

## Integrated hub for tomorrow's strategic planning and business development leaders

### Market planning is more challenging than ever

#### What was already tough has become even tougher

Planning is an increasingly important function in any health care organization, but it is only successful if your team plans for the right things.

Leaders have always faced tough decision making, but intelligence blind spots in this volatile market create a deeper level of complexity and uncertainty leading to mounting pressure and unmanageable risk. Our research in this area has uncovered four main reasons today's planning executives struggle to find the right data and ultimately to make the best decisions:

- **Inability to filter for achievable market share opportunities:** The lack of rigorous analytics to size market opportunity and prioritize initiatives with the best ROI potential leaves organizations to pursue initiatives with little to no ROI, misallocate capital and waste execution bandwidth.
- **Insufficient outpatient visibility:** Without reliable data to understand outpatient service line markets and primary care physician (PCP) referral patterns, organizations fail to gain market share.
- **Incomplete physician network data:** Inaccurate data on outpatient market share and PCP referral patterns lead organizations to diagnose the wrong root cause of outmigration or share loss.
- **No insight on consumer choice:** Lack of knowledge about what patients want causes organizations to waste time and money on initiatives that will not directly improve their patients' experience.

#### Preparing to support full continuum planning

Planning used to be contained to the inpatient setting. Today most planning departments are responsible for the full continuum, including physician network optimization, service line growth, ambulatory geographic expansion, new investments and system service rationalization.

There is no question that new competencies and resources are required to navigate complex analyses and satisfy growing team demands.

#### Strategic planning and business development leaders' up-at-night issues

- Growing list of data sources but no guidebook for use
- Greater urgency to make the right bets
- Unclear path to consensus and ownership of ultimate decision
- Planning team overwhelmed by volume of high-priority requests

#### Rewriting the planner's job description

**75%**

Survey respondents who say their department is now accountable for full-continuum planning

Planning executives like you need actionable intelligence on emerging trends and new opportunities to form strategies to react to a changing market. Then you need market scenario planning and reliable data across the continuum to expose competitor risks, physician behaviors and patient wants. Even with accurate data, you need support to drive projects forward and fully assess the ROI from new investments.

The new planning executive's job is one that requires fully integrated service planning, access to customized analytics and expert support.

## Drive confident decisions amid market complexity

### Emerging tactics and honest insight into planning

Our analytic tools, insights and business planning support help you anticipate future market dynamics and position you to grow share in an ever-changing environment. Taken together, our resources deliver the transparent, honest viewpoint you need to answer your toughest and most expansive planning questions.

#### Understand your customers: Consumers, employers and physicians

- What are customers — consumers, employers, physicians — looking for now? And since you can't do everything, what's most important to them? We use a conjoint methodology that asks respondents to make trade-offs among options, rather than simply rating everything as "nice to have."
- For instance, we've evaluated how consumers make decisions regarding on-demand care, what keeps them loyal to their personal physician and what makes them follow a referral vs. self-refer. Our sample sizes are big enough to do regional and demographic cuts and we can analyze your own defined market.

#### Plan for growth

- We provide an inside look at how new business models like virtual visits or hybrid concierge practices are working — or failing — and analyses of whether those models are right for your market (consumers, employers and physicians).
- For example, you are thinking about investing in orthopedic urgent care. Optum profiles cover the key considerations you need to plan for so you can best compete for volume.

#### Develop new services

- When you're ready to develop a business plan or pro-formal, you can pull assumptions and benchmarks from our database.
- Maybe you need to know how many doctors to hire to staff a virtual care service or a women's midlife center. We have those numbers and figures so you can make the most informed decisions.

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*How are consumers making independent choices about their health care providers?*

*What are physicians' top considerations when making a referral?*

Our surveys and profiles provide insight at a highly detailed level so you know what customers want.

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*What are your best options for delivering on customers' needs and wants?*

Our frontier practice profiles outline key considerations for new business models.

