

WMCHHealth
20
30

Five Year Strategic Plan



Creating Access to
Hope and Healing
for All



“A unified system serving every community of the Hudson Valley.”



LETTER FROM THE FUTURE FROM THE CEO

As I write to you in 2030, it is extraordinary to look back on the transformation we have achieved together.

In 2025, WMCHHealth stood at a pivotal crossroads, confronting rising competition, aging facilities, inconsistent access, deteriorating payer mix, and a growing demand for advanced care across the Hudson Valley. Yet even then, we understood a fundamental truth: no other organization carried the responsibility, the reach, or the possibility that WMCHHealth did. What we needed was acceleration - and the discipline to sustain it.

Today, acceleration and innovation define us. WMCHHealth has become the Hudson Valley's premier integrated academic health system and a distinctly health-caring organization. We operate as a unified enterprise - not a holding company - delivering high-quality, high-reliability care across hospitals, ambulatory sites, digital platforms and home-based services. All are connected through intentional design and the strategic deployment of augmented intelligence, ensuring care is timely, coordinated and centered on the patient.

We strengthened Westchester Medical Center and Maria Fareri Children's Hospital into true regional destinations for complex and quaternary care, a transformation affirmed when Westchester Medical Center earned a place on the U.S. News & World Report Honor Roll, placing us among the nation's most elite academic medical centers.

Nothing symbolizes this ambition more clearly than the creation of the WMCHHealth Cancer Institute - a freestanding, state-of-the-art center built through disciplined stewardship and record philanthropy. It now serves as a statewide beacon for excellence in oncology, integrating advanced clinical programs, expanded trials, and a translational research infrastructure that has positioned us for us to pursue NCI designation. A decade ago, patients routinely bypassed the region for cutting-edge cancer care; today, patients from across and outside of New York travel here to receive it.

Our academic partnership with New York Medical College has flourished. Together, we expanded residency and fellowship programs, recruited national-caliber clinician-scientists, and built a research ecosystem that supports discovery across every major specialty. This relationship is no longer simply collaborative - it is central to our identity as a leading academic health system.

Our partnership with Boston Children's Health Physicians similarly transformed pediatric and women's health across the region. We expanded congenital heart, oncology, surgical, neonatal, and maternal-fetal programs, enabling families to receive world-class care close to where they live and work. Thousands of women and children now access services once thought available only in Manhattan or out of state.

We also invested deeply in the care of our most vulnerable populations. Our inpatient behavioral health hospital was rebuilt into a modern therapeutic environment worthy of our mission. Our Emergency Department at Westchester Medical Center and Maria Fareri Children's Hospital was redesigned to meet the needs of a growing and aging population, dramatically improving throughput, experience, and outcomes. Across the system, we achieved Magnet status at every hospital and Leapfrog "A" ratings systemwide - clear evidence of a relentless commitment to quality, safety and reliability.

We unified our physician enterprise and implemented a single EMR across the system, supported by AI-enabled tools that improved access, reduced administrative burden, strengthened care coordination, and enhanced clinical decision-making. The Hudson Valley's largest multi-specialty group now operates as a single, integrated enterprise with seamless referrals, same-day online scheduling, a unified call center, and shared accountability for outcomes. Outmigration has fallen sharply, and our expanded ambulatory footprint has made WMCHHealth the region's true front door to health and vitality.

None of this occurred by chance. It happened because we committed - consistently and deliberately - to elevate excellence, create and innovate with purpose. The strategic plan we set in motion in 2025 was a promise to reimagine the future of healthcare in the Hudson Valley. Today, in 2030, we can say with conviction that we not only kept that promise; we surpassed it.

Thank you for your foresight and support when you ratified our 2025 strategic plan. That decision laid the foundation for a thriving, modern, integrated health system - one that now stands as a defining source of strength for the Hudson Valley.

David Lubarsky, MD, MBA, FASA
President & Chief Executive Officer
WMCHHealth





WMCHHealth Mission, Vision, Values



MISSION

Improving health for all through exceptional care, innovation, and education.



