

Our Innovation and Experience Drive Accountable Care Results.

 MARKET
GROWTH

 OPERATIONAL
EFFICIENCY

 PHYSICIAN
ALIGNMENT

 CARE
MANAGEMENT

 PATIENT
ENGAGEMENT



value-based care

our experience

the patient story

our approach

MARKET GROWTH

Distribution

Member Retention

Analytics

OPERATIONAL EFFICIENCY

PHYSICIAN ALIGNMENT

CARE MANAGEMENT

PATIENT ENGAGEMENT

Market growth

Attributes that drive success in accountable care

Distribution

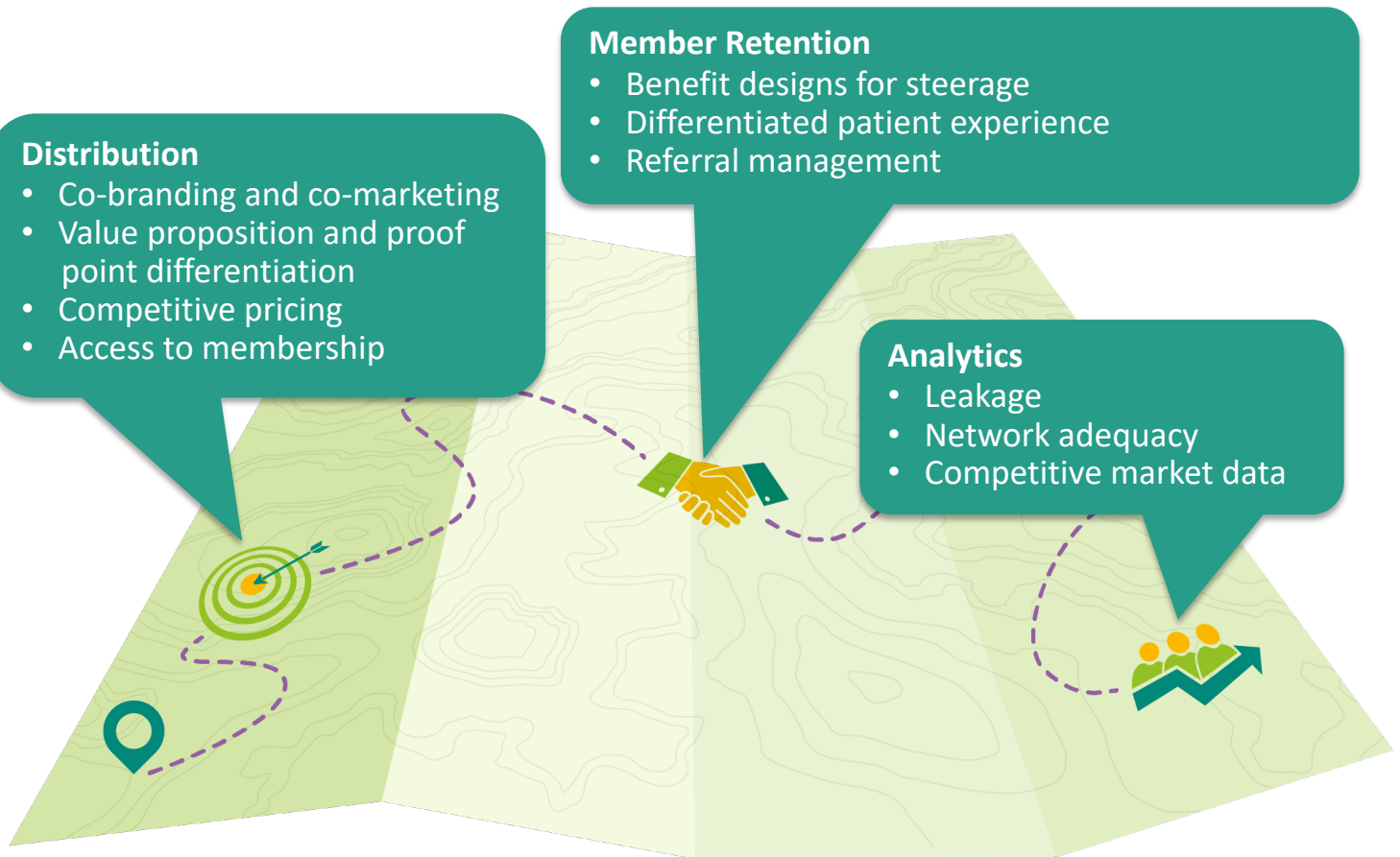
- Co-branding and co-marketing
- Value proposition and proof point differentiation
- Competitive pricing
- Access to membership

Member Retention

- Benefit designs for steerage
- Differentiated patient experience
- Referral management

Analytics

- Leakage
- Network adequacy
- Competitive market data



 MARKET GROWTH

Distribution

Member Retention

Analytics

 OPERATIONAL EFFICIENCY PHYSICIAN ALIGNMENT CARE MANAGEMENT PATIENT ENGAGEMENT

Tactics for finding and keeping patients

1 SALES AND MARKETING DISTRIBUTION

Exchanges – participation on public and private exchanges with opportunity to co-brand on Aetna's proprietary exchange

Nationwide Aetna Distribution – access to national, regional, and large public and labor plan sponsors

Purchasing Coalitions – channeling our relationships with Fortune 500 companies to promote value-based models

National Affiliations – reach the membership base of Fortune 500 companies and other national affiliates

Co-branding and Co-marketing – a designed Aetna “SWAT” team will leverage your reputation to grow local and regional membership

2 STRATEGIES TO RETAIN CARE IN-NETWORK

Concentric Benefit Designs – benefit offerings centered around your network with limited out-of-network benefits; strongest steerage

Tiered Benefit Designs – 2 or 3 benefit tiers with lowest in-network patient costs and access to other providers at higher cost

Dual Choice Offering – maximizing group customer penetration by offering the concentric or tiered options alongside Aetna's broad network

Retaining In-network Care – analytics to identify leakage drivers that can fuel targeted actions to ensure patients remain in-network

3 PATIENT ENGAGEMENT AND SATISFACTION

Patient Satisfaction – analytics that track patient experience throughout and outside of the network; understand patterns and ID outreach actions

Engagement and Communications Tools – mobile applications like iTriage® Mail, email, and/or text health reminders plus interactive online tools that support a healthy lifestyle

