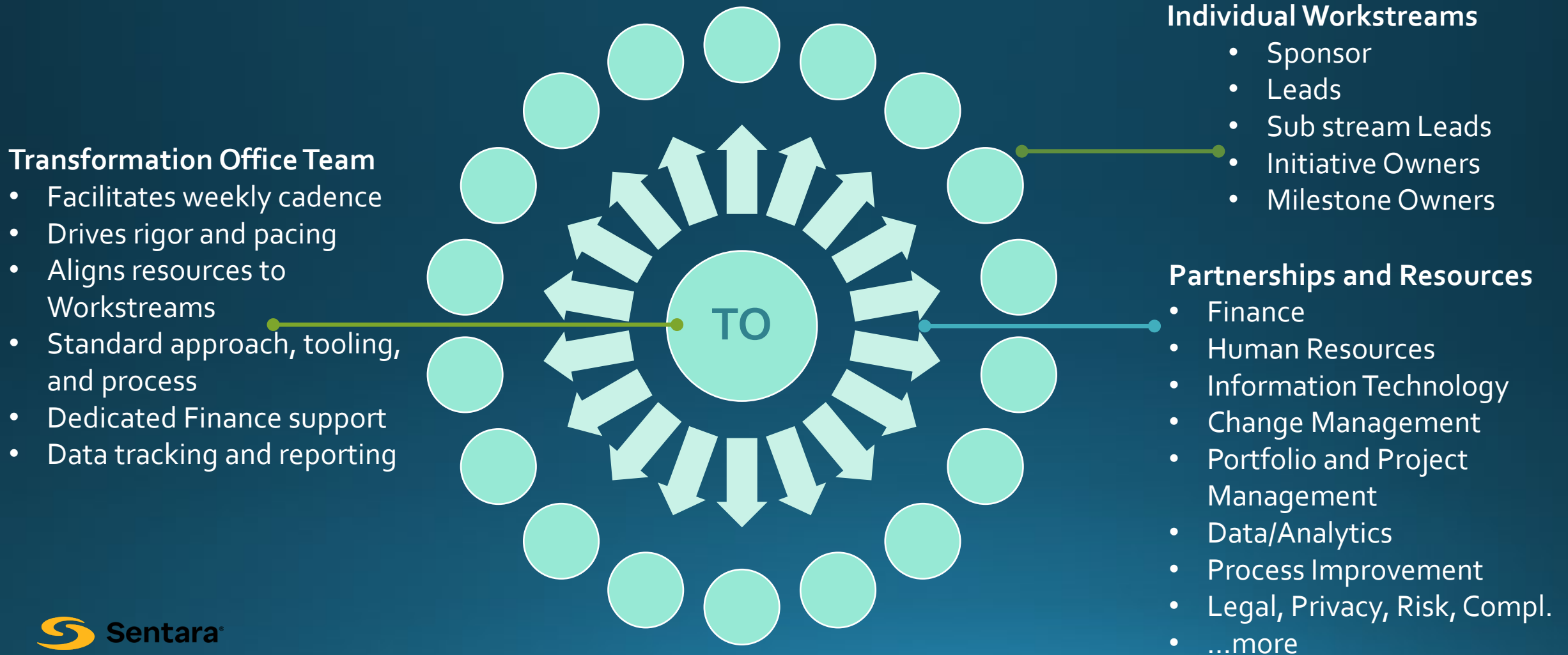
What you are committing to, and what you expect others to commit to

6

Here's my commitment
(...but I will need your help as well)

Purpose, People, Performance

The **Transformation Office (TO)** is designed to centrally support and resource enterprise-wide Transformation efforts.



Skill: Initiative Owners (IO) build capability while serving as the CEO of their initiative

Role

- Operate as the CEO of their initiative
- Have a bias to action
- Identify and define potential opportunities
- Engage with stakeholders across all levels and workstreams to get the work done
- Continue to be the focal point of the Transformation
- Continually help to structure new ideas to maintain a healthy refill pipeline

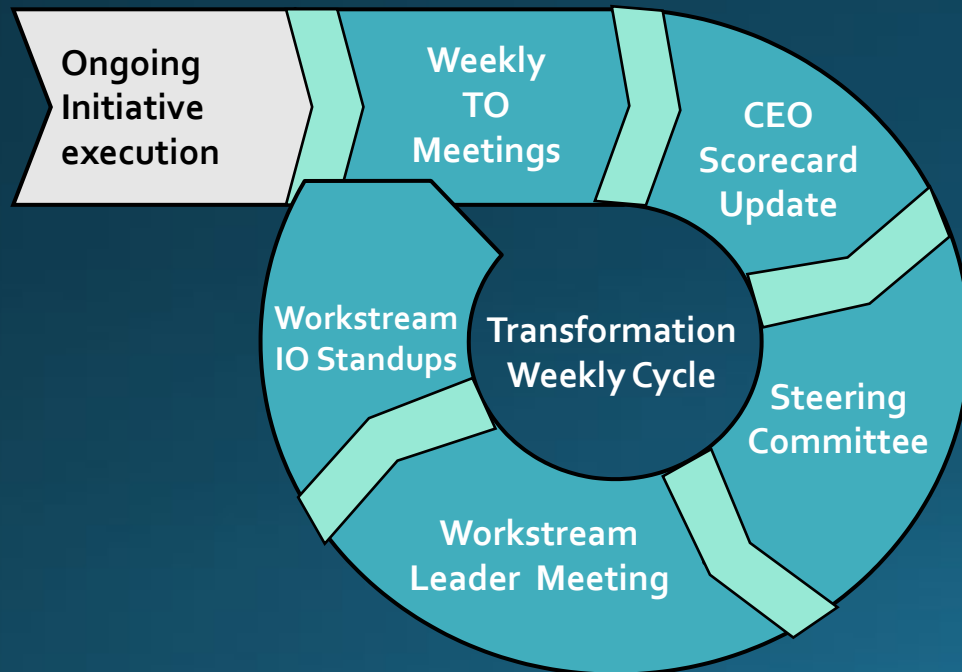
Types of Initiatives

1. **Revenue and growth:** recurring revenue benefits
2. **Medical expenses:** recurring benefits are medical claims and capitation expenses
3. **Cost improvement:** recurring benefits are operating expenses
4. **Pharmacy:** pharmacy-specific impacts only
5. **Investment:** recurring costs only
6. **Enabler:** no to little financial impact