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*What is the ROI from different opportunities?*

Our investment decisions database provides the background and specific data to answer your questions and make the right decisions.

### Anticipate future market disruptions

- We help you prepare for things like major employers shifting their staff to private exchanges or competitors joining national clinical networks.
- Our reports are analytical but digestible and help you evaluate your vulnerability to a given shock — both the likelihood that it could occur and the impact it would have. We guide you on how to prepare based on the results of your self-assessment.

## Planning 20/20 helps you choose your own path forward

### Unified insights, analytics and planning support that work for you

In 2015, we met with more than 150 planning executives to discuss their challenges and asked what tools and resources they wish they had to make their lives easier.

The resounding answer: Reduce the noise. Give us all of the data, insights and advice we need in a digestible format so we can curate the best possible strategic plan for each of our unique organizations.

Enter Planning 20/20. Analytics for data visibility, enhanced planning tools and dedicated business planning support in an integrated solution. The results is everything you need to forge ahead with confidence.



#### Data visibility

- Growth opportunities
- Market share
- Physician referral patterns
- Consumer behavior



#### Data comparability

- Normalization of data for apples-to-apples comparisons
- Wide range of data for all care settings



#### Enhanced planning tools

- Market change forecasts
- Growth innovation evaluations
- Market scenario planning
- Operational effectiveness



#### Expert business support

- Service line advice
- Customized projects
- Unlimited consultations from 40+ planning experts

*What emerging trends should you be aware of?*

Our market shock reports help you prepare for the unexpected changes that may come your way.

#### Top five use cases

- **Physician network optimization:** Identify prospects to increase specialist and PCP referrals
- **Service line growth planning:** Assess market performance and identify growth opportunities
- **Ambulatory market expansion:** Evaluate consumer behavior and demographics to assess market opportunities
- **New investment planning:** Evaluate investment decisions like telehealth and urgent care
- **System service rationalization:** Find ambulatory expansion and consolidation opportunities and plan for investments or divestments

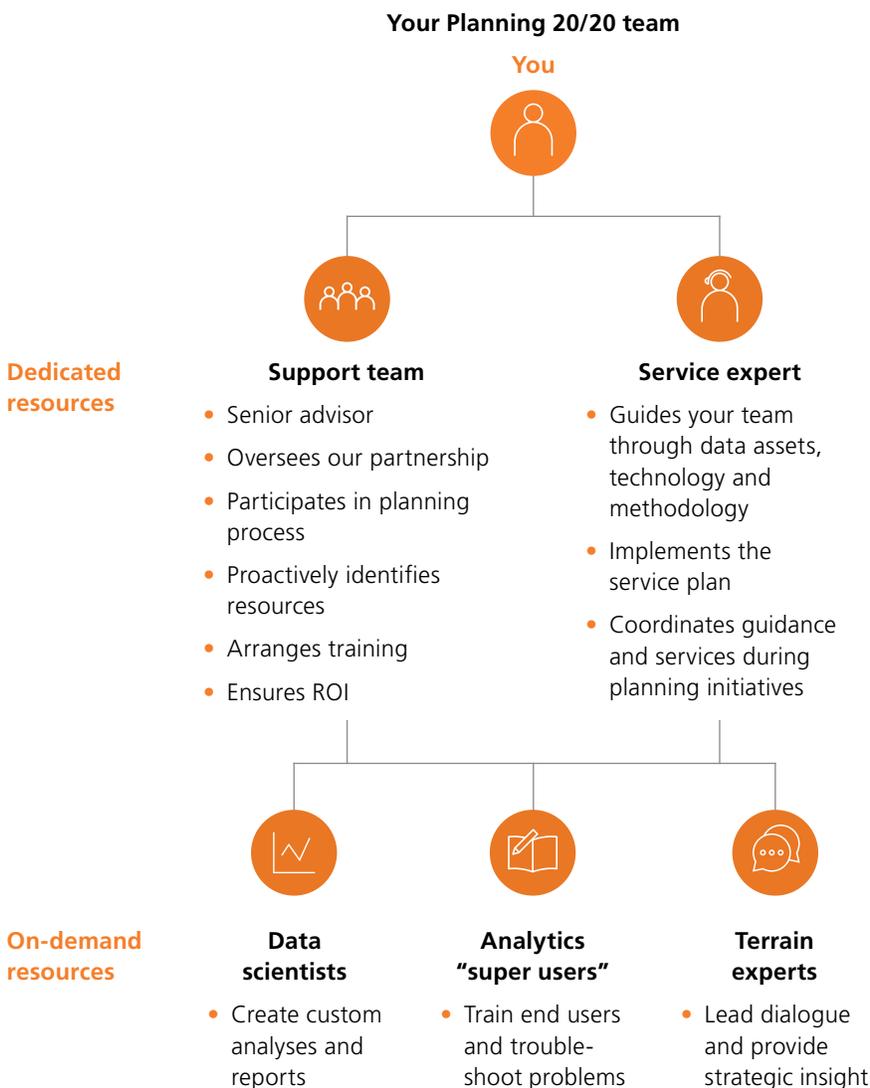
## Extend your team's capabilities and impact

