



Sun Health®

**STRATEGIC
FRAMEWORK**

FY 2020-2024



Sun Health®

Core Purpose

Empowering people to enjoy living longer.

Mission

We champion superior health and wellbeing through philanthropy, inspired living and wellness programs.

Vision

We envision a world where people live longer, healthier, more purposeful lives.



The History of Sun Health

Our story began over 50 years ago, when a group of West Valley residents gathered in effort to improve the overall health and wellbeing in their community. Their support through Sun Health Foundation funded, built and opened Walter O. Boswell Memorial Hospital in 1971, and Del E. Webb Memorial Hospital in 1988. In 2008, Banner Health acquired both hospitals and our philanthropic relationship commenced. Since then, we've been the exclusive fundraising arm for Banner Boswell and Banner Del E. Webb medical centers and the Banner Sun Health Research Institute.

What began as a desire of a group of individuals to improve the health and wellbeing in their community has since prospered into a legacy of passion and giving. Today, Sun Health is comprised of three business units—Sun Health Foundation, Sun Health Communities and Sun Health Wellness—each one supporting the overall mission and vision of the organization.

SUN HEALTH WELLNESS

Sun Health Wellness develops, supports and implements industry-leading, community-based health and wellness programs, classes and services. By offering these resources to the community, we have continued to improve the overall quality of life of individuals.

SUN HEALTH FOUNDATION

Sun Health Foundation provides philanthropic support through individual contributions that help fund life-giving services and research at Banner Boswell Medical Center, Banner Del E. Webb Medical Center and Banner Sun Health Research Institute. It also supports the extensive Sun Health Wellness programs available to the community.

SUN HEALTH COMMUNITIES

Sun Health Communities owns and operates Life Plan Communities—Grandview Terrace, La Loma Village and The Colonnade—as well as the Sun Health At Home program for those who enjoy their current residence.

