Driving Population Health Management Value:
Consumer Engagement is the Key

A Presentation to Life Science by Dr. Seth Serxner, Chief Health Officer Optum

April 30, 2015
Population Health Evolution

Population Health
(Engaging the entire population across well, at-risk, chronic and high risk)

Care Management
(Support the chronic and high risk driving 85% of “today’s” costs)

Disease Management
(Supporting the chronic top 3-5% conditions)

WE ARE HERE

Disease Management
Target high risk and cost conditions

Care Management
Customized programs for specific population goals

Lifestyle Management

Well-Being Management
More proactive engagement and population health management

Health Advocacy
Population health management
Evolution of the value proposition

Health care costs
- Reduce overall health care trend and utilization of services
- Value is in cost management
- Metric is cost savings and ROI

Health Status
- Improve health status, risks and conditions of the population
- Manage high cost cases and groups
- Manage lifestyles putting people at risk

Productivity
- Reduce absence, disability, work compensation
- Improve presenteeism
- Support safety initiatives
- Generate more “value”

Human capital
- Critical element to the business strategy
- Total Value on Investment (VOI)
- Recruitment, retention, morale, key to corporate culture of health and performance

Well-being
- Supports the link between business and the well-being of employees
- Holistic view of quality of life
- Consumer-centric
- Includes physical, emotional, social, financial, community and career

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- Includes physical, emotional, social, financial, community and career

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Employer Perspective on Value Relative importance of reasons

Reduce health care costs

Reduce employee health risks

Job satisfaction

Productivity

Disability claims

Sick days

Presenteeism

Morale

Energy levels

Safety

Attract employees

Comradery

Business performance metrics

Daily health decisions

Source: Optum / NBGH Study on Value of Investment 2015
Population health
A different way of thinking about health: Of value to the **CONSUMER**

**Current approach:**
- **Intervention**
- **Goal: Health**

**Alternative approach:**
- **Intervention**
- **Well-being**

**Clinical**
- **Physical activity**
  - Play, outdoors, social, consistent
- **Sleep**
  - Naps, rest and relaxation
- **Healthy eating**
  - Fruits and vegetables, Mediterranean diet, Omega-3, water, alcohol

**Non-clinical**
- **Financial**
  - Budgeting, credit and financial management, job security
- **Mindfulness**
  - Centered, spiritual, sense of being part of something greater than yourself, sense of purpose
- **Creativity**
  - Problem solving, engaging in interesting and challenging tasks, autonomy
- **Connected**
  - Social connections (quality and quantity), loving relationships, volunteering, caring for others, sharing of feelings
- **Positive attitude**
  - Grateful attitude, thankfulness, optimism, stress management, feelings

**Basics:** Food, shelter, security

**Goal(s):**
- “Happiness”
- “Life satisfaction”
- Care for family
- Contribute to the community
- Help environment

Source: Seligman; Strecher; Walsh; Iliardi; Ornsh; McGuiness; Pronk; CDC
Next generation interventions – Intervention: A shift in approach driving greater ENGAGEMENT

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<td>Disease and risk specific</td>
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Behavior change is key to driving value
The Optum™ approach to behavior change: ASM model
Engagement guiding principles – Consumer focus

Our research identified consistent themes that formed our engagement principles

**BE HUMAN**
- Humanized voice
- Simplified information
- Owning up and over-delivering

**SEE THE INDIVIDUAL**
- Celebrating the small things
- Intelligent personalization
- Giving consumers a voice

**BUILD TRUST**
- Creating personal connections
- Total transparency
- Always with you

**BE HOLISTIC & INTEGRATED**
- Connected care teams
- Seamless data
- Unified experience
Definition of the problem: Where is ENGAGEMENT in the Value Path? Behavior change is what drives outcomes

1. Incentives ≠ Interventions
2. Engagement ≠ Behavior change
3. Behavior change → Health risk change

Engagement Model

- Incentives are only one part of engagement
- Engagement drives interventions
- Interventions create behavior change
- Behavior change leads to outcomes
Delivery modality is not the program
Digital platforms support strategy

**Modality**  ≠  **Program**

**Delivery modality**
- Telephone
- Print
- Digital
- Face-to-face

**Program options**
- Coaching
- Health education
- Challenges
- Advocacy

**Program design**
- Delivery modality
- Key success metrics
Participation ≠ Engagement
Program participation is best for “one and done,” awareness-building activities.
Incentives have a clear impact on employer-reported participation rates.

QD3a. For each of your company’s health & wellness programs, please indicate what percentage of your eligible workforce participates in the program.
Health Assessment Participation by Incentive Amount

- Linear relationship between HA incentive maximum value, and participation. Flattens for $75+
- In order to achieve a participation rate of at least 40%, the max HRA award should be $75 or greater.

