





















Deloitte combines unparalleled experience from working with virtually every leading health system, plan and innovator with our integrated suite of ConvergeHEALTH analytics solutions.

Our mission is to enable a continuous, learning health care system where each patient encounter becomes a learning event that can lead to greater efficiency, higher-quality care and sustained innovation — all with the goal of improving outcomes and optimizing the value of care.

Our services and solutions are designed with the understanding that truly actionable insights are derived from a combination of real-world information, evidence and experience, not just data.

Our applied analytics solutions are informed by our vast experiences in helping our clients transform their enterprises, and developed by, with and for health care innovators who are leading the data driven transformation of health care.





























Enhancing Research Productivity

Collaboration within and beyond life sciences, coupled with the synthesis and alignment of key data, is driving unprecedented change and creating new opportunities to enhance research productivity.

care.

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How we help move you forward







hancing Research Productivity

Applying Real-World Evidence

Driving Performance Improvement







Delivering Value-Based Care



























Applying Real-World Evidence

Insights from Real-World Evidence (RWE) will enable you to compete on value in this shifting market. However, the full potential of evidence in organizations is often unrealized due to fragmented tools, lack of data integration, lack of expertise and organizational complexity – in essence the absence of an end-to-end vision for evidence management.

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How we help move you forward







Enhancing Research Productivity

pplying Real-Wo Evidence

Driving Performance Improvement







Delivering Value-Based Care



























Driving Performance Improvement

In the midst of transformative market-level changes and major clinical and hospital network consolidation, health care providers and health plans are looking to do the seemingly impossible – cut fixed and variable costs, manage capacity and risk, and grow revenue while improving outcomes across patient populations.

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How we help move you forward



Productivity





Applying Real-World Evidence

Driving Performance



Optimizing Physician Networks



Delivering Value-Based Care



























Optimizing Physician Networks

The transition from a volume-based, transaction-driven model of care toward value-based, outcomes-centered care requires that health systems establish a solid foundation of physician networks, and then be agile enough to expand or narrow a defined network or networks to enact change at the system, provider and patient levels.

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How we help move you forward







Enhancing Research
Productivity

Applying Real-World Evidence

Driving Performance Improvement







Delivering Value-Based <u>Care</u>



























Delivering Value-Based Care

Managing Population Health

We have guided more than 30 health systems in driving improved health outcomes and cost containment through effective population health management, helping these industry leaders deliver on value-based care.

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How we help move you forward







Enhancing Research Productivity

Applying Real-World Evidence

Driving Performance Improvement







Delivering Value-Based Car











Effective Patient Support & Engagement for Care Coordination

Deloitte Digital Health powered by Patient Engagement on SFDC*



Chronic Care Management Based on Cognitive Analytics

Value Based Care services powered by Care Concierge and Care Advisor*



Risk-Based Patient Stratification & Care Coordination Value Based Care services powered by Population Health Insight



Leveraging Physician Network Opportunities for High Performance

Physician Enterprise and Ambulatory services powered by Network Insight



Next-Generation Activity-Based Costing

Decision Support Optimization services powered by Total Cost Intellect*



Departmental Effectiveness & Efficiency

Performance Improvement services powered by Operations Intellect



Clinical Operations & Patient Outcomes Improvement
Clinical effectiveness and efficiency services powered by Service Line Intellect



End-to-End Revenue Cycle Management
Revenue Cycle Optimization services powered by Revenue Intellect



aging

RWE-based.

pordination

360° Performance Views

Performance Management services powered by Health System Intellect



View Full Use-Case





























360° Performance Views

Performance Management services powered by Health System Intellect

Health systems are increasingly challenged to reduce costs while enhancing the quality of care. This requires a dynamic, visual indicator that provides insight into impact on costs, revenue and quality indicators.

Health System Intellect provides clinical, financial and operational analytics to improve performance, make key decisions impacting clinical effectiveness and efficiency, productivity and manage variance to lower the cost of service, all while improving quality and value.

Deloitte's Performance Management services and Health System Intellect together offer the knowledge and experience for operational management to make fully informed decisions that will impact other areas within the organization.





























360° Performance Views

Performance Management services powered by Health System Intellect



The Health System Intellect
Dashboard provides a 360
degree view of the performance
of the Health System across key
financial, clinical and quality
metrics by Functional Areas and
Service Lines.





























Revenue Cycle Optimization services powered by Revenue Intellect

Health systems are leaking net revenue due to preventable denials and underpayments – margins they cannot afford to lose.

