

Turbo Charging your Enterprise Data Strategy

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Agenda

Understand the Data Culture

Focus on critical needs – Don't boil the ocean

Create Trust and Transparency through a clear roadmap

Deliver Results

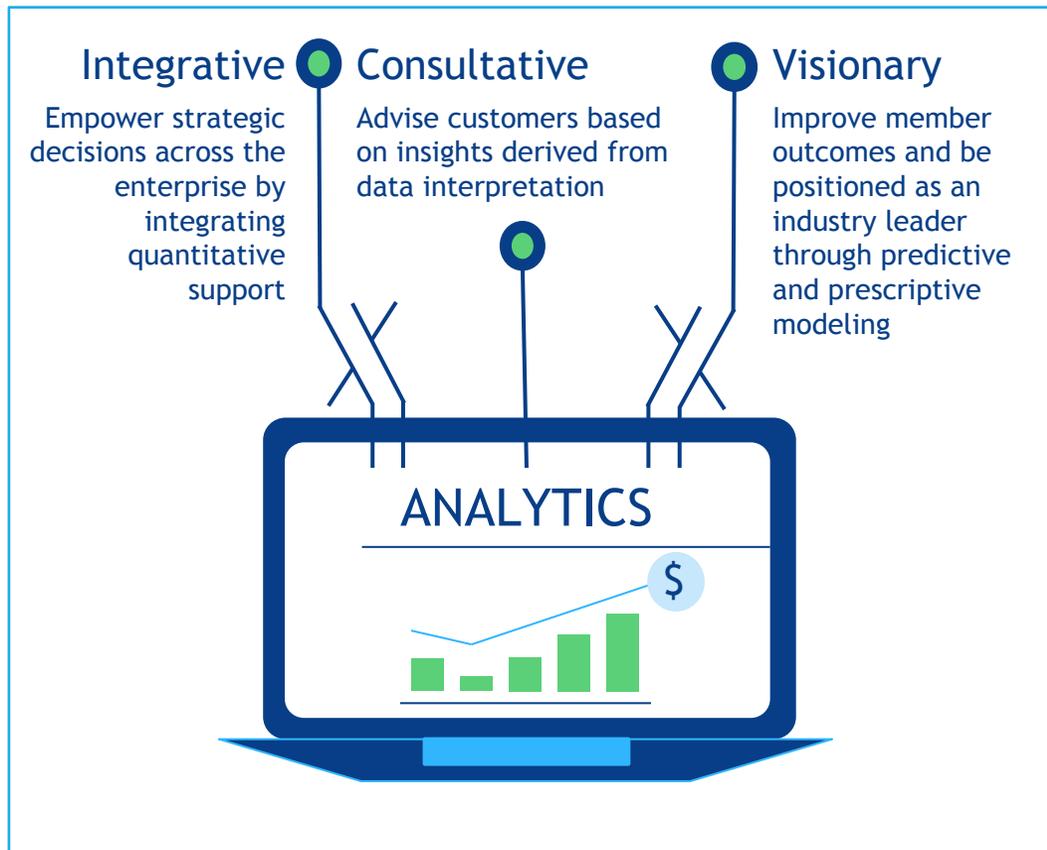
Culture Matters: What is your data driven culture?

Key Question: How do we data or analytics is strategic to business outcomes?

KPI Driven	Drivers focused organization (After bad news)	Forward Looking	Data Driven
<ul style="list-style-type: none">• Risk Averse• Stale Insights• Fragmented Analytics• Keep the lights on focus	<ul style="list-style-type: none">• Passive Analytics• Retrospective Focused• Data Fragmentation• Minimal actionable insights	<ul style="list-style-type: none">• Risk Tolerant• Prospective Insights• Investments in Analytics• Fragmented Analytics and Technologies• Lack of consistency in measurement	<ul style="list-style-type: none">• Proactive decisions• Infused Analytics in operations and workflows• Consistent tools, definitions and applications• Sharing findings and collaboration

Vision Matters: Investment in Analytics today will be a key competitive differentiator for the future

Key Question: How do we position Analytics to become as a strategic differentiator ?