SUN HEALTH'S 2030 PORTRAIT

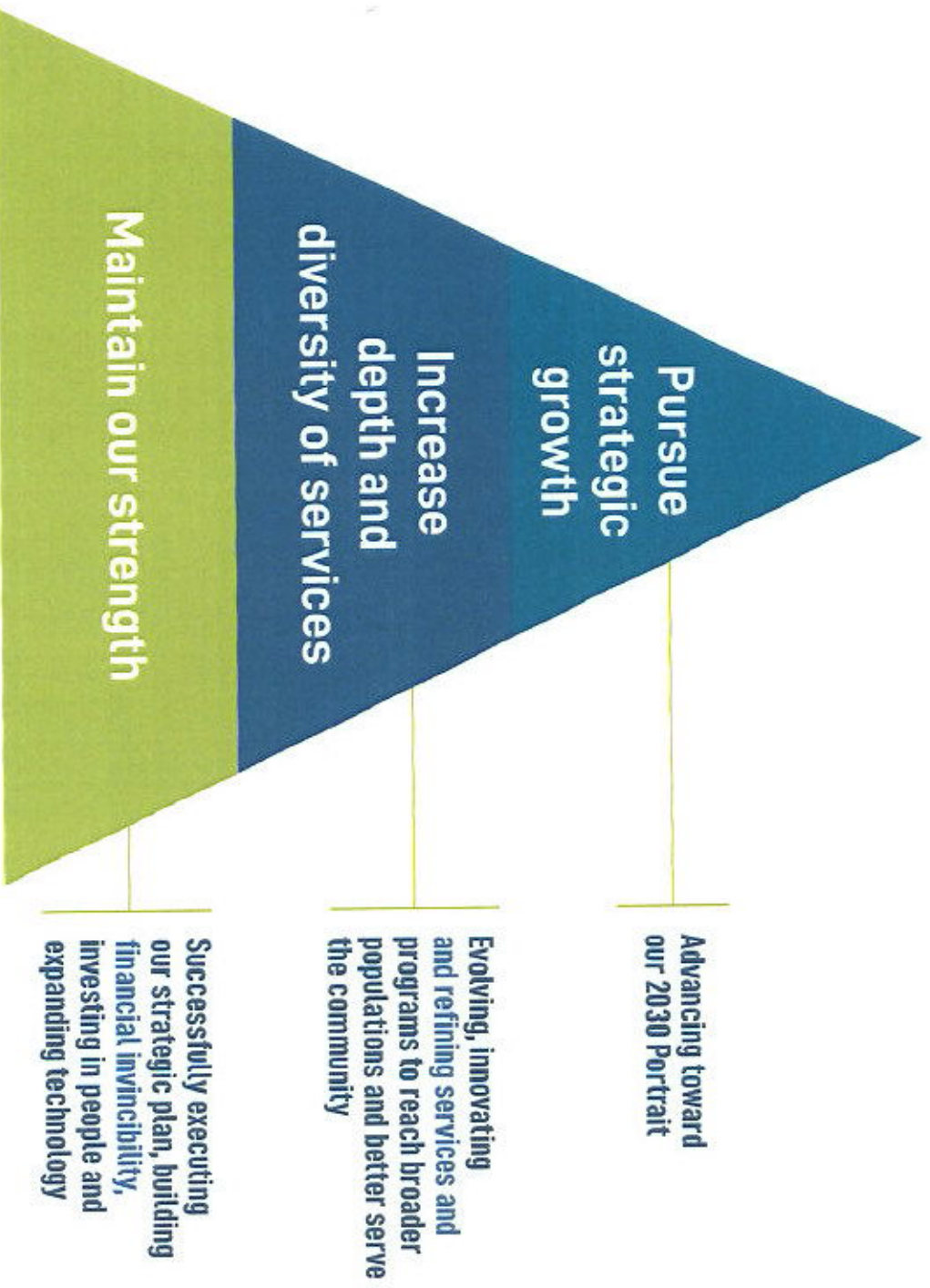
In 2030, Sun Health...

- Continues to be an opportunity-driven organization that empowers four times the number of people served in 2018 - to enjoy living longer through a comprehensive and integrated array of services and programs. Sun Health's coordinated approach to enhanced health and wellbeing has been recognized nationally as the definition of "successful aging."
- Has expanded its senior living/life plan type campuses - by developing two additional senior living sites and adding three through affiliation. La Loma Village (expanded and renovated in 2020) boasts high occupancy as do the other Sun Health senior living communities allowing for continued capital improvements that appeal to the upcoming generation of residents. A middle-market senior living community was acquired and now benefits from Sun Health's commitment to a healthy lifestyle as reflected in the comprehensive, coordinated health and wellbeing program.
- Has a robust at-home program, built upon an expanded and broader Sun Health At Home model that serves multiple markets. Sun Health has created an integrated, consumer-focused constellation of services in order to help community members live longer, healthier and with a higher quality of life.
- Is *the* employer of choice in the markets it serves - recognizing that quality is but an aspiration without passionate, talented and engaged individuals, uniformly focused on our mission, vision and core purpose.
- Benefits from strong and engaged Boards of Directors and an executive team with deeper and broader talents and capacity - whose laser-like strategic focus coupled with enhanced industry knowledge powers socially entrepreneurial decision-making. The executive team has evolved over time to accelerate Sun Health's ability to execute the key strategies. A robust and active succession planning system is key to the ongoing success and vitality of Sun Health.
- Is technologically advanced, proficient in applying technologies that demonstrate return on investment and effectively blend high-tech with high-touch. Clients, residents and team members enjoy access to applications that enable highly-desired living and working environments, as well as enhanced socialization and communication.
- Has evolved and grown the Foundation to serve the needs of the greater community in addition to the Banner Boswell and Del E. Webb medical centers. With a focus on our core purpose, our fundraising has grown to include an increasingly broad constituency and is focused on funding expanded services and community needs.