High-Acuity Populations – innovative solutions for high-acuity patients including dual eligibles, frail elder, and chronically-ill commercial lives

MARKET GROWTH

Distribution

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OPERATIONAL EFFICIENCY

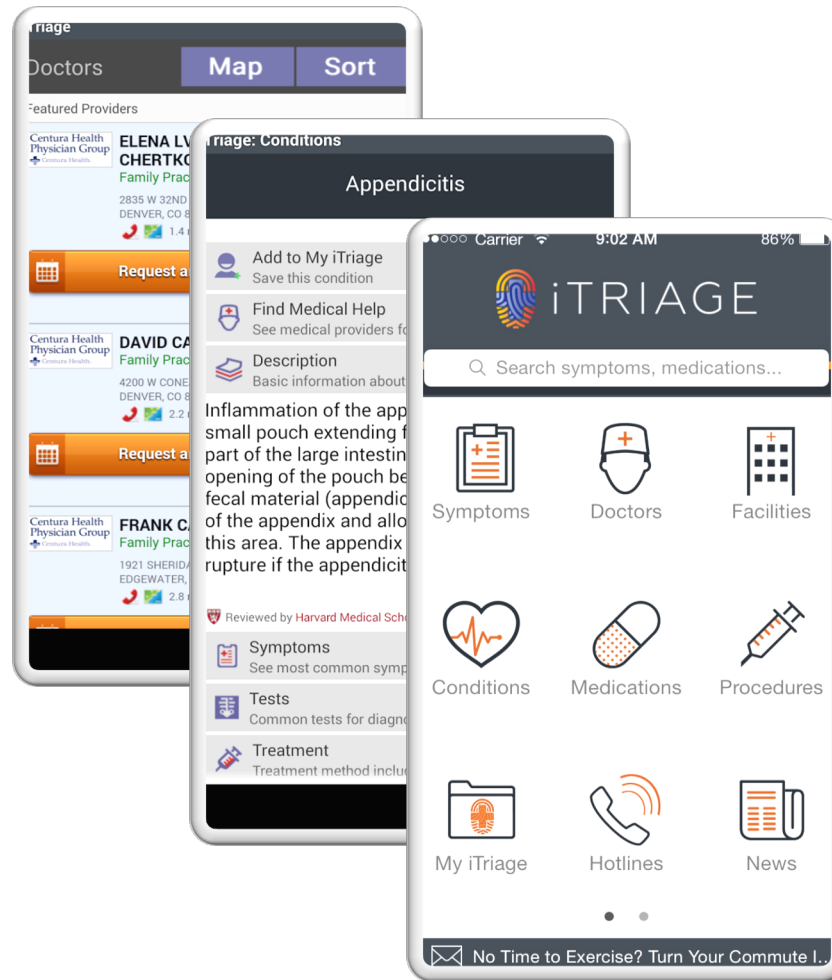
PHYSICIAN ALIGNMENT

CARE MANAGEMENT

PATIENT ENGAGEMENT

Keeping patients in-network

Providing decision support to your members at their time of medical need



- **Directs** to appropriate level of care
- **Influences** to seek lower cost alternatives
- **Engages** to connect with care provider

MARKET GROWTH

- Distribution
- Member Retention
- Analytics

OPERATIONAL EFFICIENCY

PHYSICIAN ALIGNMENT

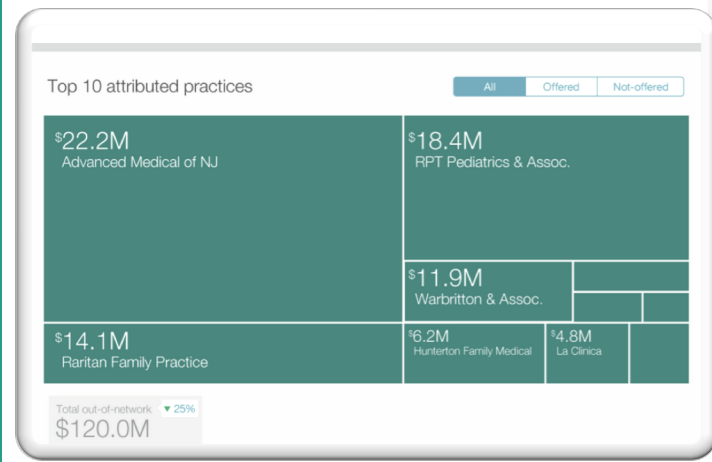
CARE MANAGEMENT

PATIENT ENGAGEMENT

Controlling leakage

Understanding revenue lost by practice, provider, and geography

Leakage by value and practice



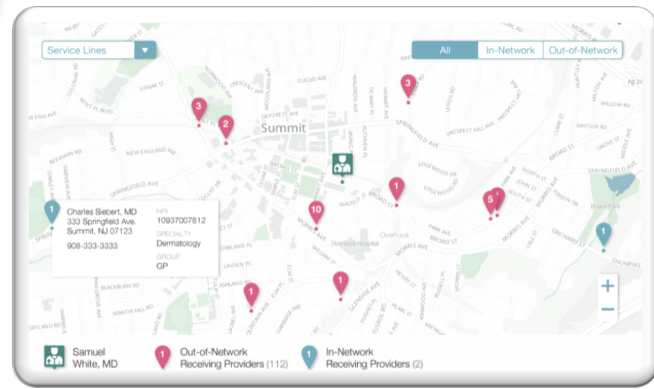
Identify which practices have the greatest leakage

