Optum Advisory Services

Helping health care leaders thrive amid unprecedented change
Key questions for health care leaders:

1. In what ways can we reinvigorate our business and operating models to ensure financial sustainability?

2. How do we prioritize changes to our care and service models to align with evolving expectations?

3. How can we integrate virtual care into our delivery model?

4. What role can we play in meaningfully reducing the total cost of care?

5. How can we leverage partnerships to gain efficiencies, innovate, grow — and mitigate risk?
Across health care, the rules of engagement are being rewritten
Health care leaders are facing a new world defined by disruption and volatility. COVID-19 has ushered in dramatic challenges to the health care delivery and payment model:

• Extreme economic pressure
• Uncertainty around future supply and staffing imperatives
• Widespread adoption of virtual care

And these developments only accelerate the pre-existing need to meaningfully address the crisis of affordability and access to care.

How will your organization adapt?
Forging a sustainable path forward amid change is a mission-critical priority. It will require understanding both the near- and longer-term market impacts and rethinking how to respond both strategically and operationally.

This will mean re-envisioning and managing relationships across the health care continuum and finding your unique role in generating value. Organizations that fail to recognize and prepare for this new reality today are in danger of being left behind.

Our team of consultants will be with you every step of the way, providing guidance and extra support to overcome roadblocks.
**How we partner with you**

Navigating the change and complexity of the health care landscape is a daunting challenge. It requires both a deep understanding of numerous external considerations and a pragmatic approach to initiating, motivating and managing change internally across your organization.

Our team of consultants will be with you every step of the way, providing guidance and extra support to overcome roadblocks. And we can lean in where you need it most, whether it’s sophisticated modeling and analytics, serving as an extension of your staff to tackle mission-critical priorities or driving sound decision-making.

**Define your unique strategy with expert insight and analytical rigor**

We begin by assessing your organization’s position in the marketplace, using the industry’s largest health care data asset. Our experts will share their deep experience and take the time to learn from you about your organization and vision. Together, we’ll develop your best pathways for lasting success with actuarial precision.

**Operationalize your data-driven plan with proven methods and expertise**

With many years of both consulting and industry experience, our team can help bring your strategy to life. We work alongside you to implement lasting change by drawing upon a unique breadth of financial, IT, operations, analytics and clinical capabilities. We use proven methods and best practices for change management and cultural transformation to hardwire success.

**Accelerate your transformation with innovative partnerships**

As you navigate your role in the health care ecosystem, we can help you identify and realize new opportunities to generate value across health care. We are committed to developing forward-thinking business and clinical models to deliver cutting-edge results.
Our capabilities

Optum Advisory Services is committed to helping you successfully take on your most pressing challenges: growing and innovating your business, ensuring financial stability, delivering value to stakeholders and reducing the total cost of care. We bring a broad range of critical capabilities to support health care organizations, with a deep focus on providers, payers and their intersection.

- Enterprise strategy
- Transition to value-based care
- Population health
- Revenue diversification
- Strategic partnerships and collaboration
- Consumer experience and engagement
- Digital health
- Applied innovation

- Managed analytics (sourcing analytics functions)
- Innovation analytics (AI and machine learning)
- Hospital/acute care analytics
- Analytics strategy and program assessments
- Targeted analytics:
  - Actuarial
  - Consumer
  - Social determinants of health
  - Value-based care
**Risk management and growth**

- Trend analytics
- Actuarial services, software and analytics tools for commercial, Medicaid, Medicare, ACA and pharmaceutical
- Underwriting (UW) transformation, including process redesign, audits and UW as a service
- Government programs bid support
- Pricing and reserves

**Government programs**

- Medicaid RFP support and state-based market assessments
- New plan launch including Medicare Advantage, Medicaid and ACA
- Care management programs and systems
- Government plans operations

**Health management and operations**

- Total cost of care and quality programs (to reduce administrative and medical expense while improving quality)
- Enrollment and eligibility
- Provider network design and service
- Claims performance management
- Care management: UM/CM/DM programs
- Risk adjustment
- Quality (Stars, HEDIS)

**Payer technology service**

- Technology strategy and development
- Data strategy and governance
- Digital transformation
- Implementation and configuration
- Managed services: technology application and infrastructure

**Payer focused**
**Revenue cycle management**
- Charge capture improvement
- Inpatient and ambulatory CDI
- Denials prevention and management
- HIM/coding optimization
- Interim leadership
- Patient financial experience
- Shared services centralization
- Revenue cycle EHR risk mitigation and optimization

**Hospital performance improvement**
- Administrative cost optimization
- Care management
- Clinical variation reduction
- Inpatient cost-per-case reduction
- Service line rationalization
- Operating room (OR) optimization and cost per case
- Supply and purchased services cost management
- Workforce productivity

**Provider enterprise services**
- Health system and medical group governance and organizational structure
- Patient access and experience
- Provider alignment and referral integrity
- Service line, co-management and partnership models
- Medical group growth including merger and acquisition opportunities
- Medical group management & operations
- Physician compensation design
- Value-based care design and implementation
- Advanced/alternative pricing models

**Provider technology services**
- EHR go-live, personalization and stabilization
- EHR specialty optimization
- IT implementation planning
- IT managed services
- IT strategy development
- IT vendor selection
- Risk adjustment optimization
- Preventive services optimization

**Provider focused**
Examples of our work

Our consultants collaborate to bring diverse expertise and a multilayered perspective to projects across the health care ecosystem. We partner with a wide variety of organizations — from stand-alone hospitals and multistate health systems to regional health plans and national payers — to address both near- and long-term challenges. These are snapshots of our work in selected areas.