Rigor: Weekly short interval cadence that drives rapid execution



Weekly Meeting Cadence



Meeting Focus

20% of the time:

- Change or Success story
- Review actions
- Review progress vs. Financial Plan
- Review Workstream metrics

80% of the time:

- Problem solve on:
 - What's imminent
 - What's late
 - What's big
 - What's broken
- Assign actions that address root cause of problems

Our first two years...Transformation

Will

≈1,300

Colleagues mobilized^{1,2,3}

>190

Change Stories shared in **year 1**

>1,900

Total number of ideas submitted

Skill

>900

Initiative owner developed business cases^{2,4}

>100

Hours of training completed by initiative owner role⁷

921

Implemented initiatives²

9,465

Created milestones^{2,3}

Rigor

>3,000

Role-based initiative approvals^{2,9}

>1,000

Transformation Office Workstream meetings held⁸

>600

Initiatives included in quarterly impact attestations in 2025^{2,5}

>1,000

Consultation & Partnership Reviews^{2,6}

Transformation Success = **Will × Skill × Rigor**

Our first two years...Transformation: By the Numbers



One Sentara Objectives

143
Initiatives aligned to "Simple"¹

455
Initiatives aligned to "Seamless"¹

104
Initiatives aligned to "Personal"¹

410
Initiatives aligned to "Affordable"¹



The Pipeline

1,229
Initiatives active across the transformation¹

9,465
Milestones created across the transformation^{1,3}



3-year Plan & Progress (to date)

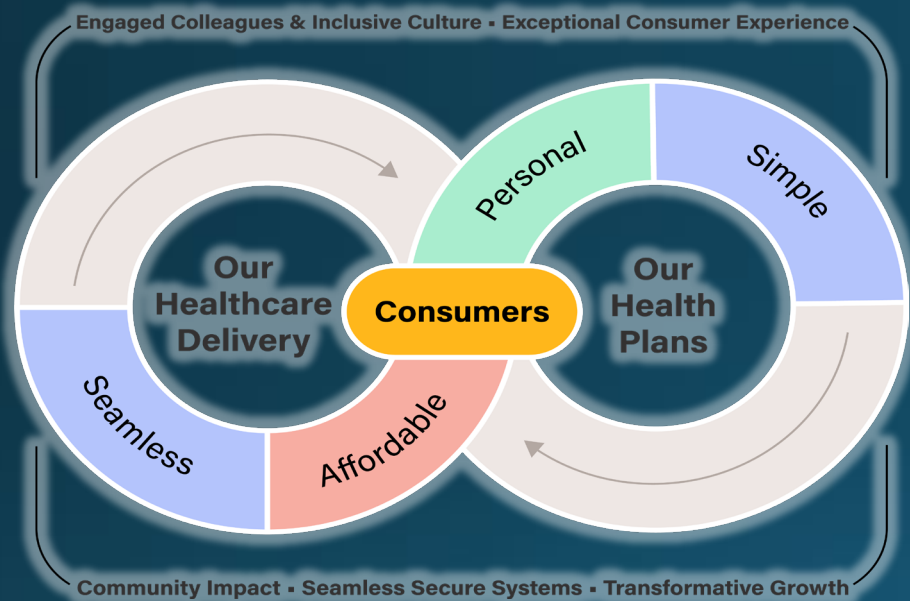
\$946M Plan (gross recurring impact)	80 New Initiative Owners since Jan. 1, 2025 ^{1,2}
---	---

\$735M Plan (net recurring impact)	7,664 Milestones completed ¹
---------------------------------------	--

\$745M
Estimated NRB by end of 2025 (net impact)⁴

1. Cancelled & On Hold Initiatives are not included
2. # of total unique IOs and Backup IOs
3. Cancelled & On Hold Milestones are not included
4. As of 8/19/25

2026 Launching Our Next 3-Year Transformation: Sustainability & Agility → Ongoing Transformation



Build on What We Learned



Deliver on Commitments



Mindset of Agility & Learning

North Star – Our Consumer



Making care and services simple, seamless, personal, and affordable

Finance Team Alignment to Transformation

3 Levels of Partnership

ENTERPRISE Alignment to
Transformation
Office &
One Sentara
integrated
economics

WORKSTREAM Finance Lead(s)
dedicated to each
Workstream

INITIATIVE Partnership for
initiative business
cases and actuals
reporting process
May also serve as
initiative owners
(IO)

Spotlight improvements made within Finance:

- Mandatory leader financial training
- Monthly Director+ Financial Updates
- Overall focus on process and governance redesign
- PO process /improve controls
- Control Tower
- AI discovery underway

Sentara Health Finance Leadership Team Panel



Bryce Snyder
SVP, Finance Care Delivery



Michael Truesdale
VP, Chief Accounting Officer



Shannon Nahitchevansky
Director of Patient Financial Services

Thank you!