In- and out-of-network dollars



Easily gain insight into your leakage revenue opportunity

Leakage by geographic location



Understand where to expand your network to capture out-of-network services



MARKET GROWTH

OPERATIONAL EFFICIENCY

Revenue and Cost Management

Performance Analytics

Performance Improvement

PHYSICIAN ALIGNMENT

CARE MANAGEMENT

PATIENT ENGAGEMENT

Operational efficiency

Attributes that drive success in accountable care

Revenue and Cost Management



Performance Analytics



Performance Improvement



MARKET GROWTH

OPERATIONAL EFFICIENCY

Revenue and Cost Management

Performance Analytics

Performance Improvement

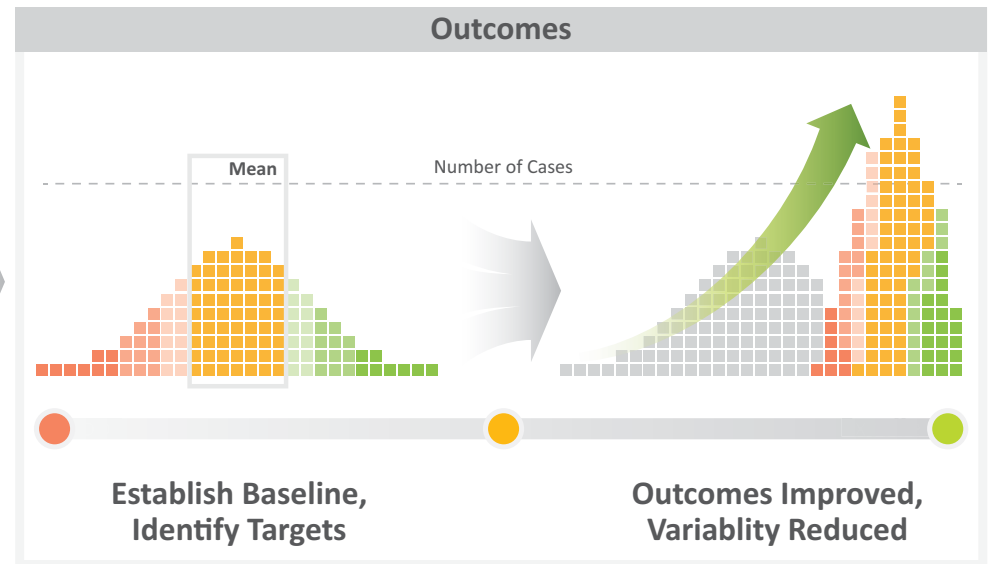
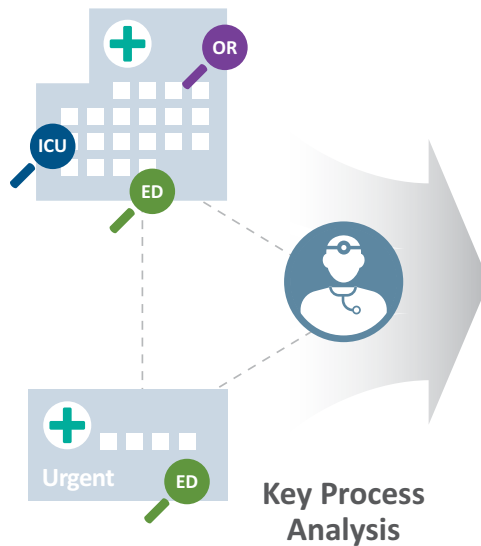
PHYSICIAN ALIGNMENT

CARE MANAGEMENT

PATIENT ENGAGEMENT

Improving health outcomes and reducing costs

Tighten and shift the outcome curve, while employing data-driven personalized care, to achieve high-quality results



MARKET GROWTH

OPERATIONAL EFFICIENCY

Revenue and Cost Management

Performance Analytics

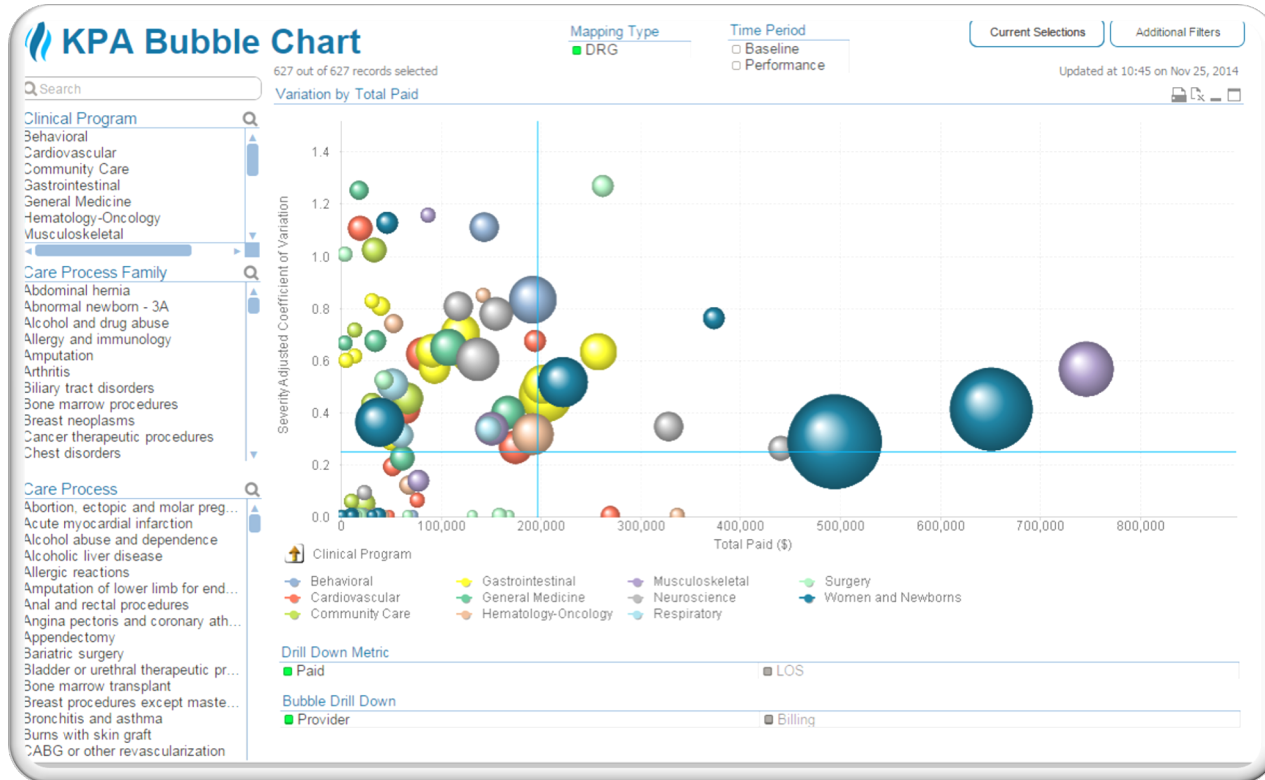
Performance Improvement

PHYSICIAN ALIGNMENT

CARE MANAGEMENT

PATIENT ENGAGEMENT

Identifying clinical variation and prioritizing improvements



 MARKET GROWTH OPERATIONAL EFFICIENCY

Revenue and Cost Management

Performance Analytics

Performance Improvement

 PHYSICIAN ALIGNMENT CARE MANAGEMENT PATIENT ENGAGEMENT

Four-step process for data-driven improvement



MARKET GROWTH

OPERATIONAL EFFICIENCY

PHYSICIAN ALIGNMENT

Collaborative Practices

Access to Information

CARE MANAGEMENT

PATIENT ENGAGEMENT

Physician alignment

Attributes that drive success in accountable care



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Collaborative
Practices

Access to
Information

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Physician-led care process improvement