STRATEGIC DRIVERS



In order to achieve the 2030 Portrait, during the next one to five years, Sun Health will focus on three strategic directions:



STRATEGIC PLANNING FRAMEWORK

KEY INITIATIVES

In order to achieve our 2030 Portrait, Sun Health will pursue key initiatives in these areas:



STRATEGIC INITIATIVES

PHILANTHROPY

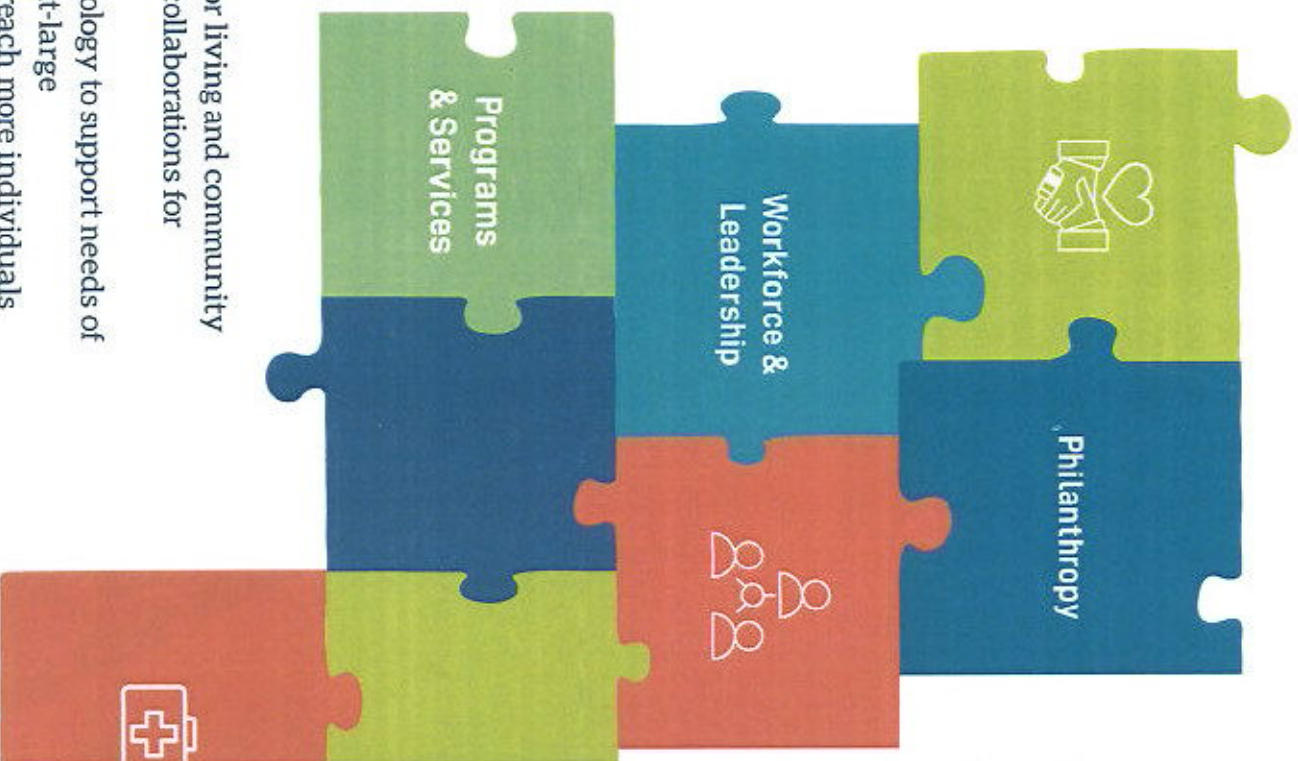
- Achieve fundraising goal of \$48 million for Generosity for Generations Campaign
- Develop a plan to broaden and transition the focus of the Sun Health Foundation to achieve even greater impact