Competitive Advantages of Continued Analytics Investment



Market share growth due to penetration of new market segments and benefits design



Revenue growth as product design is optimized and diversified revenue streams are explored



Improved health and wellness of members through enhancing the quality of clinical outcomes



Total cost of care reduction through reduced fraud, waste, and abuse and improved administrative efficiency

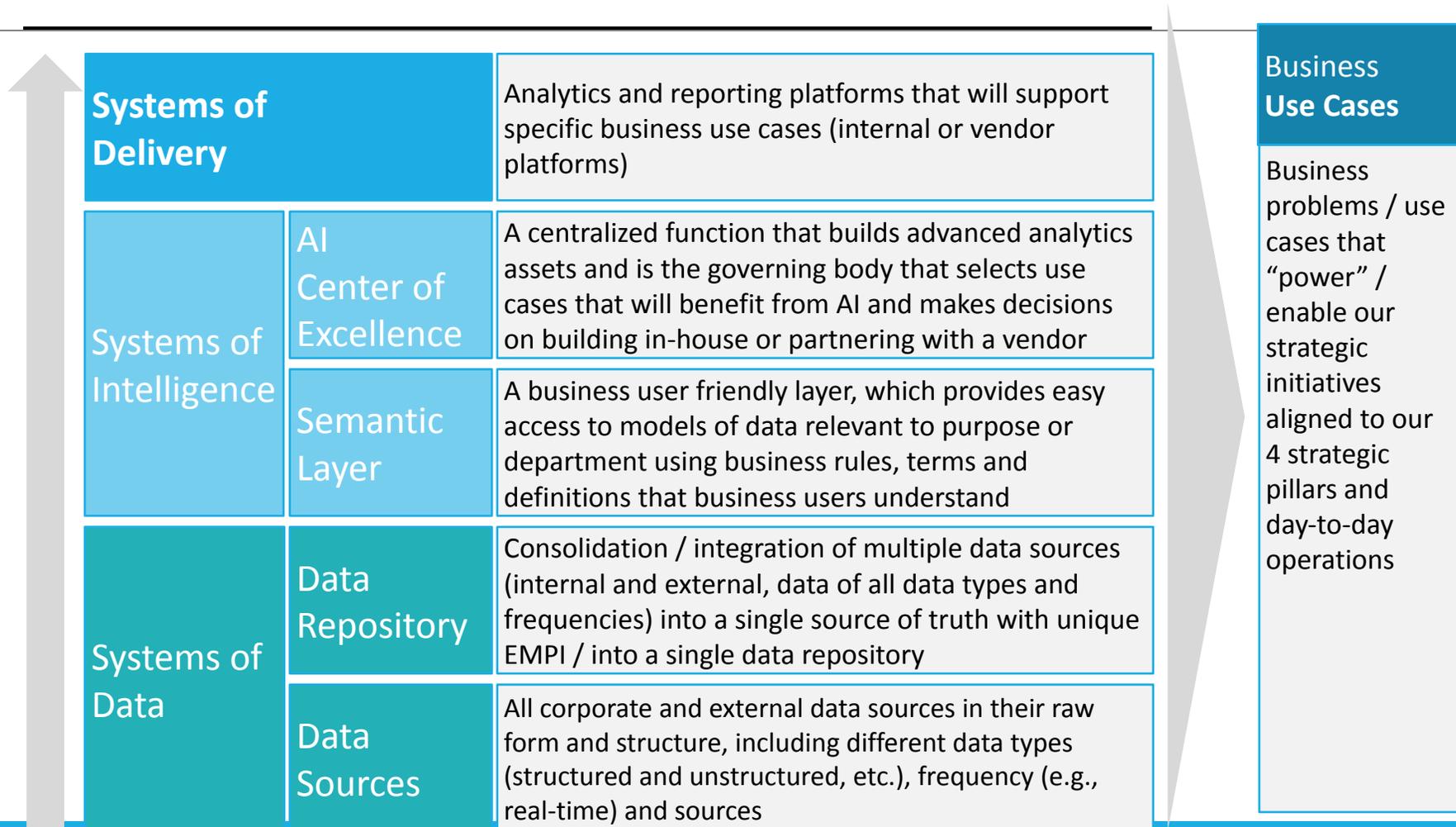
Value Matters: Investment in Analytics can bring margin impact from revenue increase, medical cost savings and admin cost savings

Domain	Sample Use-Cases	Illustrative
 <p>Claims / Payment</p>	<ul style="list-style-type: none"> • In-depth analysis of claims payments to ensure payment integrity • Advanced capabilities to detect FWA • Leverage claims data to identify employers likely to attrit with reasons why and ways to limit attrition to support account executives 	
 <p>Provider / Network</p>	<ul style="list-style-type: none"> • Optimize discharge selection to minimize costs and maximize patient outcomes • Optimize future network configurations by strengthening network adequacy • Optimize performance of alternate payment models to reduce administrative and medical payout costs 	
 <p>Care Management</p>	<ul style="list-style-type: none"> • Enhance member targeting for outreach of medical intervention • Bolster behavioral health offerings by uncovering unreported mental health conditions and other SDOH factors • Better understand members through insights on behaviors and spending 	
 <p>Medical and Clinical</p>	<ul style="list-style-type: none"> • Identify members admitted for BH treatment and at risk for rehospitalization within 30 days. • Identify members at risk of postpartum depression or anxiety • Identify members who have had their first episode of psychosis. • Gap closure on Rx STARS; identify opportunities for Rx via medical events 	

Other areas that could provide immediate impacts from investing in advanced analytics include Quality, Product and Pricing, Sales/Marketing Growth, Member Services, and Enrollment/Billing

Strategy Matters - In order to deliver business value, we need to build a strong foundation of data and analytics layers

Data and Analytics Layers



What Matters: What do we mean by advanced analytics leveraging AI?