Collaboration and governance result in evidence-based care alignment



1 Establish a governance framework that includes providers



2 Examine data to prioritize high-value opportunities



3 Collaborate with providers to define a vision and establish what success will look like



4 Design a process improvement plan that is transferable across care settings



5 Define team-based care models to enhance patient experience and optimize resource investments across the continuum of care



6 Enhance guideline adoption and rally support with the help of the governance committee

MARKET GROWTH

OPERATIONAL EFFICIENCY

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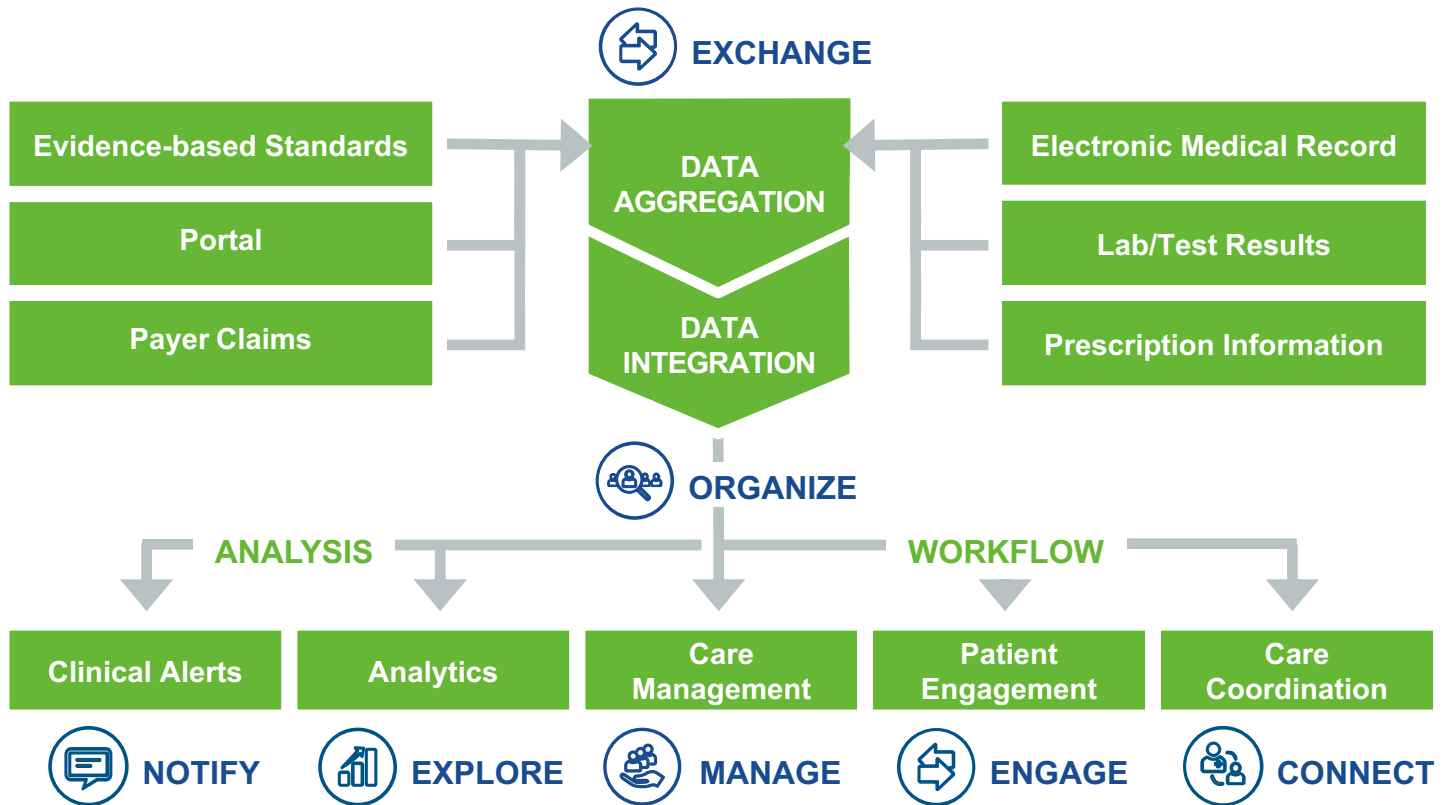
Collaborative Practices