VISION

Creating access to hope and health for all.



VALUES

Excellence. Social Purpose. Integrity = Trust Earned in Every Moment

Collaboration and Teamwork. Stronger Together.

We are one team, transparent and accountable, delivering compassionate care that connects people to health, not just healthcare.

Accountability and Innovation. It's Up to Us.

We are building a dependable, health caring system where patients, families, and our workforce feel safe, seen and supported. We are bringing the latest advances into care for those who count on us.

Respect Everyone. It Takes All of Us.

We promise to provide equitable patient-centered care, that considers everyone's unique perspective. We are committed to each other to celebrate and respect our differences.

Empathetic and Compassionate Connected Care. Patient Experience.

Enhancing the human experience for patients, their loved ones and our team members to create value for the community.

We Are Proud to be Hudson Valley's Only:

Academic Medical Center-Led Network

Level 1 Trauma Center (Adult & Pediatric)

Advanced Care Children's Hospital (Maria Fareri Children's Hospital)

Organ Transplant Center

Full-service Heart Center

Pediatric ICU

Level 4 Neonatal ICU (Regional Perinatal Center)

Burn Center (between NYC & Canada)

Comprehensive Stroke Center

AngioDynamics NanoKnife Technology

WMCHHealth:

- Operates 9 hospitals, 3 nursing homes, 60+ ambulatory care sites, serving 2.45M residents across NY's Hudson Valley.
- 12,200+ employees
- Partnership with New York Medical College, with over 50 GME programs and 530+ residents & fellows
- Generates \$4 Billion annual economic activity, \$690 Million annual community benefit

Accelerating WMCHHealth's Impact

Key factors reshaping the region's healthcare.

OUR CHANGING REGION

The Hudson Valley is experiencing rapid demographic, economic, and consumer demand shifts that require WMCHHealth to rethink how care is delivered across the region. These forces shape the strategic choices before us.

“A unified system serving every community of the Hudson Valley.”



Aging Population: Rising Specialty Demand

The region's 65+ population will grow by **15% over the next decade**, adding more than **72,000 seniors**. This demographic shift accelerates demand for cardiology, oncology, neurosciences, orthopedics, and chronic disease management—requiring a stronger specialty footprint, more distributed access points, and modernized care pathways.

+72,000
seniors by **2034**

A seismic shift in
REGIONAL CARE NEEDS



Healthcare Economic Drivers

The rising public payer mix of Medicare and Medicaid continue to constrain healthcare organizations. Local and national healthcare policies may threaten the financial resources of providers. Institutions are competing for a smaller portion of the market and financial resources to support their mission.



Demand for Ambulatory and Digital Access Models

Outpatient and virtual encounters are rising sharply while inpatient volumes remain relatively flat. Healthcare consumers are seeking accessible and convenient care options, delivered how they want to receive care. Building multi-specialty hubs, expanding telehealth, and creating a unified digital front door are essential to recapturing referrals, improving convenience, and meeting modern expectations