Advanced Analytics is ...

The use of techniques which are impossible to replicate in scale, accuracy, or scope with traditional methods

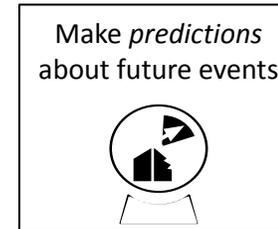
- Advanced techniques beyond simple regression models (e.g., neural networks, non-linear statistical modeling tools)
- Predictive views with increased accuracy due to larger sample sizes
- “New analytics”, e.g., application of analysis to social media chatter and data-mining

The main applications of Advanced Analytics

Describe
What happened in the past and why



Predict
What would happen in the future?



Prescribe
What should be done to influence



Business problem: How to reduce Opioid overuse among patients?

Analytics use case spectrum to address the business problem

- Identify members who are at risk for substance-abuse addiction based on historic claims data
- Predict members with potential for opioid addiction based on claims, lifestyle and socio-economic data
- Influence drug prescription patterns based on member's opioid addiction risk scores

Core Capabilities Matter: The Analytics team will invest in core capabilities to achieve scale for various consumers

People, process, and technology investments with the consumer in mind will generate optimal business impact.



People

- + Specialized talent, including data scientists and analytics translators
- + Functional integration and dissolution of silos



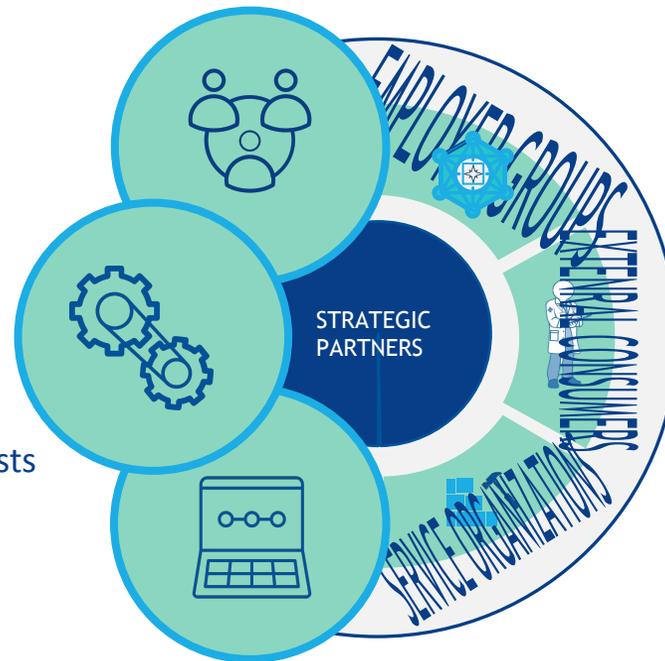
Process

- + Integration of real-time data from health trends and third-party data
- + Open feedback loop to understand consumer requests



Technology

- + AI and machine-learning
- + AI-ready data infrastructure
- + Predictive models
- + Medical algorithms
- + Consumable vehicles for delivery



Improve patient satisfaction and member experience

Drive service excellence and brand loyalty

Reduce total medical expense and advance clinical quality

Align incentives between payer / providers / groups

Accomplishments Matter: Advancement in analytics has delivered internal value



Analytic Outputs Drive External Value

Analytics has driven external value via enablement of initiatives, development of new products such as advocacy solutions, and expansion of adjacent business. Notable results include:

- + \$47M in shared savings in over 2 years. \$25M in gross savings over 3 years, assuming a 15% reduction in total cost of care, and \$7.5M in net savings, based on Social Determinants of Health (SDoH) factors
- + Enhanced Trend and utilization Analytics for 19 key Client Advisory Board customers



Data Analysis Enables Internal Decision-Making

Analytics enables internal organizational domains through financial and clinical analytics platforms. Analytics has created a centralized “source of truth” to support various ad-hoc efforts. Internal decision-making results include:

- + \$300M MCAP results in 2019
- + 85% accuracy for CAHPS predictive model
- + Analytics and Advisory services for 100 large Self-Insured clients