Access to Information

CARE MANAGEMENT

PATIENT ENGAGEMENT

Our technology supports physician alignment



MARKET GROWTH

OPERATIONAL EFFICIENCY

PHYSICIAN ALIGNMENT

CARE MANAGEMENT

Continuum of Care Coordination

Clinical Data Alignment

Population and Performance Health

Care Workflow

PATIENT ENGAGEMENT

Care management

Attributes that drive success in accountable care



Continuum of Care Coordination



Clinical Data Alignment



Population and Performance Health



Care Delivery Workflow



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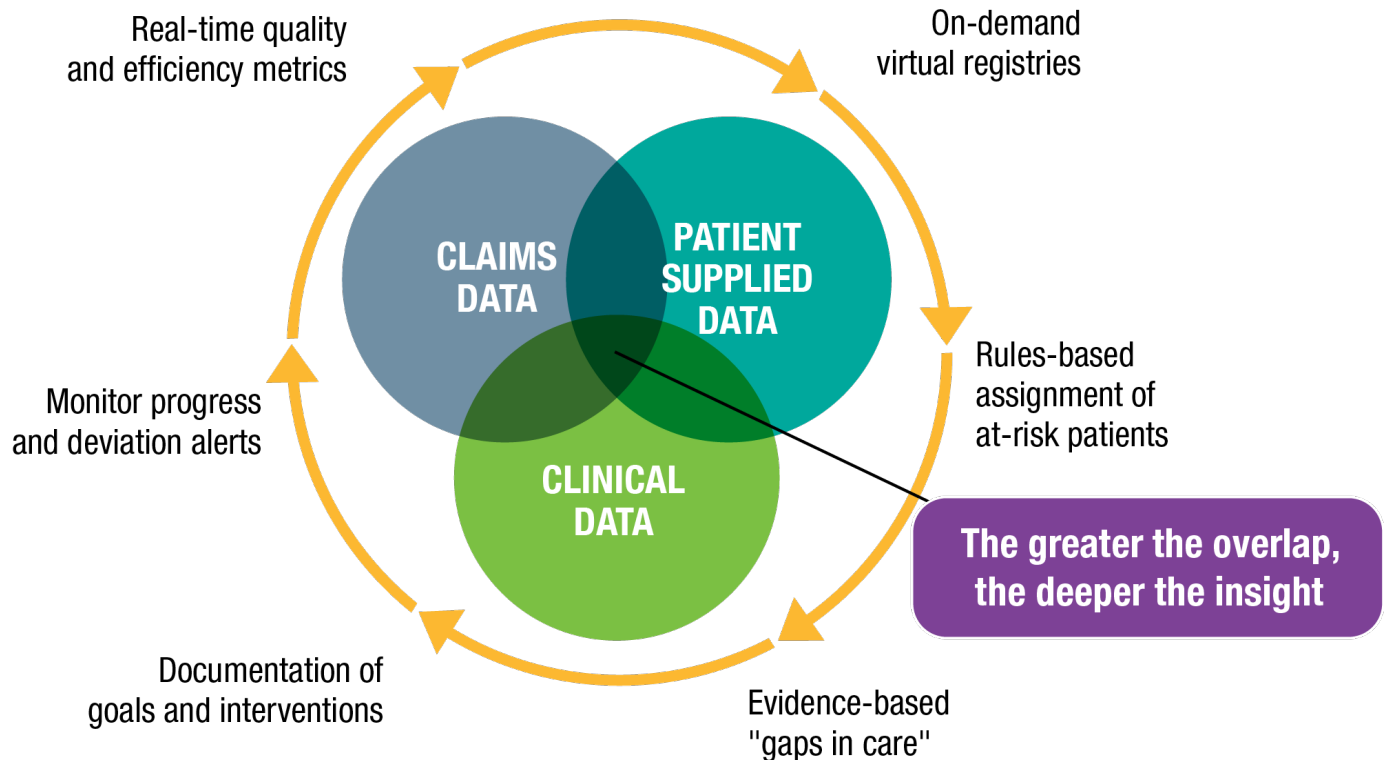
Population and Performance Health

Care Workflow

PATIENT ENGAGEMENT

A data-driven continuum of care

Improved care collaboration results in decreased costs and increased quality



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Continuum of Care Coordination

Clinical Data Alignment

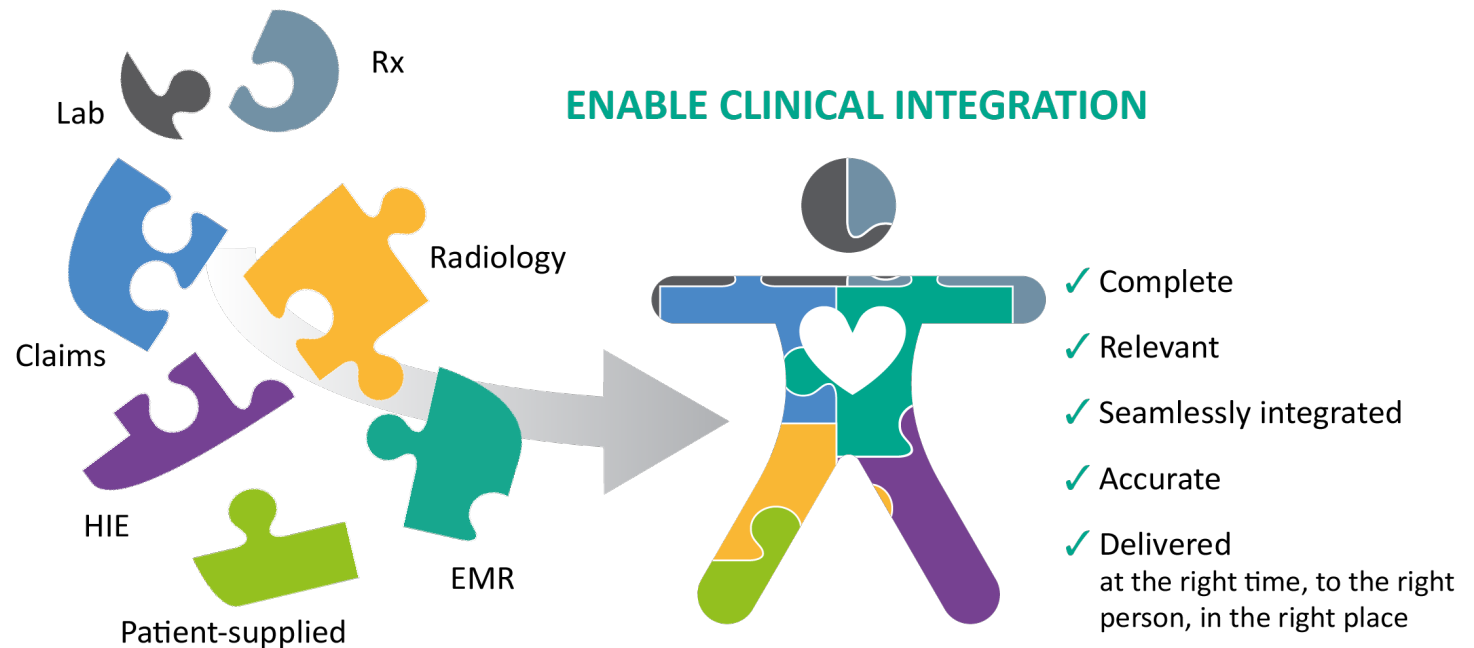
Population and Performance Health

Care Workflow

PATIENT ENGAGEMENT

Making data actionable

The right data at the right time results in true clinical integration and better patient care



