

## THE OPERATING

# Intelligence Model™

Intelligence in Action. Value in Motion.

The Operating Intelligence Model defines how we translate strategy into adaptive execution, uniting people, technology, and data intelligence to create measurable impact across the enterprise.



Human-centered  
by design



Governed with trust  
and accountability



Data and AI that  
drive real outcomes



Continuously learning.  
Intentionally evolving.

Technology is the enabler. People remain the purpose.



THE MODEL IN ACTION

## A Continuous Operating Cycle

Five connected capabilities power how we operate—every day, across every decision.



Continuous Learning Loop: Insight informs the next cycle.

BUILT ON FIVE FOUNDATIONS

# The Pillars That Make It Possible

These enabling capabilities create the conditions for intelligent, human-centered operations.



## TRUST & GOVERNANCE

Responsible AI.  
Clear guardrails.  
Human accountability.

- Ethics & fairness
- Privacy & security
- Transparency
- Compliance



## DATA & AI INTELLIGENCE

High-quality data.  
AI that explains  
and empowers.

- Data quality
- Interoperability
- AI models & tools
- Insight activation



## PEOPLE & CULTURE

Empowered teams.  
Curiosity, trust,  
and collaboration.

- Skills & enablement
- Change & adoption
- Inclusion & equity
- Well-being



## PROCESS & OPERATING MODEL

Simple, agile,  
and value-driven  
ways of working.

- Standardization
- Agile delivery
- Automation
- Cross-functional



## PARTNERSHIPS & ECOSYSTEM

Stronger together.  
Aligned for shared  
impact.

- Strategic partners
- Provider & payer
- Communities
- Innovation network



At the center of every foundation is **People + Purpose**—  
our commitment to advance health and human potential for all.

## OUR NORTH STAR

Healthier Communities.  
Greater Equity.  
Human Potential—Repossible.

## OUTCOMES THAT MATTER

# Intelligence That Improves Lives

The Operating Intelligence Model drives measurable impact across the enterprise.

**MISSION**

Advance our purpose and improve community health.

- Better population health
- Stronger social impact
- Health equity by design

**EXPERIENCE**

Deliver connected, empathetic experiences that build trust.

- Better patient & caregiver experience
- Engaged, empowered teams
- Digital experiences that delight

**OPERATIONAL**

Operate with agility, resilience, and intelligent efficiency.

- Higher quality & safety
- Optimized capacity & flow
- Automation that scales

**FINANCIAL**

Steward resources responsibly to create sustainable value.

- Strong financial performance
- Value-based outcomes
- Investment in the future

**OUR COMMITMENT**

We operate with intelligence and humanity—designing systems that augment people, earn trust, and deliver better health for all.



**The Most Intelligent Future  
of Health Should Also Be  
the Most Human.**