Leveraging Deloitte's Revenue Cycle Optimization services, Revenue Intellect uses comparative and predictive data analytics to deliver a one-stop shop for managing revenue cycle performance.

Revenue Intellect helps you identify hidden or difficult-to-find sources of revenue leakage, enabling you to access data at the deepest levels for improved revenue cycle performance.































Revenue Cycle Optimization services powered by Revenue Intellect



The Executive
Dashboard
provides users with
a summary of
recent changes
in balance
positions to help
identify significant
impact to
reimbursement.





























Revenue Cycle Optimization services powered by Revenue Intellect



Users can view denials across payers to compare dimensions and metrics such as adjustment reasons, proportion of denied dollars and balance.



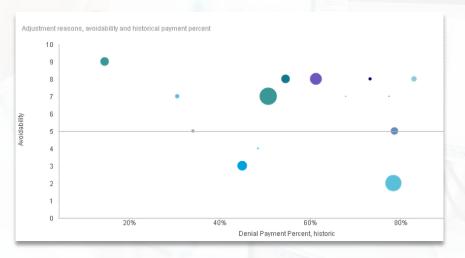








Revenue Cycle Optimization services powered by Revenue Intellect



Users can view denials across payers to compare dimensions and metrics such as adjustment reasons proportion of denied dollars and balance





























Revenue Cycle Optimization services powered by Revenue Intellect



Underpayment
analyses identify
accounts that have
been underpaid and
allow users to
compare dynamic
perspectives on
underpayment
performance across
payers and over time





























Clinical Effectiveness and Efficiency Services powered by Service Line Intellect

Tight operating margins and the transition from volume- to value-based care is placing pressure on health systems to focus on service-line performance so they can deliver value.

Service Line Intellect improves clinical care processes and outcomes of specific clinical conditions, with foresight to motivate better care of individual patients. It consists of performance content for clinical process variations that impact cost and quality of care, including metrics relevant for specific therapeutic areas and service lines.

Combined with Deloitte's Clinical Effectiveness and Efficiency practice, Service Line Intellect will enable rapid-cycle performance improvement of clinical care processes that contribute to utilization, quality, outcomes and cost.































Clinical Effectiveness and Efficiency Services powered by Service Line Intellect



The Service Line
Performance Dashboard
provides a Performance
Summary of all
Clinical Areas that are
designated part of a
Service Line, across key
Quality, Cost and
Utilization metrics.





























Clinical Effectiveness and Efficiency Services powered by Service Line Intellect



The Clinical Area Scorecard provides a performance summary of a Clinical Area, across key quality, cost and utilization metrics.





















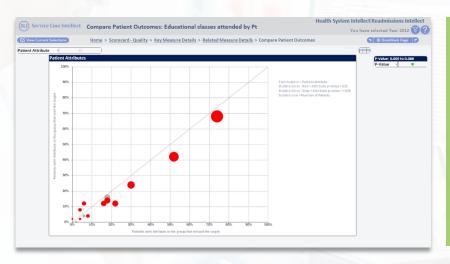








Clinical Effectiveness and Efficiency Services powered by Service Line Intellect



Use advanced measure analytics to identify attributes that could potentially have a statistically significant impact on the performance of a metric





























Clinical Effectiveness and Efficiency Services powered by Service Line Intellect



The Measure
Scorecard provides a
360 degree view of a
single metric with
performance
across various
dimensions, like time
and physicians, and
performance of related
metrics.





















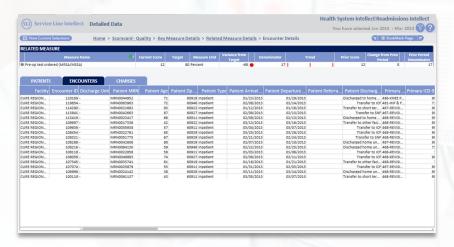








Clinical Effectiveness and Efficiency Services powered by Service Line Intellect



View Patients, Encounters and Charges that contribute to the performance of a specific metric with any applied filters.













Health systems have limited insight into fund allocation across their organizations and how performance ranks against peer and regulatory benchmarks. As reporting lags, so too does the improvement of daily operations in order to meet cost and care goals.

Deloitte's Performance Improvement services, powered by Operations Intellect, delivers department effectiveness and efficiency by enabling the alignment of cost structure with the demand for services, increasing efficiency through operating model redesign and delivering the performance monitoring tools to drive sustained service line improvement. Health care administrators can better understand whether resources are being used efficiently, and take action to correct potential inefficiencies.





















