



2025-26 Impact Report



I am proud to share **Lucet's 2025-26 Impact Report**, which demonstrates another year of building on our mission to improve the physical, behavioral and social health of those we serve. While our first report established an important benchmark, this year's story is about momentum — how we've built on that foundation to deliver faster access to care, stronger outcomes and deeper engagement with the communities we serve.

Our purpose remains clear: to make health care accessible, improve experiences for members and partners, and act with intention in how we support both our people and our communities. Over the past year, that purpose translated into measurable results. We reduced our average speed to care to **4.9 days, a 5% improvement over last year**, helping members connect with support more quickly and confidently. Ninety-six percent of Lucet EAP members

polled reported that they were able to book a convenient appointment date, showcasing the accessibility of our EAP program.

This year also marked an important evolution in how we deliver care with the **launch of Lucet at Home**, expanding access for high risk members through coordinated, in-home support with an impressive **20% increase in connection to care**. This initiative represents a significant step forward in our ability to deliver comprehensive care beyond traditional settings and reinforces our focus on innovation that drives real world impact.

Quality outcomes remained a central focus. Through our Care Management programs, **77% of members experienced improvement in PHQ 9 scores**, and **88% of providers reported satisfaction working with Lucet**. These results reflect the strength of our provider alignment

strategy and our commitment to meeting members where they are with care tailored to their needs.

Our impact extends well beyond care delivery. Lucet's culture of service continues to thrive, with employees contributing more than **4,100 volunteer hours** in support of environmental initiatives, food access programs and behavioral health causes. Internally, we continued to invest in the growth, connection and well being of our workforce. More than **40 team members participated in leadership development programs**, while **350+ employees engaged in learning sessions** designed to foster professional growth and collaboration.

Recognition remains a cornerstone of our culture, with **Spark Award nominations increasing by 30% year over year**, reflecting strong peer engagement across departments. For the second consecutive year, these efforts earned national recognition

as **Newsweek named Lucet one of America's Best Midsize Workplaces**.

As we enter the year ahead, I am energized by the progress we've made and confident in where we're headed. This report highlights not just what we achieved, but how we continue to evolve — strengthening our ability to deliver seamless, compassionate and effective care at every point of connection. Thank you to the Lucet team, our partners and the members we serve. Your dedication, collaboration and trust make this work possible, and I look forward to what we will accomplish together next.

Shana Hoffman



Shana Hoffman
President & CEO
Lucet

Our Mission

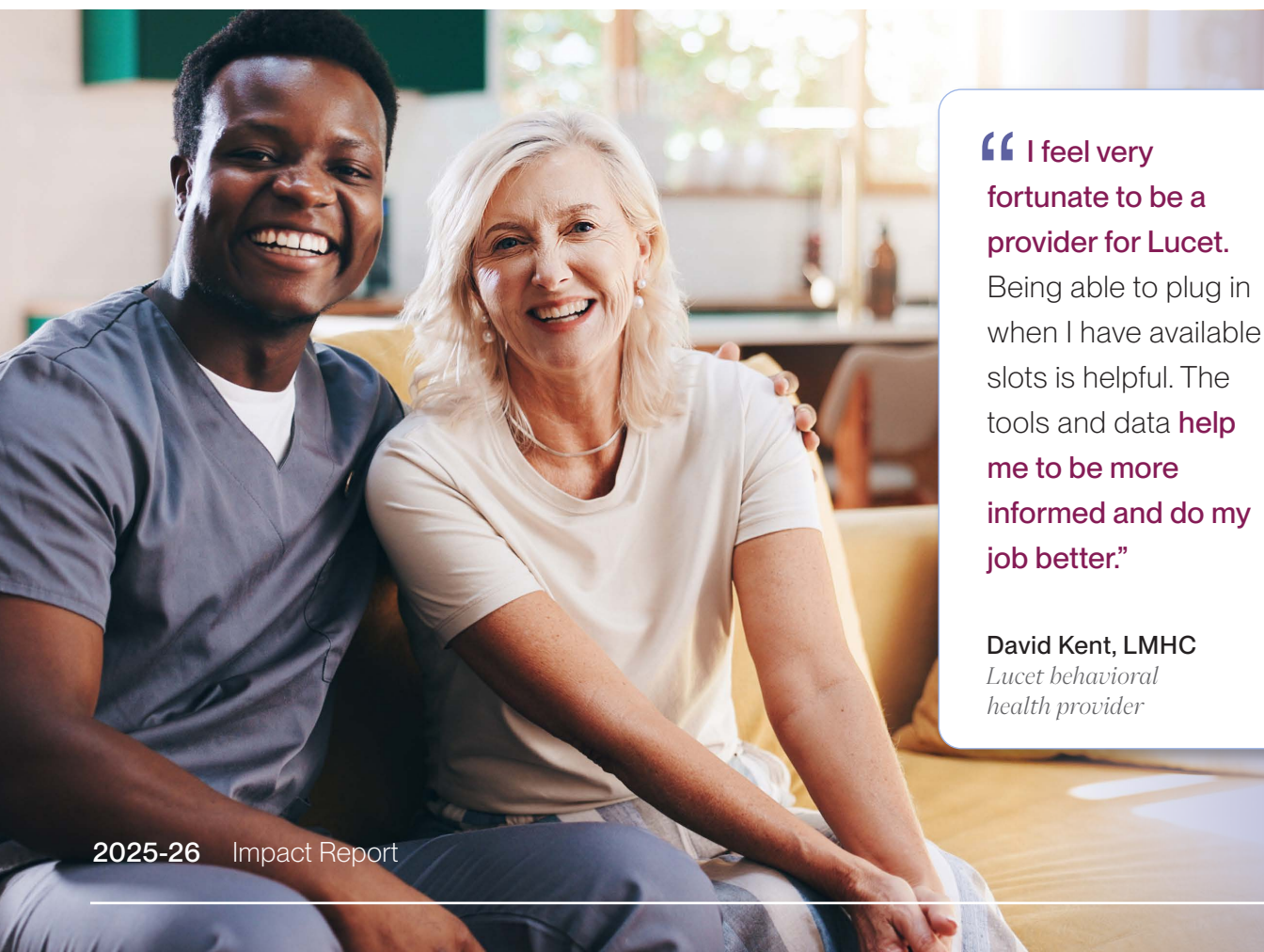
Our mission and our passion is to **improve physical, behavioral and social health** for *those we serve*.

