



The Cause: A Vision for Our Journey Ahead by Craig A. Wagoner,
President & CEO, Community Health System

The following expands upon our commitment to being the trusted health leader, opening new doors to educate, innovate, and enhance our care and services across the Valley. This expanded vision outlines the future we are working toward—not only for our health system but for our patients, our teams, and our entire community. It transforms our commitment into a comprehensive, actionable path toward becoming the model for excellence in healthcare, not just locally, but nationally.

Imagine a time when people turn to our health system not because they are sick, but to stay well—healthy and to live fully. When our commitment to preventative care, driven by solid data, cutting-edge technology and value, ensures that our patients are not only cared for but empowered to live their healthiest lives—and rarely in our hospitals. And when our family and friends do need our hospitals, it's to celebrate the joy of new life or to heal when their bodies require advanced, expert care, trusting us to deliver zero harm, zero mistakes, perfect quality, and exceptional patient experience *every single time*. Our commitment to care is so profound that regulatory surveys become a routine formality every three years. At Community, safety, excellence, and compassion are not goals or words on a poster—they are our way of life.

Imagine a future where physician shortages no longer exist because we've trained more doctors than our community needs, ensuring everyone has access to timely exceptional care. Our use of innovative technologies and a strong focus on value and positive outcomes will ensure that primary care is abundant and accessible, reducing the need for emergency care and unnecessary hospitalizations. As a result, we will need fewer hospital beds, because we've succeeded in keeping our community healthy, reducing the demand for inpatient care. Our emergency departments will serve only true emergencies, supported by the comprehensive, preventative services offered through our clinics and health plans—the *Right Care*, at the *Right Time*, and in the *Right Place*.

Imagine Community Health System as the national standard for excellence, with health systems across the country striving to earn the prestigious Community Health Excellence Award. Our health system will thrive financially, reinvesting in our team members, services, infrastructure, research, education, and community outreach programs to prevent and eliminate disease—transforming our approach to care and making us a model for others.

In this future, every patient feels safe, every team member is empowered to deliver exceptional care, and every community member feels supported and trusts us with their care. Together, we will create a healthier, stronger central California—where compassion and excellence define every moment of service, and where our use of technology and value-based care sets the standard for health systems across the nation.

This is our compass. Our journey begins today.

Feb. 3, 2025

A handwritten signature in blue ink, appearing to read "Craig A. Wagoner", is positioned at the bottom left of the page.