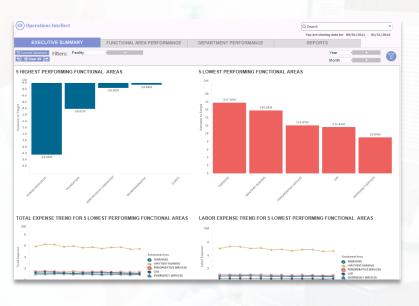








Performance Improvement services powered by Operations Intellect



The Executive Summary depicts the Top 5 highest and lowest performing functional areas by expense variance to target.



















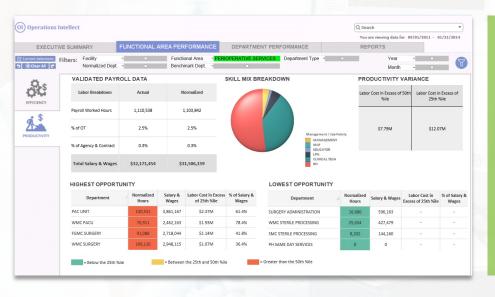








Performance Improvement services powered by Operations Intellect



The Functional
Area Scorecard
shows
performance
summary of the
departments
within a
Functional Area
across efficiency
and productivity.



























Performance Improvement services powered by Operations Intellect



The Departmental Scorecard provides 'Metrics that Matter' fo Surgical Services department.



























Performance Improvement services powered by Operations Intellect



With Custom
Analysis, users can
create their own
analyses on the fly
by choosing
measures,
dimensions and type
of visualization.



















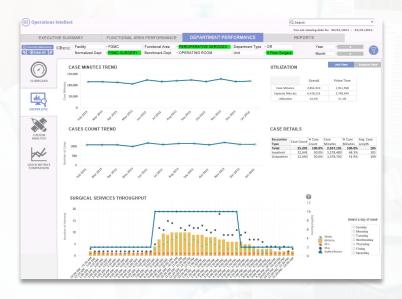








Performance Improvement services powered by Operations Intellect



The Departmental deep-dive provides a deeper look into operational/process metrics impacting the performance of a Department.





























Next-Generation Activity-Based Costing

Decision Support Optimization services powered by Total Cost Intellect*

Health systems are challenged with understanding the true costs of providing services across the continuum of care and complex care delivery networks.

Deloitte's cost model design services combined with ConvergeHEALTH's Total Cost Intellect empowers health systems to design and generate true and total costs across the continuum of care and enable next-generation activity-based costing.

*Currently offered as pre-product solution accelerator: Seeking early adopter clients





























Physician Enterprise and Ambulatory services powered by Network Insight

In the move toward value-based care and shared savings, health systems require innovative approaches to physician network development and the ability to characterize and improve their networks with select criteria.

Deloitte's Physician Enterprise and Ambulatory Services, powered by Network Insight, support all facets required to govern, motivate and activate a clinical network – including developing benefits packages, establishing clinical governance frameworks, assisting with physician engagement and aligning care navigation patterns to population-level targets.























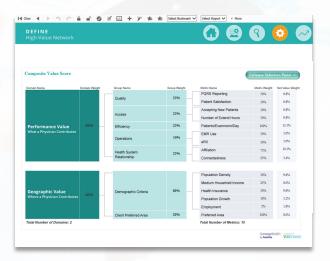








Physician Enterprise and Ambulatory services powered by Network Insight



To feed the optimization algorithm, users have the opportunity to define what "geographic desirability" means to them by selecting values such as population density, age distribution, insurance coverage, etc. to then be weighted and presented along with a performance value criteria in a summary table.























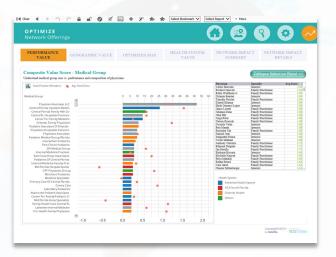








Physician Enterprise and Ambulatory services powered by Network Insight



To determine whether or not to acquire or affiliate with specific physician groups, the user selects criteria from access, quality, efficiency, operations, and relationship criteria categories that are meaningful to them to evaluate the performance value of individual physicians and composite scores of group.