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Continuum of Care Coordination

Clinical Data Alignment

Population and Performance Health

Care Workflow

PATIENT ENGAGEMENT

Managing populations and performance

Analytics result in measuring impact and efficiencies

Benefits

- Decrease medical cost trends
- Consistently screen population health data for performance improvement opportunities
- Identify and engage high-risk members
- Engage providers to maximize performance
- Highlight potential gaps in care



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Clinical Data Alignment

Population and Performance Health

Care Workflow

PATIENT ENGAGEMENT

Supporting your care management workflow

Search Patients * - Required [Help](#)

Last Name: * First Name: DOB: CareTeam ID: Alt Patient ID:

Welcome, Coplandccm1, Carol [Log Out](#)

DASHBOARD WORKLIST ALERTS REQUESTS REGISTRY QUALITY MEASUREMENTS ANALYTICS MESSAGES ADMIN PATIENTS ACCOUNT

Beachlerc, Diana [Print](#) [Send Message](#) [Activity](#)

CareTeam ID: 5884773 | Gender: F | DOB: 12/27/1951 | DOD: | Age: 61 Years | Phone: 4869845282 | Care Management Status: Scheduled [Care Plan](#) [Hide](#)

Personal Information [Health Care Team \(12\)](#) [Care Management Summary](#) [Life Events \(6\)](#) [Insurance Plans](#)

CareTeam ID: 5884773 [Add/Edit Life Event](#)

DOB: 12/27/1951 DOD: [View/Add/Edt](#)

Primary Contact Details: [View/Add/Edt](#)

Address: HOME
1290 Main Street
Buffalo, KS 85000

Phone:
4869845282

Email: PERSONAL
test@ahm.com

Alt Patient ID:

Insurer: BCBSNC

Plan Notes: STANDARD 80/20 [View](#)

Eligibility Date: 01/01/2011 [View](#)

Life Event	Start Date	End Date	Notes
Advanced Directives	1/10/2013		
Procedure - Amputation	1/15/2013		Patient is depressed due to am...
Disabled - Physically	1/17/2013	1/17/2013	Member was determined disabled...
Other - Advanced Directives - BPOA			
Other - Advanced Directives - MPOA			
Advanced Directives			MPOA, Living Will, DPOA

Note: All times are in ET

Medical Information

Conditions/Diagnoses [Meds & Allergies](#) [Vitals & Labs](#) [Procedures & Immuniz](#) [Social History\(0\)](#) [Notes/Docs](#) [Alerts\(1\)](#) [Quality Measures\(6\)](#) [Care Visits](#)

Current | [Historic](#) | [Retracted](#) | [Diagnosis Codes](#) [Add Condition/Diagnosis](#)

Type	Name	Risk
Condition	Atrial Fibrillation	Low Risk
Condition	Coronary Artery Disease	Low Risk

MARKET GROWTH

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PATIENT ENGAGEMENT

Patient Engagement Strategy

Differentiated Patient Experience

Patient engagement

Attributes that drive success in accountable care



Patient Engagement Strategy

- Organization's vision to fully engage patients and their families
- Strategic plan to achieve patient engagement goals
- Engaging members through population health-based outreach



Differentiated Patient Experience

- Ongoing communication
- Engagement between care setting visits
- Mobile and telehealth services for chronic conditions

MARKET GROWTH

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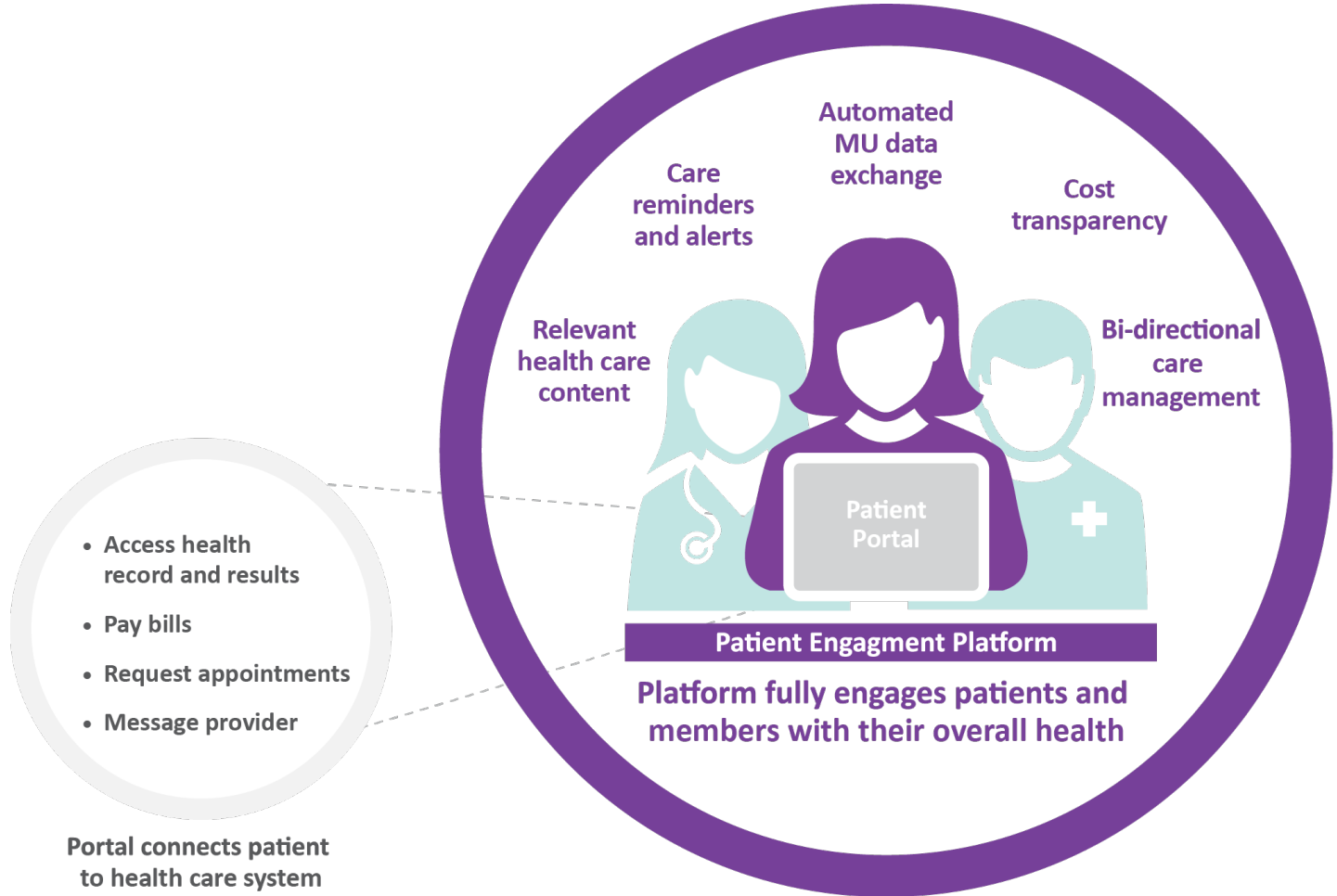
CARE MANAGEMENT