Outpatient and virtual care rising



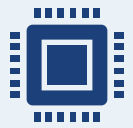


Need for **DISTRIBUTED ACCESS** and a **UNIFIED DIGITAL** entry point

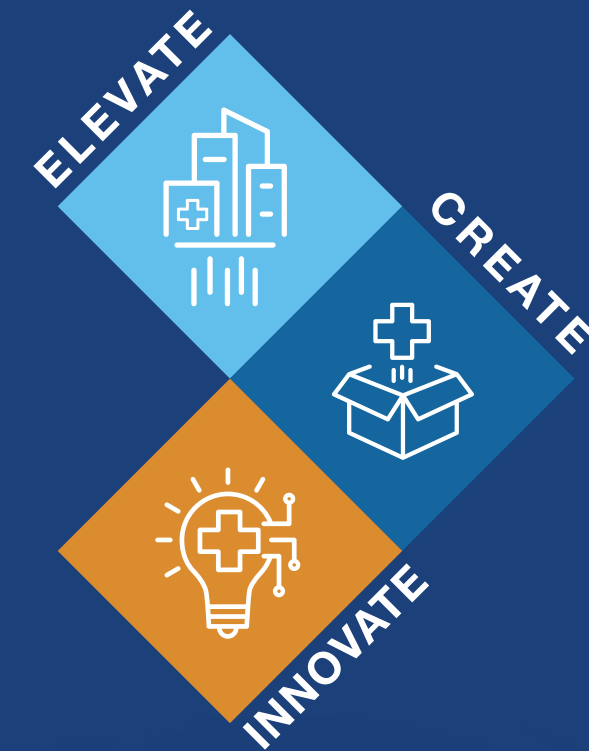


Vision For the Future WMCHHealth: System-Wide Transformation

WMCHHealth's five-year strategy is built around a clear aspiration: **to become the Hudson Valley's integrated academic health system**, recognized for excellence in access, quality and safety, patient experience, digital innovation, and financial sustainability.

This future is defined by these characteristics of what success in 2030 looks like:

 <p>ACCESS</p> <p>Front Door to Health</p> <p>With convenient digital, ambulatory, home-based and post-acute access points.</p>	 <p>EXCELLENCE</p> <p>Destination of Choice</p> <p>Academic medical center, Children's Hospital and strong community hospitals.</p>	 <p>DIGITAL</p> <p>Digitally Connected System</p> <p>Built on a unified EMR, advanced analytics and AI.</p>	 <p>WORKFORCE</p> <p>Employer & Provider of Choice</p> <p>With a unified, high-performing culture.</p>	 <p>SUSTAINABILITY</p> <p>Financially Sustainable & Policy-Relevant</p> <p>Reinvesting in mission-critical care.</p>
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Three strategic imperatives

Elevate, Create, Innovate define **HOW WE GET THERE.**

Elevate, Create, and Innovate will be the pillars of our strategic plan. They define how WMCHHealth will lead: by setting the standard for advanced care, building a unified system that delivers everywhere, and embracing technology to drive continuous improvement. These imperatives will guide our investments, shape our partnerships, and ensure that we fulfill our mission for every community we serve.



Stakeholder Vision for 2030

The call to action is clear: we must create a financially stable, regionally trusted, high-quality academic health system with modern facilities, integrated care pathways, robust community partnerships, and a seamless patient experience. Stakeholders envision WMCHHealth as the organization capable of being the most accessible hospital system in the Hudson Valley—if we *accelerate, integrate, and innovate over the next five years.*



ELEVATE WMCHHealth as the Destination Academic Medical Center

Strengthen Westchester Medical Center and Maria Fareri Children’s Hospital as the region’s flagship academic medical center, expanding access to advanced and quaternary services so patients no longer need to leave the Hudson Valley for world-class care. Elevate system-wide performance, reputation, and clinical depth through modernization, specialty growth, nursing excellence, and stronger academic integration.

What Elevate Achieves:

- Ranked AMC recognition and destination programs
- Expanded specialty and quaternary care capacity
- Stronger research, education, and clinical excellence
- Expanded services across the Hudson Valley

- Ranked AMC recognition
- Destination Programs
- Expanded services
- Nursing excellence