### Integrated service model supports your in-house team

Planning 20/20 gives you dedicated, expert support for your planning and business development processes. With Planning 20/20, you have access to two dedicated individuals with distinct and complementary skill sets.

- Your support team includes a senior-level planning expert, whose job is to understand your strategy, participate actively to identify investment opportunities and propel your planning process forward.
- Your service expert is your on-the-ground connection to all of the services included in Planning 20/20. He or she hand-selects the best Planning 20/20 tools and resources to help you achieve your goals.

In addition to these dedicated resources, you'll have as-needed access to data scientists, terrain experts and analytics "super users" to expand your team's capabilities even further.



### Honest, unbiased analysis

Your Optum service team is committed to provide fully transparent insights into any problem you are solving or opportunity you are vetting.

Our comprehensive expertise gives us a bird's-eye view into all possible options and potential blind spots to consider as you choose your best path forward.

## How we drive value

### Sources of return on your investment

- **Principled volume growths:** Planning 20/20 gives you visibility to increase profitable volumes in fee-for-service situations and contain them effectively while maintaining high-quality care in the world of value-based care. Our analytics and insight easily pinpoint the most valuable physicians and consumers to engage to drive the business you need to succeed.
- **Increased staff effectiveness:** Easily digestible information and apples-to-apples comparisons save your team countless hours assembling and analyzing data sets and our market projections and expert support mean that your team will always have the latest information on what to expect in your market at their fingertips, making decision-making faster and easier.
- **Increased confidence in decision-making:** As the health care environment becomes exponentially more complex, so does the process of strategic planning and business development. Planning 20/20's trustworthy data and market insights help you choose the right path with confidence and build support among your peers for the direction you choose to take.

### Beyond the strategic plan

Even the best plans are for naught if they aren't carried out effectively. Planning 20/20 includes an **integrated Physician Relationship Management (PRM)** tool to interact with the physicians critical to achieving your strategic aims. Optum also offers a **Customer Relationship Management** tool\* to support you to reach out to another crucial constituency: your patients. Together these tools amplify the impact of Planning 20/20's capabilities by bringing your strategic plans to life.

### Committed to continuous enhancements

- Expand foundational data assets
- Deepen visibility across sites of care
- Enhance analytical flexibility
- Anticipate future market disruptions
- Provide new-in-kind consumer analytics

\*For an additional fee.

## Vendor competitive analysis

Optum has put together a competitive grid listing all the important factors planning and business development leaders need to consider when evaluating an outside solution.

Use the following to evaluate vendors.