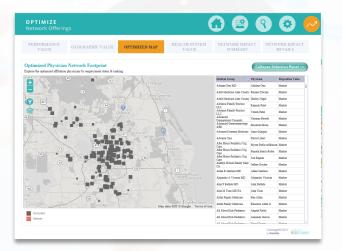








Physician Enterprise and Ambulatory services powered by Network Insight



To ensure a health system has the right physicians, in the right locations, with the right performance to serve its patient population; users are shown the results of the optimization algorithm based on physician group exclusion criteria, performance value, geographic value, and a customizable set of hard and soft constraints.































Risk-Based Patient Stratification & Care Coordination

Value Based Care services powered by Population Health Insight

As health care reimbursement shifts from volume to value, providers must reduce costs and improve quality of care – requiring 360° visibility into the care continuum with up-to-date, longitudinal patient, financial, and operational data.

ConvergeHEALTH and Deloitte's Value Based Care practice, and our alliance with the Northern New England Accountable Care Collaborative (NNEACC), support providers in their transition to value-based care through provider-led technology, actionable analytics, and advisory services from decades of experience in population health and clinical transformation.

Combined with Population Health Insight, we collect disparate data across health systems to guide care planning, care delivery and performance evaluation in a value-based care setting.

























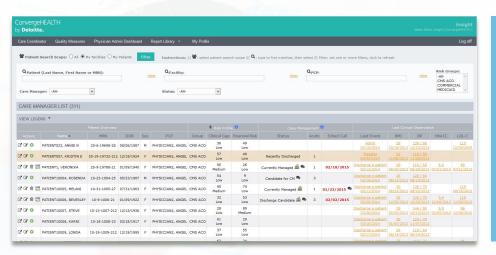






Risk-Based Patient Stratification & Care Coordination

Value Based Care services powered by Population Health Insight



Helps care
managers identify
high and rising risk
patients using
predictive risk
models, clinical,
and financial data.
Supports care
planning and
delivery through
actionable insights
at the patient level.































Risk-Based Patient Stratification & Care Coordination

Value Based Care services powered by Population Health Insight



This dashboard provides insight into provider performance at multiple hierarchies, from a single provider to an ACO. The dashboard provides insight into the cost, quality and risk analytics. Clients are able to leverage a multi-tenant model to support population health collaboratives that include multiple organizations.

























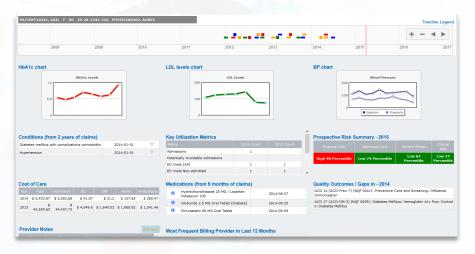






Risk-Based Patient Stratification & Care Coordination

Value Based Care services powered by Population Health Insight



Detailed Patient
Level view that
aggregates the
patients' clinical
and financial data
into an actionable
format, augmented
by additional
predictive risk
models and gaps in
care to be
addressed.



PRODUCT DEMO SCREENS























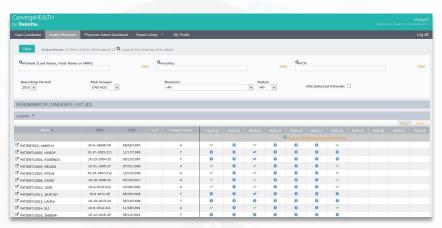






Risk-Based Patient Stratification & Care Coordination

Value Based Care services powered by Population Health Insight



Enables care quality
measurement and
reporting through a range
of widely recognized
measures such as ACO,
HEDIS, AHRQ and other
industry standards.
Supports measure tracking
at the patient level to
identify gaps in care, and
leverages the
ConvergeHEALTH
Content Library with more
than 600 measures
available



PRODUCT DEMO SCREENS





























Risk-Based Patient Stratification & Care Coordination

Value Based Care services powered by Population Health Insight



Set of pre-built reports that cover multiple key areas for Value Based Care such as resource utilization, patient population profiling, and care manager performance.



PRODUCT DEMO SCREENS











Chronic Care Management Based on Cognitive Analytics

Value Based Care services powered by Care Concierge and Care Advisor*

With collaborator Cognitive Scale, Care Concierge will enable health systems to transform the delivery of health care to consumers and care providers through the application of cognitive cloud technology.

The application will leverage Cognitive Scale's health care Cognitive Cloud platform and is designed to enable patients and care organizations to improve the quality of care and foster on-going engagement with patients resulting in healthier population and lowered health care costs.