1. Elevate WMC as a Ranked AMC

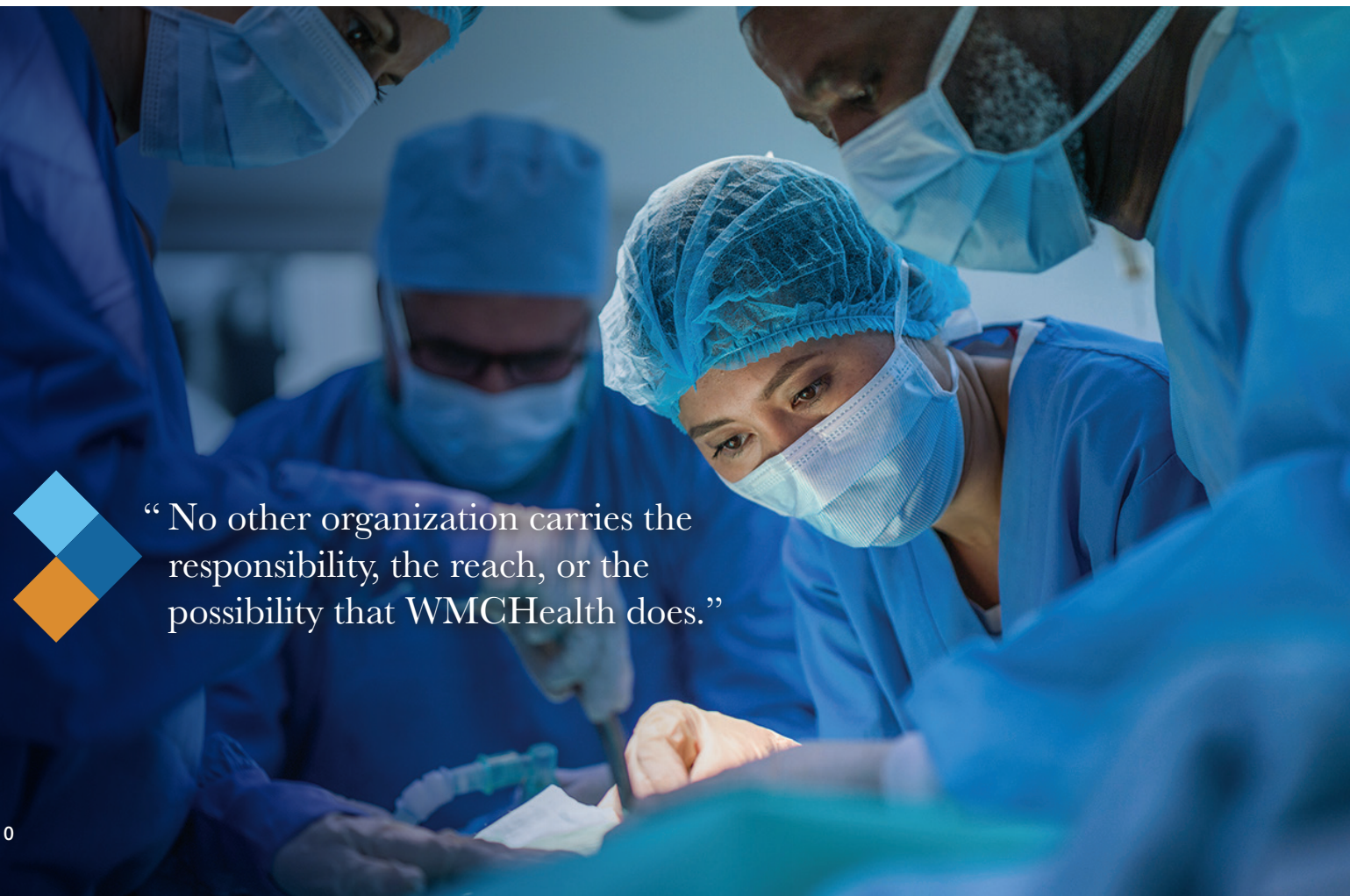
Position WMC as the Hudson Valley’s destination for advanced and quaternary care through modernization, expanded specialty depth, nursing excellence, and strengthened academic integration.

2. Expand Clinical Program Investments Across the Region

Ensure every community has access to high-quality, appropriately scaled care by strengthening regional hospitals, expanding specialty services, and standardizing clinical pathways.

3. Elevate Impact as an Essential Safety Net System

Reinforce WMCHHealth’s role as the region’s safety-net anchor, delivering essential services and expanding behavioral health capacity while continuing to partner with the State for sustainability of these services.



“No other organization carries the responsibility, the reach, or the possibility that WMCHHealth does.”