WORKFORCE & LEADERSHIP

- Develop a plan to become a true “employer of choice”
- Develop succession plans and leadership development programs for key leadership positions
- Continue to enhance the strategic focus, diversity, onboarding and training of Board members
- Consolidate employment structure into “One Sun Health”
- Explore opportunities to address workforce needs in the greater community through partnerships and philanthropic efforts

DIVERSITY & DEPTH OF PROGRAMS

- Fully develop the La Loma campus to include senior living and community wellness projects as well as possible partnerships/collaborations for residential, commercial and other opportunities
- Develop short-term and long-term plans for technology to support needs of residents, at-home members and the community-at-large
- Enhance home and community-based services to reach more individuals through a coordinated service model
- Evaluate and innovate middle-market retirement living opportunities
- Evaluate Medicare Advantage partnership(s) to serve residents of Sun Health Communities and members of Sun Health At Home
- Evaluate Program for the All-Inclusive Care of the Elderly (PACE) as a potential model to serve community

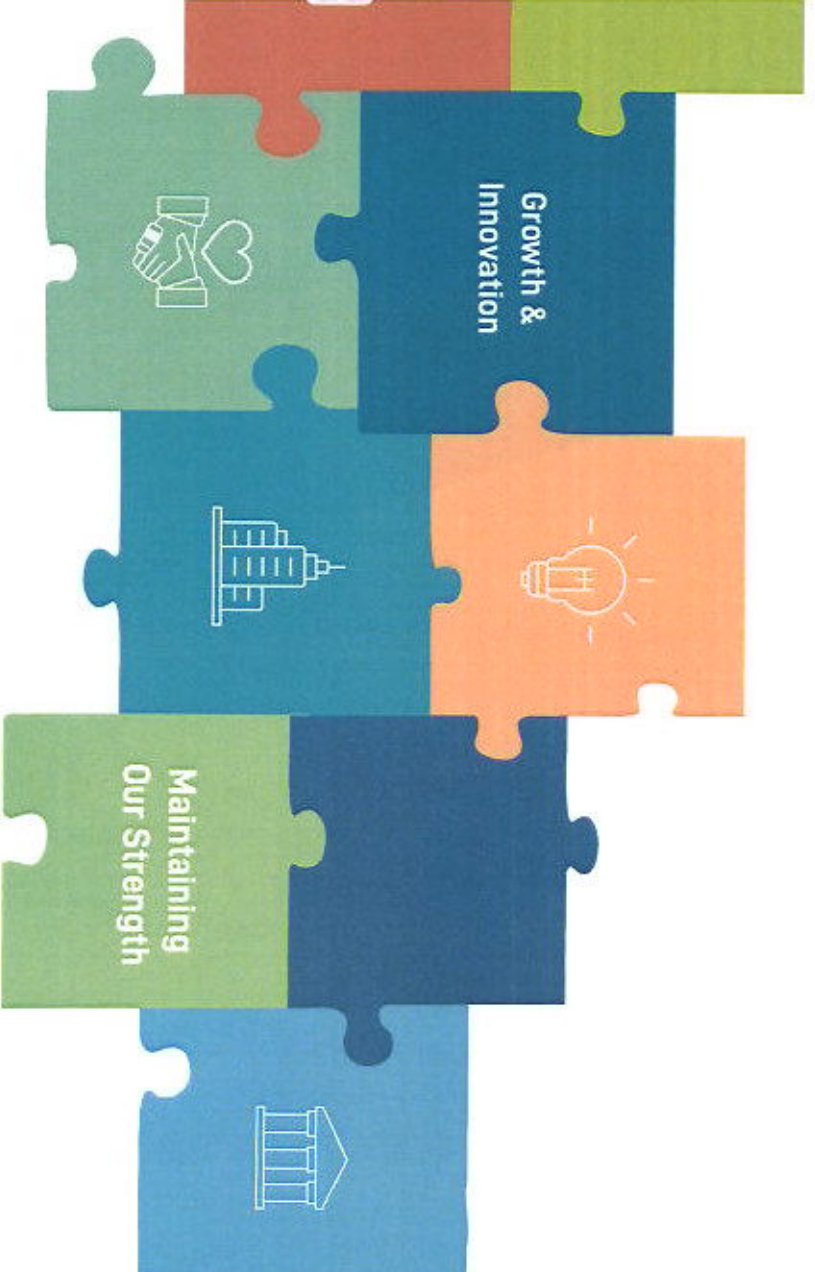


GROWTH & INNOVATION

- Develop an infrastructure and culture that inspires innovation and fosters a proactive planning discipline, incorporating community needs and collaboration opportunities with other organizations
- Develop criteria and strategy for partnerships, affiliations and acquisitions, and execute strategy to proactively address opportunities