PRODUCT DEMO SCREENS













Value Based Care services powered by Care Concierge and Care Advisor*









The Provider and
Administrator
Dashboard
displays cost,
quality and risk
metrics.
It also assists cost
and quality control
initiatives by
providing peer
comparison and
benchmarking
features.



PRODUCT DEMO SCREENS















Deloitte Digital Health powered by Patient Engagement on SFDC*

In order to improve clinical outcomes and reduce costs, health care providers must actively engage patients and their care teams throughout the continuum of care.

Patient Engagement on Salesforce.com is a comprehensive patient services and care coordination platform for effective patient support and engagement.

This solution will streamline access and drive patient engagement, help act in a timely way on critical patient insights, maximize therapy adherence, and drive health care provider engagement.



PRODUCT DEMO SCREENS





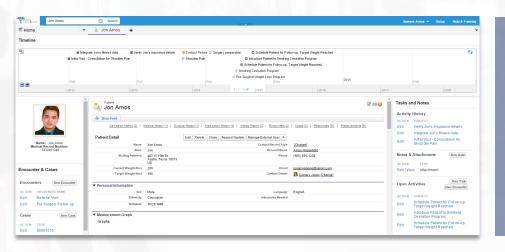






Effective Patient Support & Engagement for Care Coordination

Deloitte Digital Health powered by Patient Engagement on SFDC*



Care Coordinator Patient View provides a 360degree view of the patient and their medical information along with a longitudinal timeline of the patient's chart.



PRODUCT DEMO SCREENS







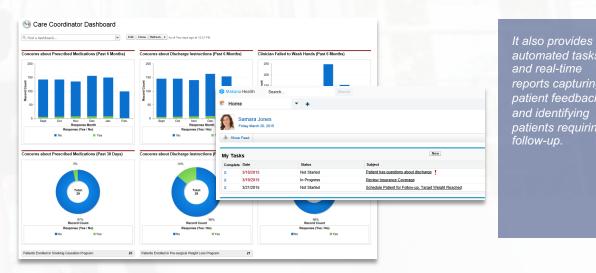






Effective Patient Support & Engagement for Care Coordination

Deloitte Digital Health powered by Patient Engagement on SFDC*



automated tasks and real-time reports capturing patient feedback and identifying follow-up.



PRODUCT DEMO SCREENS





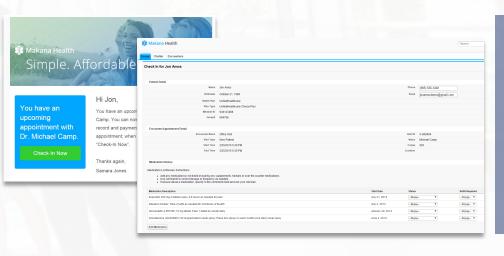






Effective Patient Support & Engagement for Care Coordination

Deloitte Digital Health powered by Patient Engagement on SFDC*



Patient Self-Service Tools include eCheck-in workflows for upcoming appointments.



PRODUCT DEMO SCREENS







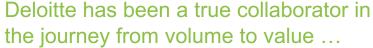




Here at ABC Health System, we are transitioning more of our business to a value-based care model.

Many of our commercial payers were planning to make the shift to value-based care, no longer offering a traditional fee-for-service contract. To prepare for this new paradigm and ensure a successful transition, we worked with Deloitte on a Performance Improvement initiative to identify service areas for improvement and savings under a risk-based contract.













Performance Improvement, Clinical Effectiveness and Efficiency Services powered by Health System Intellect

The assessment was augmented by the Intellect Suite using integrated claims, clinical and cost data across clinical, financial performance, and operational domains. This data was organized into configurable dashboards, evidence-based performance measures and predictive analytics and rapidly revealed organizational, departmental and service area performance and variations, and identified potential areas and opportunities for savings and improvement.











Revenue Cycle Optimization services powered by Revenue Intellect

We also looked at revenue cycle claims and reimbursements for denials and underpayments using Revenue Intellect's guided-analytics to isolate, quantify, and prioritize revenue leakage sources. We very quickly were able to dive in and uncover net revenue variance, estimate the proportion that is avoidable or recoverable and identify the drivers for net revenue variance.