Source: Optum Research and Analytics 2014
Consumer segmentation research defined the dimensions that define U.S. health care consumers

106 Motivational Statements and 10 Behavioral Dimensions

12 Defining Dimensions

- Perceived Health Status
- Financial Well-being
- Relationship with Health care Providers
- Trust Employer /Insurer
- Self-prioritization
- Need for Convenience
- Hunger for Information
- Need for Guidance, Motivation, Structure
- Demand for Innovation
- Healthy Lifestyle Orientation
- System Usage
- Cost savings
- Flexibility
- Time-crunched
- Info-seeking
- Cynicism
- Reliance
- Confusion
Identifying High Value Members – Investment Prioritization:
• Use clinical cost savings opportunity and engagement opportunity to invest in the highest value members and members with the highest likelihood of enrolling
• Increase consumer engagement, reduce cost per enrollment, reduce future medical expenses, maximize ROI

Engaging High Value Members – Marketing Activation/Consumer Engagement:
• Use attitudinal segmentation to deliver relevant and meaningful messages to distinct segments of the population
• Increase consumer engagement, enhance member experience

Who?

Value Opportunity

Generally, about 70% of the value opportunity lies within the top value tier (20%) of the population

1st Value Opp. Tier

2nd Value Opp. Tier

3rd Value Opp. Tier

4th Value Opp. Tier

5th Value Opp. Tier

Engagement Opportunity (PEI)

How?

Attitudinal Segmentation

- Information-Seeking
- Time-Crunched
- Cost Savings
- Cynicism
- Reliance
- Flexibility
- Confusion
Population health
Communications: Health marketing communications

We apply best practices and behavioral science to shape our consumer communications

- Relevant, frequent, tailored messages

instead of:

Health education

**top 10 Nutrition Facts**

During National Nutrition Month®, the American Dietetic Association urges consumers to look beyond the myths of nutrition and focus on the facts. Remember, the theme for 2008 is Nutrition: It’s a Matter of Fact.

**THE EXPERTS AT ADA HAVE IDENTIFIED THE FOLLOWING FACTS:**

1. Eating right doesn’t have to be complicated. Use MyPyramid.gov to develop a personalized plan for lifelong health.
2. The best nutrition advice is based on science. Before adopting any changes to your diet, be sure the information is based in scientific fact.
3. Not all food and nutrition facts from the expert: registered dietitian. We’ve uniquely qualified to translate the science of nutrition into reliable advice you can use every day.
4. Balancing physical activity and a healthful diet is your best recipe for managing weight and promoting overall health and wellness.
5. Think nutrient-rich rather than “good” or “bad” foods. The majority of your food choices should be packed with vitamins, minerals, fiber and other nutrients — and leaner or staple.
6. Look at the big picture: No single food or meal makes or breaks a healthful diet. Your total diet is the most important focus for healthful eating.
7. Prepare, handle and store food properly to keep you and your family safe from foodborne illness.
8. Don’t fall prey to food myths and misconception that may harm rather than benefit your health.
9. Read food labels to get nutrition facts that help you make smart food choices quickly and easily.
10. Find the healthful fats when making food choices. By choosing polyunsaturated or monounsaturated fats, you can keep your saturated fats, trans fats and cholesterol low.
Culture
The key to engagement

- **Leadership engagement**
  - Visible participation and role modeling
  - Management and operations level
  - Blog, testimonials, challenges

- **Policy**
  - Tobacco
  - Catering
  - Flex time

- **Peer support**
  - Champion network
  - Peer buddy system
  - Competitions

- **Physical environment**
  - Safe
  - Accessible — improvement to stairwells, walking paths, fitness opportunities, healthy community

Alignment with overall business culture and metrics
Culture
Population health can be a shared value aligned with company performance

Companies that encourage a culture of health outperformed the S&P 500 94% vs. −1% return for the same period!

“Companies that build a culture of health by focusing on the well-being and safety of their workforce yield greater value for their investors.”

The Prevention Portfolio

An End-to-end Total Population Health Solution
The Integrated Consumer & Population Health Platform

Enable consumer ownership of their health

Personalized physical, emotional and financial decision support and assistance

At Work

At Home

On the Go

At the Doctor

A convenient, trustworthy, consumer-centric experience

Access & Navigation
- Consumer Targeting & Relationship Management
- Exchanges
- Consumer Interface

Engagement & Advocacy
- Benefit & Financial Management
- Incentive Alignment
- Advocacy & Coaching

Care Delivery & Experience
- Care Management
- Networks & Programs
- Gap Closure & Reporting

✔ Right Decisions
✔ Right Setting
✔ Right Treatment
✔ Right Lifestyle
✔ Right Care Team
✔ Right Medications

Enable consumer ownership of their health