- Complete the plan for capital refinancing and pension plan management

MAINTAINING OUR STRENGTH

- Execute the FY 2020-2024 strategic plan
- Ensure the long-term viability of Sun Health by achieving financial targets and making disciplined resource allocation and deployment decisions
- Effectively steward the time, talent and financial resources entrusted to us by donors, residents and members
- Benchmark the results and successes of our current and future business lines
- Continue to strengthen the Sun Health brand and improve brand awareness of the services provided by Sun Health



STRATEGIC PLANNING FRAMEWORK

SUN HEALTH'S 2030 PORTRAIT

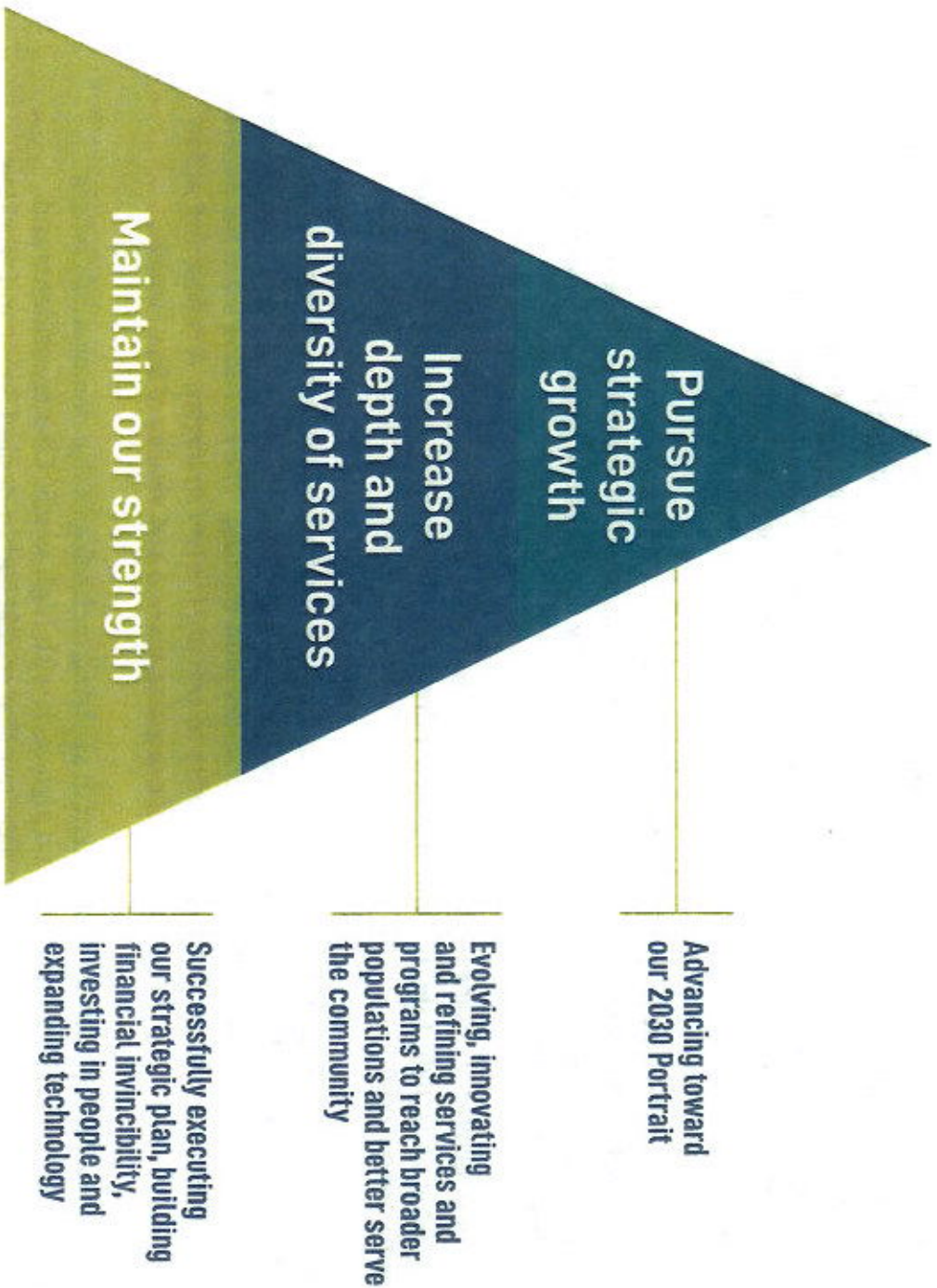
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- Benefits from strong and engaged Boards of Directors and an executive team with deeper and broader talents and capacity - whose laser-like strategic focus coupled with enhanced industry knowledge powers socially entrepreneurial decision-making. The executive team has evolved over time to accelerate Sun Health's ability to execute the key strategies. A robust and active succession planning system is key to the ongoing success and vitality of Sun Health.
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- Has evolved and grown the Foundation to serve the needs of the greater community in addition to the Banner Boswell and Del E. Webb medical centers. With a focus on our core purpose, our fundraising has grown to include an increasingly broad constituency and is focused on funding expanded services and community needs.