PATIENT ENGAGEMENT

Patient Engagement Strategy

Differentiated Patient Experience

Complete strategy fully engages patients and members



MARKET GROWTH

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CARE MANAGEMENT

PATIENT ENGAGEMENT

Patient Engagement Strategy

Differentiated Patient Experience

Supporting your patient experience

Convenience and access helps reach patients outside of the care setting

Patient view of our patient engagement platform

CITY CENTER HEALTHCARE

Home Messages Appointments Medications Forms Insurance Balances My Chart My Health My Account

Larry Copeland

What would you like to do?

- Request an appointment
- Refill a medication
- Send a message
- Request a referral

Health Library

Search our extensive and regularly reviewed library of symptoms, causes, treatments, and prevention for over 950 diseases, illnesses, health conditions and wellness issues.

Search

Recent searches: Blood Thinners, Diabetes, Antibiotics

Appointments

Date / Time	Location	Provider	Patient
Thu, Mar 26 2015 @ 11:30 AM	City Laboratories	Brenda Dianos	Larry Copeland

Medications

Start Date	Name
10/15/2014	CARVEDIL
10/15/2014	METFORM
10/2/2014	PLAVIX
10/2/2014	LISINOPRI
10/2/2014	ZOCOR

Lab Tests

My Health Devices

BP Monitor
Lifesource UA-102 A&D

5 days Month

LATEST
October 12, 2014 10:30am

SYS mmHg: 120
DIA mmHg: 78
Pulse Beats / Min: 72

Day	SYS mmHg	DIA mmHg	Pulse Beats / Min
MON 01/19	~110	~70	~70
TUE 01/19	~115	~75	~75
WED 01/19	~125	~80	~75
THU 01/19	~110	~70	~70
FRI 01/19	~120	~75	~75

VALUE-BASED CARE

OUR EXPERIENCE

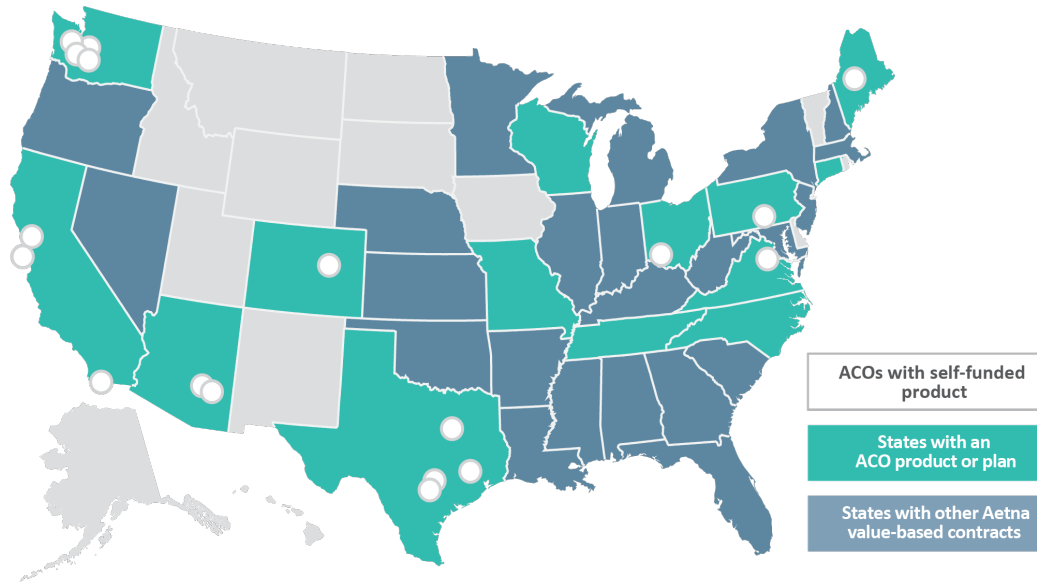
Our Results

THE PATIENT STORY

OUR APPROACH

Our results

ACS has 60+ contracted ACO deals, and discussions are underway with more than 250 hospital systems across the country.



Outcomes¹

5% decline in average medical cost for members

9% reduction in avoidable admissions

\$5 million one-year shared savings

More than **200 value-based** contracts nationwide

ACS Provider Collaborations (Partial List)



Case Studies:



1- <https://news.aetna.com/quality-costs-aetna-banner-health-network/>

VALUE-BASED CARE

OUR EXPERIENCE

THE PATIENT STORY

Episodic Care

Population Health

A Better Outcome

OUR APPROACH

With episodic care



Larry consults with PCP



Receives out-of-network referral to cardiologist



Cardiologist orders tests and confirms diagnosis of congestive heart failure



Cardiologist prescribes medications



No patient education on medication management, diet, and activities



Larry's symptoms not relieved by medications, presents in the ED, and is hospitalized



VALUE-BASED CARE

OUR EXPERIENCE

THE PATIENT STORY

Episodic Care

Population Health

A Better Outcome

OUR APPROACH

A better outcome

Larry's care **without** enablement

Out-of-network cardiology visit with echocardiography (EKG).....

\$\$

Hospital admission.....

\$\$\$

Hospital readmission.....

\$\$\$

Larry's care **with** enablement

In-network cardiology visit with echocardiography (EKG)....