CREATE Care Everywhere — One WMCHHealth

Build a unified, integrated health system that delivers seamless, reliable care across all hospitals, ambulatory sites, and digital platforms. Create consistent standards, shared pathways, and coordinated patient journeys supported by a cohesive physician enterprise and expanded access points across the region.

What Create Achieves:

- A clinically integrated, system-wide physician network
- More accessible ambulatory “front doors”
- Standardized high-quality care across all locations

- Integrated physician enterprise
- Ambulatory ‘front doors’
- System-wide care standards



4. Advance WMCHHealth System Integration

Create a unified, high-performing system by aligning medical groups, clinical pathways, quality standards, and data platforms, ensuring consistent, reliable care everywhere.

5. Grow Ambulatory and Build More Accessible Front Doors

Develop a modern, consumer-centric ambulatory network that increases convenience, expands specialty access, and provides convenient care by meeting patients where they are.

6. Develop Strategic Partnerships

Advance clinical partnerships that foster collaboration, expand regional reach, enhance academic integration, and support the local communities.

7. Build a High-Quality, Regionally Distinctive Network for Insurers & Employers

Position WMCHHealth as a value-driven system offering high-quality care, local access, and improved population health outcomes for payers, employers, and employees.

8. Fortify Brand Recognition and Brand Promise

Transform WMCHHealth’s brand into a unified, trusted system identity recognized for quality, outcomes, and regional leadership.

INNOVATE Digitally Driven Culture

Harness technology and data as core operating drivers—not optional enhancements. Deploy a unified EMR, AI-enabled tools, and a modernized digital front door to improve care access, reduce friction, enhance decision-making, and extend system capability.

What Innovate Achieves:

- Faster, easier access for patients and providers
- Improved throughput, efficiency, and quality
- Scalable digital and AI infrastructure

- Faster access
- Improved throughput
- Scalable technology



9. Deploy Advanced Technology to Simplify Access and Improve Decision-Making

Modernize core platforms, enhance the digital front door, and strengthen care coordination to improve convenience and clinical reliability.

10. Leverage AI for Process, Care, and Operational Improvement

Use artificial intelligence as a force multiplier to improve clinical workflows, operational efficiency, and patient outcomes.



- **MISSION**
Improving health for all through exceptional care, innovation, and education.
- **VISION**
Creating access to hope and health for all.
- **VALUES**
Excellence. Social Purpose. Integrity = Trust Earned in Every Moment



- Collaboration and Teamwork
- Accountability and Innovation
- Respect Everyone
- Empathetic and Compassionate Connected Care

“WMCHHealth is the only system capable of redefining care for the Hudson Valley – if we accelerate over the next five years.”



STRATEGIC PRIORITIES

ELEVATE

WMCHHealth:
Destination of Choice

1. **Elevate WMC as a ranked AMC**
 - ◆ Differentiate tertiary/quaternary service lines
 - ◆ Accelerate clinical research and innovation
 - ◆ Enhance the academic mission with NYMC
2. **Expand WMCHHealth reach and services** through strategic regional clinical program investments
3. **Elevate impact as an essential safety net health system**

CREATE

Care Everywhere:
One WMCHHealth

4. **Advance system integration**
5. **Grow ambulatory access and build more accessible “front doors”**
6. **Develop strategic partnerships**
7. **Build a high-quality, regionally distinctive network offering** for insurers and employers including WMCHHealth
8. **Fortify brand recognition and brand promise**

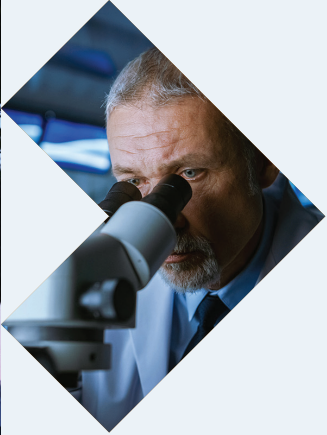
INNOVATE

Digitally
Driven

9. **Deploy advanced technology** to simplify access, improve convenience, and support clinical decision-making
10. **Leverage AI** for process, care, and operational improvement

FOUNDATIONAL STRATEGY ENABLERS

- Thriving Workforce and Unified Culture
- Exceptional Patient Experience
- Operational Excellence
- High Reliability Patient Safety and Quality Of Care
- Analytics, Metrics, Reporting
- Financial Sustainability



Executing with Discipline

- Clear accountability.
- Transparent measurement.
- Sustained system-wide performance.