STRATEGIC DRIVERS

In order to achieve the 2030 Portrait, during the next one to five years, Sun Health will focus on three strategic directions:



STRATEGIC PLANNING FRAMEWORK

KEY INITIATIVES

In order to achieve our 2030 Portrait, Sun Health will pursue key initiatives in these areas:



PHILANTHROPY

- Collaboratively develop a plan to broaden and transition the focus of the Sun Health Foundation
- Develop a coordinated and expanded volunteer program
- Promote workforce development efforts in the community through philanthropic efforts to offer professional development and scholarships

WORKFORCE & LEADERSHIP

- Develop a plan to become a true "employer of choice"
- Develop succession plans and leadership assessment programs for key leadership positions
- Continue to enhance the strategic focus and diversity of the Boards
- Explore opportunities to address the workforce needs in the greater community

DIVERSITY & DEPTH OF PROGRAMS & SERVICES

- Fully develop the La Loma campus to include senior living and community wellness projects, as well as possible partnerships/collaborations for residential and commercial projects
- Develop short-term and long-term plans for technology to support needs of residents, at-home members and the community-at-large
- Enhance home and community-based services to reach more individuals
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GROWTH & INNOVATION

- Develop an infrastructure to promote intentional innovation
- Develop and execute partnership/affiliation criteria and related strategy

MAINTAINING OUR STRENGTH

- Execute the fiscal year 2020-2024 strategic plan
- Maintain and strengthen the overall financial viability of the organization
- Maintain the financial security of residents and members in our existing Sun Health Communities
- Continue to strengthen the Sun Health brand and improve brand awareness of the services provided by Sun Health
- Benchmark the results and successes of our current and future business lines