### Extensive market experience and best-in-class analytics

#### Expert-driven business planning (included)

	Planning 20/20	Alternative vendor
On-demand custom insights	Our planning experts will create executive briefings for questions not addressed through our regular research	
Quarterly custom service projects	Over 20 types of custom service projects in areas of service line growth, geographic footprint planning and business innovation	
Broad service line expertise	Expertise in 14 clinical technology investment categories and 11 disease center development categories	
Nuanced insight on today's consumer preferences	In-depth national consumer conjoint surveys evaluating how consumers make trade-offs among care options	

#### Technology platform overview

	Crimson Market Advantage	Alternative vendor
Technology clients	1000+ hospitals and 4800+ users	
CRM integrated with analytics	Yes	
Return on investment tracking	Yes	
Average implementation speed	12 weeks, with insights available as early as 2 weeks	
Technology enhancements	Monthly	
Licenses	Unlimited (analytics platform)	

## Best-in-class analytics lead to rapid ROI

### Cutting-edge market analytics

	Planning 20/20	Alternative vendor
Outpatient claims data grouper	Yes	
Market scenario modeling	Maximum flexibility and customization options available on 7 drivers, including reimbursement shifts, technology evolution and care management adoption	
Patient cohort analytics	Yes, links consumer attributes to claims for custom analysis	
Intuitive report builder	Yes, MicroStrategy platform provides fast and flexible reporting	
Data trending	15-month snapshot of network connections	
Customized networks	Yes, to service line, product line or diagnosis/procedure code level	
Physician connections analysis	Yes, with ability to discern clinically relevant physician networks down to the product line, diagnosis or procedure level	
Service line assignment logic	Yes, provides complete procedure volumes	
Proceduralist splitter analysis	Yes, across inpatient and outpatient	
PCP downstream activity analysis	Yes	
Visualization of PCP leakage	Yes	
Valuation of market share leakage	Yes, at health system reimbursement rates	
Integrated quality metrics	Yes <sup>1</sup>	
Opportunity identification	Yes	
Shared patient counts	Yes	
Flexible, robust state claims analyzer	Ability to analyze state claims on all fields	
Integrated dashboard with other Optum programs	Yes	
Audience market share	Yes	
Ad hoc reporting on all data elements	Yes	

1. Available only in conjunction with Crimson Continuum of Care.

### Fast-track to ROI

	Planning 20/20	Alternative vendor
Average implementation speed	10 to 12 weeks, with analytics insights from Turbo Site available as early as 2 weeks	
CRM and PRM fully integrated with analytics	Provides ROI analytics for both liaison and marketing initiatives	
Return on investment tracking	Yes	
Technology enhancements	Monthly	

### Analytics powered by integrated and comprehensive data

#### Data scope and quality

	Planning 20/20	Alternative vendor
Breadth of data sources	Proprietary relationship with LexisNexis provides 1,800+ sources spanning all private and public payers, clearinghouses and provider systems	
Size and scale of integrated data asset <sup>2</sup>	2 billion actual practitioner-level medical claims from hospital (IP & OP) and freestanding facilities, physician offices	
Depth of physician network data <sup>3</sup>	700K+ physicians, 120M+ practitioner-to-practitioner connections and custom disease networks	
Single point of data integration	LexisNexis has 15+ years of proprietary algorithm experience in data matching, cleansing and de-duplication	
Longitudinal data including E/M and complete ambulatory data	Yes, additional module offered	
Physician connections data trending	Yes	
Payer mix data	Yes	
Service line coverage	Unlimited	
Market coverage	User-defined, no additional charge for large markets	
Monthly data refresh included	Yes	
Comprehensive physician roster	Yes	

2. Actual medical claims from 100% of hospitals in U.S.

3. Connection defined as 2+ shared patients.

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**Support services<sup>4</sup>**

	Planning 20/20	Alternative vendor
Customer, user and training support	Unlimited access to support team	
Annual summit and peer networking	Yes	
Educational teleconferences	Yes	
Access to insights	Yes	

4. All included in fee; no additional charges.



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