Addressing care variation with clinical care redesign

**Challenge:** Leadership of five-hospital integrated delivery system wanted to grow the cardiovascular service line into high-performing heart institute model.

**Solution:** Optum consultants assessed performance to identify highest priority opportunities for achieving high-reliability care and reducing variation in quality and cost. They implemented a unified program and provided in-depth support while building a culture of improvement.

**Results**: $10.5M in savings from more than 10 initiatives implemented across year one

Optimizing the EHR to drive chronic condition documentation

**Challenge:** A multihospital health system wanted to assist providers in more accurately identifying and documenting chronic conditions.

**Solution:** Optum consultants helped the provider organization by implementing a holistic program around an EHR-enabled workflow to document hierarchical chronic conditions (HCCs), alongside clinician-focused training and analytics and reporting.

**Results:** $43.7M in expected improvement in care funding over two years from more appropriate coding

Leveraging analytics to develop a data-driven strategic roadmap

**Challenge:** An academic medical center in the Northeast using Optum analytics platform sought to leverage it for improving performance across portfolio of value-based contracts and the health outcomes of their at-risk populations.

**Solution:** Optum consultants evaluated the client’s positioning, considering both internal capabilities and external market dynamics. Building on prior investments analytics and care management, OAS developed a future-state roadmap and tactical plan to transform the health system into a sustainable, data-driven, and value-oriented health system.

**Results**: In less than two years, the health system cited increased revenue from value-based care contracts as a contributing factor in its return to profitability.

* These return on investment figures reflect actual historical client results but are not a promise of future results.
Streamlining clinical authorizations to reduce costs and improve NPS

**Challenge:** A large national payer sought to reduce internal and external clinical costs while optimizing the authorization process.

**Solution:** Optum consultants reviewed authorization team structure and operations to identify best practices to be leveraged across the care services. These included authorization requirements, site-of-service requirements and authorization processes and technologies.

**Results***: 25% increase in automated authorization decisions  
50% decrease in medical costs when site of service used  
22% increase in NPS

---

Resolving data gaps to improve Medicare Star Rating

**Challenge:** A regional health plan received 3.5 overall Star rating for Medicare Advantage HMO and PPO contracts for two years, yet suspected rating did not truly reflect performance.

**Solution:** Optum conducted initial assessment, revealing underperforming Part C HEDIS® measures and confirming existence of a data gap, but not a care gap. Further analysis pinpointed >40 issues in data accuracy and completeness. Consultants partnered with business and IT leaders to close all identified data gaps and implement improved, sustainable processes.

**Results***: 4 Star rating achieved for both plans within 15 months

---

Optimizing business processes to improve health plan operating rigor

**Challenge:** Regional health plan (~200K Medicaid/Medicare members) needed help improving medical loss ratio (MLR) in main product lines.

**Solution:** Optum conducted end-to-end operational and technology assessment to identify >20 opportunities across multiple business functions including enrollment, provider data management, claims, medical management and supporting technology applications. Consultants redesigned claims process and other business-related initiatives, created functional and configuration design and enhanced/developed business processes, delivered operational playbooks, and established integrated operational decision governance structure.

**Results:** $4.9M in expected payment recoupments  
$12M in expected medical savings

* These return on investment figures reflect actual historical client results but are not a promise of future results.
Holistic, exclusive focus health care

We have deep relationships across the industry and are committed to making the health care system work better for everyone.

9 out of 10 hospitals count on us to design and deploy solutions

100K providers and practices and other health care facilities are served by our teams

4 of 5 health plans are served by our teams
Unparalleled data assets

We are uniquely positioned to align providers, health plans and consumers using deep health care intelligence. Our combination of curated data, leading analytics and applied expertise allows us to extract value from data across the ecosystem to best serve patients and advance organizational goals.

216M lives of clinical and claims data

222M+ lives of consumer data

~24,000 analytics experts, spanning clinical, financial, actuarial and technology domains

Optum Advisory Services

As part of Optum, the Advisory Services team is able to draw on wide-ranging experts, resources and capabilities across:

• Health care strategy and operations
• Health care delivery
• Pharmacy care services
• Life sciences
• Population health management

Innovative, end-to-end solutions and partnerships

Our services range from strategy and capabilities assessments to implementation support and technology, as well as outsourced analytics and managed services. We work with you to design a customized, integrated suite of solutions. We view our partnerships as long-term collaborations and are committed to performance transparency and accountability.

Combination of real-world and consulting experience

1,400+ experts

125+ actuaries

50+ clinicians

Our team brings together both consulting expertise and extensive background in positions at provider and payer organizations and includes data scientists, finance and C-suite executives, process engineers, clinicians and the only actuary practice in the United States dedicated to the health system.
Our recognition

Top ranked by Modern Healthcare

Ranked #2, for the second year in a row, Optum Advisory Services is the second largest health care management consulting firm in the U.S.
Meet our experts

**Mitchell Morris, MD**
President, Optum Advisory Services
EVP, OptumInsight
1-310-966-0566
mitch.morris@optum.com

**Craig Savage, MBA**
SVP, Payer Practice
Optum Advisory Services
1-612-428-6633
craig.savage@optum.com

**Tushar Mehrotra, MBA**
SVP, Analytics
Optum Advisory Services
1-847-651-0437
tushar.mehrotra@optum.com

**Keith Shah, PhD, MBA, FACHE**
SVP, Strategy and Growth
Optum Advisory Services
1-803-361-1454
keith.shah@optum.com

**John Simon, MHA**
SVP, Provider Practice
Optum Advisory Services
1-412-897-4908
john.d.simon@optum.com
Learn how Optum Advisory Services can help you determine and reach your organization’s goals.