\$

Hospital admission..... **Avoided**

Hospital readmission..... **Avoided**

Patient satisfaction



Quality of care



Effectiveness of care



Market share



VALUE-BASED CARE

OUR EXPERIENCE

THE PATIENT STORY

OUR APPROACH

Enablement Solutions

Economic Model

Helping providers successfully assume risk with our complete suite of capabilities

Collaborate



Partner to assume risk based on your goals and market opportunity.

- Benefit and network design
- Value-based contracts
- Co-branded health plans
- Provider-owned health plans

Grow



Find new members, convert members to patients and retain them.

- Distributions solutions
- Network and referral management
- Consumer engagement

Enable



Transition to population health with expertise, technology and care management.

- Transformation Roadmap for Accountable Care (TRAC)
- Population health technology
- Provider-centric care management

Operate



Leverage our established insurance infrastructure and administration.

- Third-party administration
- Actuarial and underwriting
- Network and contract management
- Reimbursement management

Finance



Innovative new financial solutions help you effectively manage risk.

- Contractual or structural options
- Capital needs (JV only)
- Risk management solutions



 VALUE-BASED CARE OUR EXPERIENCE THE PATIENT STORY OUR APPROACH

Enablement Solutions

Roadmap

Technology

Services

Economic Model

Supporting the transformation to value-based models

Transformation Roadmap

Discovery – Assess gaps in your organization’s readiness for population health transformation

Roadmap Development – Identify, prioritize, and project plan key improvements needed for successful transformation

Execution – Proven and effective process for designing, implementing, and validating the results of the Transformation Roadmap

Health Information Technology

Connect and Notify – Secure tools for referral management, messaging, transitions of care, and event notifications

Exchange and Organize – Share patient data across the health system and identify patients and populations for care management intervention

Manage – Use evidence-based clinical standards for comprehensive decision support

Engage – Engage patients with online and mobile tools and applications

Explore – Identify opportunities for improvement system wide by analyzing operational and clinical data

Provider-driven Care Management Services

Utilization Management – Processes to manage referrals, ED utilization, authorization, discharge planning, and high-cost Rx

Case Management – Programs to coordinate care, manage complex cases and transitions in care, end-of-life care, and medication therapy

Care Path Redesign – Decision support to manage high-cost, high-risk conditions such as asthma/COPD, CHF, diabetes, and oncology

VALUE-BASED CARE

OUR EXPERIENCE

THE PATIENT STORY

OUR APPROACH

Enablement Solutions

Roadmap

Technology

Services

Economic Model

Driving transformation with a proven, customizable roadmap

DISCOVERY

Assessment

Gap Analysis

1 Discovery

Comprehensive assessment and gap analysis of accountable care transformation readiness

2 Roadmap

Identifies and prioritizes key areas to address and timing for successful accountable care execution

3 D.R.I.V.E.

Design

Identify solutions and create operational plan (Governance team, Initiative teams)

Refine

Prepare for implementation with pilots and refine operational plan; test and train (Governance team, Initiative teams)

Implement

Execute assignments (Initiative teams)

Validate

Complete project assessment and identify advancement opportunities (Governance team)

Execute

Prepare for ongoing, sustainable operations and measure results (Governance team, Initiative teams)

Transformation Roadmap for Accountable Care

D.R.I.V.E.

Design

Refine

Implement

Validate

Execute

Attributes for Success

- Market Growth
- Operational Efficiency
- Physician Alignment
- Care Management
- Patient Engagement

market growth

operational efficiency

physician alignment

care management

patient engagement

VALUE-BASED CARE

OUR EXPERIENCE

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OUR APPROACH

Enablement Solutions

Roadmap

Technology

Services

Economic Model

Enabling your network for providers and patients



CONNECT

Secure Messaging

Referral Management

Transitions of Care



NOTIFY

Real-time Clinical Event Notifications



EXCHANGE

Orders & Results Exchange

Clinical Summary Exchange

Public Health Data Exchange



ORGANIZE

Community Health Record

Risk Prediction



MANAGE

Population Recommendations

Health Opportunities

Quality Measures

Care Planning



ENGAGE

Secure Messaging

Medicaid Patient Engagement

Caregiver Engagement

Patient Engagement



EXPLORE

Provider Network Performance

Performance Indicators

Patient Leakage Analytics

Clinical Performance Insights

VALUE-BASED CARE

OUR EXPERIENCE

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Enablement Solutions

Roadmap

Technology

Services

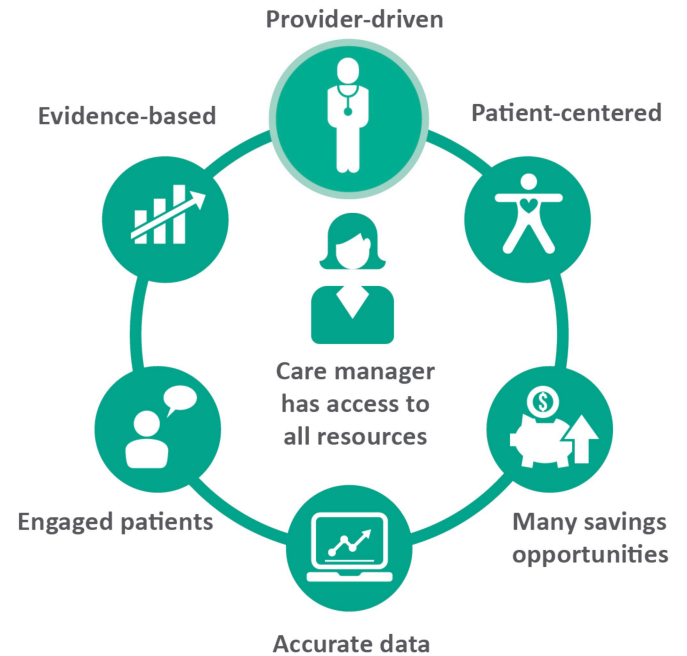
Economic Model

Managing care to reduce costs and improve quality

CURRENT STATE



NEXT GENERATION



VALUE-BASED CARE

OUR EXPERIENCE

THE PATIENT STORY

OUR APPROACH

Enablement Solutions

Economic Model

Lasting Economic Advancement Plan (LEAP)

Identifying key levers in our collaboration for a successful transition