WMCHHealth’s ability to deliver results hinges not only on strategy but on disciplined execution. The next five years will be guided by a structured implementation model, and transparent performance measurement to ensure accountability across the enterprise.

FOUNDATIONAL ENABLERS

Across all three imperatives, WMCHHealth’s success depends on building a strong foundation that supports execution, reliability, and sustainable performance.

Thriving Workforce & Unified Culture:

WMCHHealth is building a unified, high-performing workforce and culture through targeted talent strategies and leadership development, ensuring staff engagement and alignment across all campuses.

Exceptional Patient Experience:

The system is redesigning workflows, expanding digital access, and optimizing service delivery to provide a seamless, patient-centered experience at every touchpoint.

Operational Excellence:

WMCHHealth drives operational excellence through continuous improvement, standardized processes, and data-driven management, resulting in measurable gains in efficiency, throughput, and service quality.

These enablers ensure we have the people, processes, and resources required to accelerate our impact and deliver on the mission.

High Reliability Patient Safety & Quality of Care:

The organization is committed to high reliability and safety, leveraging interdisciplinary rounds, robust quality tracking, and evidence-based protocols to consistently deliver safe, high-quality

Analytics, Metrics, Reporting:

Advanced analytics and enterprise-wide reporting systems implemented will enable real-time performance monitoring, informed decision-making, and transparent accountability across all domains.

Financial Sustainability:

WMCHHealth ensures financial sustainability through disciplined cost management, length of stay management, operational optimization, supplemental funding, and strategic investments that support long-term growth and resilience.

“These foundations make the strategy possible.”



IMPLEMENTATION MODEL

Ensuring that strategy translates into measurable progress.

Strategic Plan Linked to Annual Operating Plans and Budget

Multi-year strategic priorities will directly inform annual operating plans, capital allocations, workforce planning, and financial targets. Priority initiatives will be embedded into the business development and planning process to ensure resources follow strategy.

Clear Accountability and Leadership Ownership

Each priority and initiative will have designated executive sponsors and initiative champions, supported by cross-functional teams. Performance dashboards will track milestones, impacts, and risks at regular intervals.

Review and Communication

A Strategy Scorecard will track performance of the strategic plan, with measures aligned to the strategic imperatives and priorities. Regular review and updates through annual leadership retreats, scorecard updates, initiative-level meetings will ensure the strategy remains dynamic and responsive to change needs.

Aligned System Operating Model

Transparent performance monitoring and operational alignment.

To support disciplined execution, WMCHHealth will establish a **system-wide operating cadence** — a unified “racetrack” — that aligns planning, budgeting, operations, HR, and governance around **one integrated cycle**. This cadence ensures that:

- ◆ Strategic priorities drive annual goals and budgets
- ◆ Leadership performance plans align to system objectives
- ◆ Operational reviews follow a consistent rhythm across all sites
- ◆ Finance, HR, Strategy, and Operations work from the same dashboard
- ◆ Accountability, resource deployment, and decision-making happen in sync

This operating model creates clarity, predictability, and speed — ensuring the organization moves as **one system**, not a collection of independent parts.

This plan establishes the roadmap for WMCHHealth’s transformation—strengthening our role as the Hudson Valley’s academic medical center, expanding regional access to high-quality care, and modernizing the system to meet the needs of our communities. Through disciplined execution, aligned governance, and a unified focus on performance, **WMCHHealth is positioned to deliver on its mission and accelerate its impact for the Hudson Valley.**

“Tomorrow’s WMCHHealth is a system defined not by its constraints, but by its impact.”