Our Values

- ✦ Serve everyone with *compassion*
- ✦ Step up and *create value*
- ✦ Be *ready to adapt* in a changing world
- ✦ Nurture growth and *belonging*

Our Strategy

In 2025, we focused on delivering **whole person care**: reaching those we serve, where they are — to meet care needs in the home, workplace and online with tech-enabled, high touch support.



“ I feel very fortunate to be a provider for Lucet. Being able to plug in when I have available slots is helpful. The tools and data **help me to be more informed and do my job better.**”

David Kent, LMHC
Lucet behavioral health provider

“ Lucet Care Management was **amazing.** It was nice not to feel alone and prepared me for the next thing. **It was life changing.**”

Alisha
Behavioral health member whose daughter received care management for eating disorder

“ They came to me at a time in my life when I was really **scared.** I had a high fever and one of the nurses told me that I had afib. I called for emergency help that night. **In many ways, it saved my life.**”

Maureen
Lucet at Home member

“ We have a special company here. It’s an honor to work with everyone daily. **I truly believe the work we are doing is improving lives.**”

Jeremy Abney
Sr. Dir. of Procurement
Spark Award winner

Connection to Care

At Lucet, we develop strategies to match providers appropriately with the people we serve. Our approach emphasizes understanding each individual's distinct needs and offering opportunities to access care that suits their personal preferences.

Care Management

 **77%**
of members
improved
PHQ-9 score

97% of engaged
members
agreed that Lucet Care
Management **helped**
them cope



In 2025, Lucet launched
Lucet at Home, which
provides a direct path to
better health by delivering
comprehensive care
where high risk members
need it most — right in
their home.

+20% increase
in connection
to care 


Behavioral Health Provider Satisfaction

88% satisfied
+11% over last year 

Care Connection

 **4.9** days average
speed to care
5% faster than last year

EAP Member Satisfaction

96% of employees
polled reported 
that they booked a convenient appointment date
and time for themselves or a family member

Employee and Community *Impact*

At Lucet, we align our actions with employee engagement and social impact goals. We foster purpose by involving our team in community service and supporting internal engagement and networking activities. These efforts help strengthen community connections and enhance our team's job satisfaction.



Giving back to the environment, communities in need of food and resources, and behavioral health causes



Named among America's **Best Midsize Workplaces** by Newsweek for a second year in a row



Employee Well-Being Committee

Expanded efforts to engage, educate and improve wellness of team members through newsletters, step challenges, toolkits and more.



Professional Development

40+ high-performing individual contributors took part in our leadership program, **Learning Circles**, leading to promotions across the organization.

350+ team members attended informal learning sessions sharing practical knowledge on career and industry topics.



Spark Awards

162 total nominations

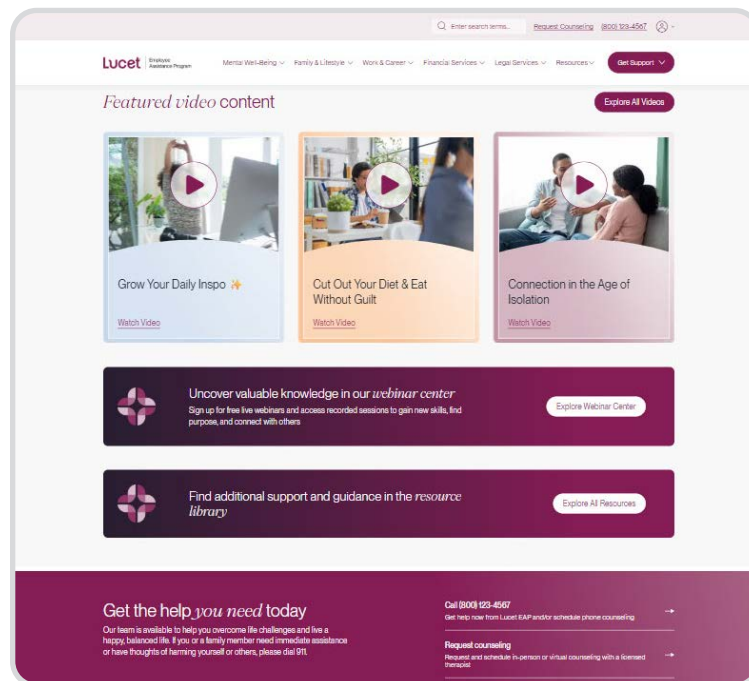
30% increase since last year

27% of nominations were for new Lucet at Home team members

26% of nominations were from peers in different departments

Education, Communications and Influence

At Lucet, we spread awareness about mental, physical and social health. We foster conversations that deepen engagement and understanding, and that connect our community — health plans, providers, patients, members and employees — to resources that empower them to achieve their goals.



Launched new Lucet Employee Assistance Program (EAP) website featuring 800+ new and revitalized resources.



Initiated new member and provider info session series to educate those engaged in our care on whole health care topics.



Released comprehensive HEDIS Toolkit and campaign with key resources for providers to improve follow-up care measures.



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