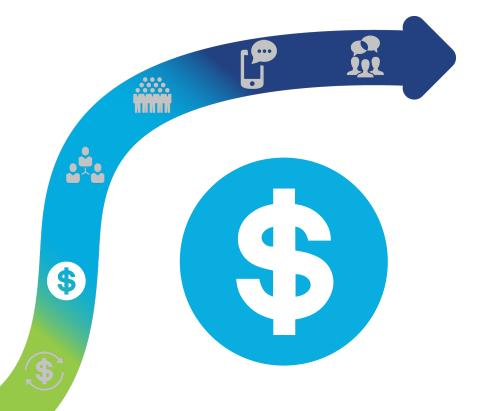






Decision Support Optimization services *powered by* **Total Cost Intellect***

As part of our Performance Improvement initiative, we needed to know the total and true costs of care across our continuum, including the true costs for different patient populations, services, hospitals, physicians, and contracts. Working with Deloitte Consulting and leveraging Total Cost Intellect, we redesigned our activity-based costing model, and can now apply highly granular and accurate costs to all our value analytics including understanding drivers of cost variance, profitability, cost reduction PI projects, and value-based contract negotiations.





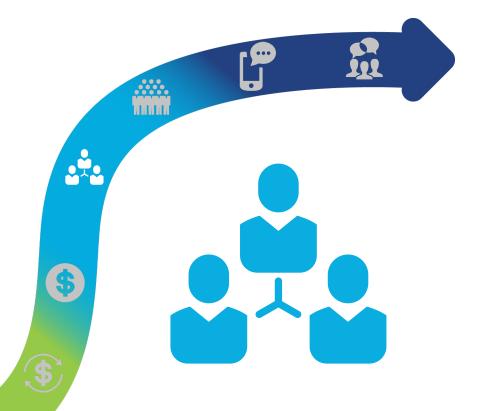






Ambulatory services *powered by* **Network Insight**

As we shifted to value-based care, our need to adequately serve specific populations became more important. Through Deloitte's Physician Enterprise and Ambulatory services combined with Network Insight we answered key questions to crystallize our strategy: Do we have an adequate mix of primary care and specialists to effectively coordinate care and manage costs for our patient populations? Is physician supply aligned with changing population needs? Do we have the right mix of physicians in the right locations to meet patients' care delivery needs? Deloitte helped us design a network with the right physicians, in the right location, with the right performance to address the quality and cost value proposition of accountable care models.





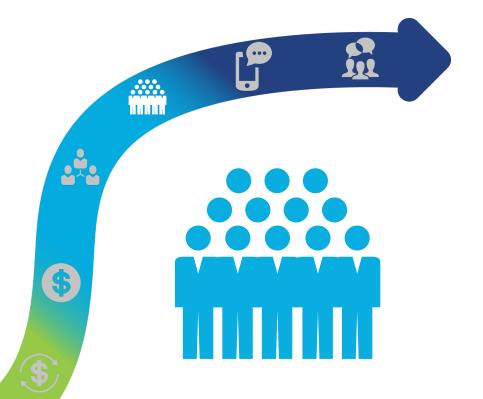






Value Based Care services powered by Population Health Insight

Having achieved an optimized physician network, we've launched our shared savings ACO. To empower our care managers, reduce unwarranted variations in care, and support contract negotiation and regulatory compliance we've used Population Health Insight to provide our care managers with real-time longitudinal patient, financial, and operational data and analytics for 360° visibility of the patient care continuum. Insight enables our team to target high and rising risk patients to identify the right patient, at the right time, and coordinate the right level of care and outreach. Our staff will analyze and report using comprehensive cost and quality measures, utilization metrics, peer PMPM, and quality benchmarks.











Value Based Care services powered by Care Concierge and Care Advisor*

We've also embarked on a preventive care management initiative to improve patient engagement and care team coordination. Deloitte's Care Concierge mobile app utilizes robust cognitive computing to inform care plan strategies for an individual patient. Patients are able to select and configure their care plan goals and preferences related to diet, exercise, and care team coordination. Additionally, they are able to integrate data from remote monitoring devices (e.g. activity tracker, or a smart scale). Through machine learning this solution is able to understand preferences and provide future recommendations based on prior selections to create a personalized experience.











Deloitte Digital Health powered by Patient Engagement on SFDC*

Through Deloitte's Digital Health Services we established a strategic plan for next-generation patient engagement. This includes the Patient Engagement SFDC platform to improve the capture and analysis of patient-reported data. It provides a comprehensive patient services and care coordination platform to support and engage with our patients, and streamlines the ability to access and drive patient engagement, act quickly on critical patient insights, maximize therapy adherence, drive provider engagement, and improve research opportunities.