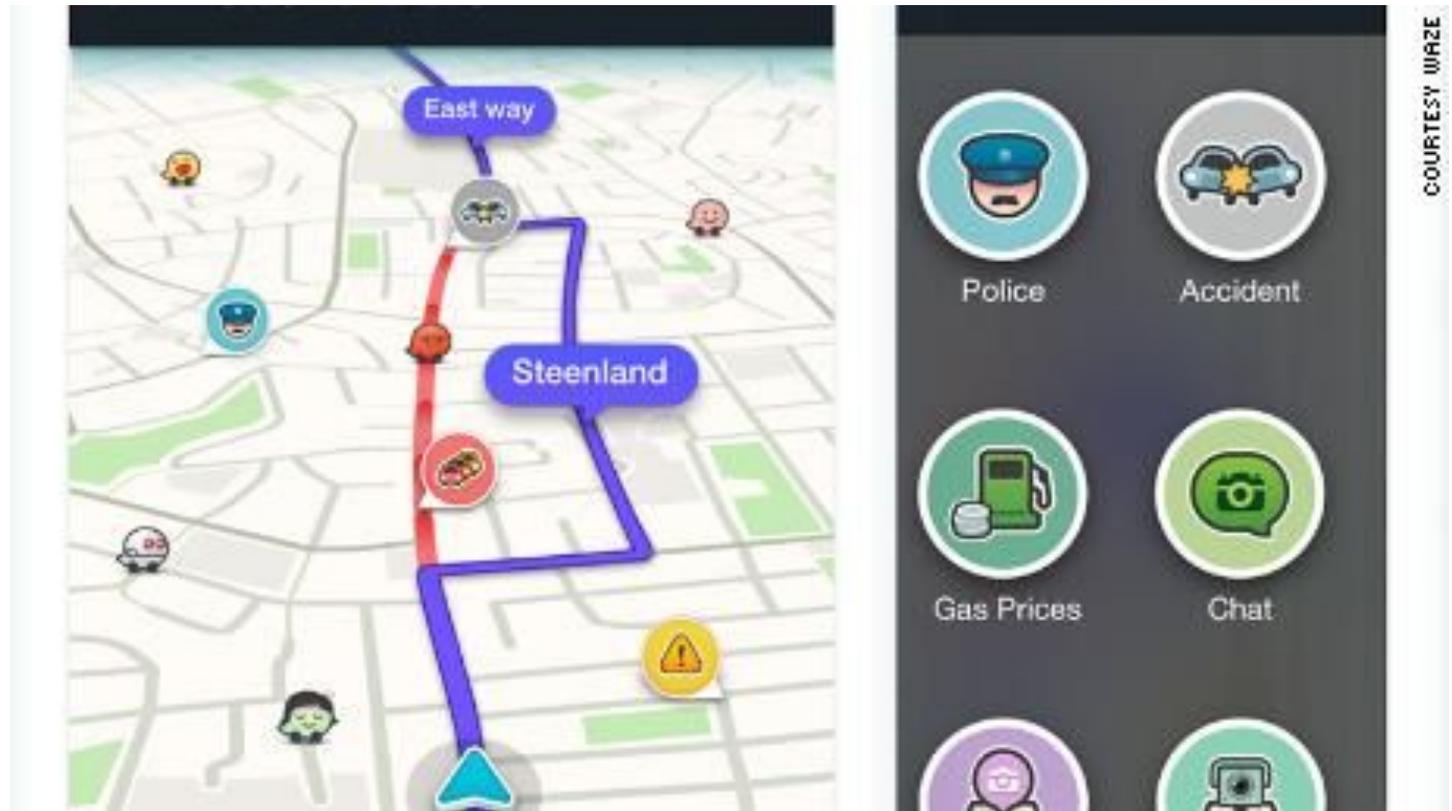
Insights Platform Empowers Strategy

Analytics built an Insights Platform with predictive models for select use cases such as SDoH, pharmacy, and CAHPS.

However, there is significant opportunity for Analytics to serve their markets and distance them from competitors. As the department refreshes modeling capabilities and AI-strategy, four key elements will drive advancement in Analytics:

- + Structure: Leveraging the best internal thinking with key external partnerships
- + Culture: Infusing data-driven mindset into all parts of the business
- + Talent: Enhancing talent to not only to produce analytics, but to consume and act on it
- + Technology: Rapidly making available data to support analytics while retaining data integrity

Simplicity Matters: Don't Boil the Ocean. Start with the critical needs and establish a data culture



Key Takeaways

- Big Data and AI should be a critical component of your enterprise data framework Requires a BOLD offensive strategy. Organizations need to embrace it as a core strategy for growth and innovation. A solid data foundation is key.
- Enterprise Data Strategy is a set of processes and technologies that can be leveraged as building blocks. It is rarely plug and play. Think about culture, trust and transparency.
- Lack of strategy maturity in most organizations as well as with partners who focus on point solutions. Most of the work is still in an incubator model or not integrated.