INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

INNOVATION CARE PARTNERS

CIGNA COLLABORATIVE CARE

Together, all the way.®

Cigna®

Offered by: Cigna Health and Life Insurance Company, Connecticut General Life Insurance Company or their affiliates.

GET BETTER: CARE. OUTCOMES. SAVINGS.

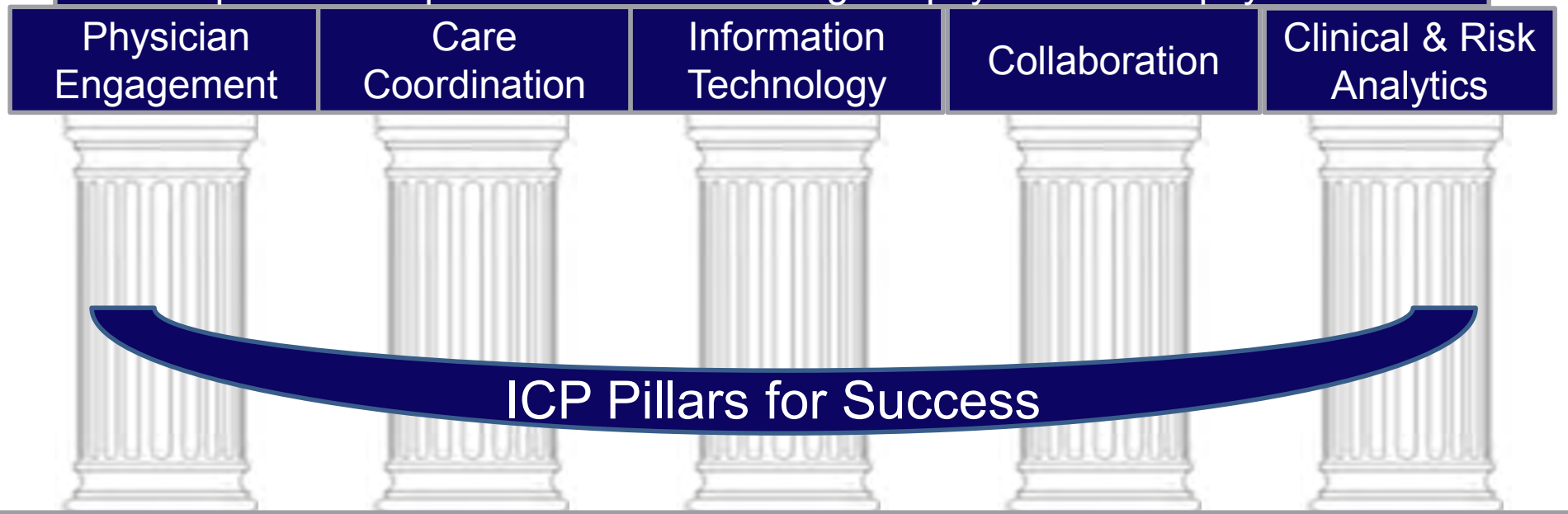
900781

Innovation Care Partners Strategic Framework

INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

Mission: Innovation Care Partners provides coordinated, high-value, evidence-based care to improve the health and well-being of the patients and families we serve.

Vision: Innovation Care Partners will be the leader in innovative healthcare delivery with exceptionally high quality, balanced against cost, and will be the preeminent partner of choice for aligned physicians and payers.

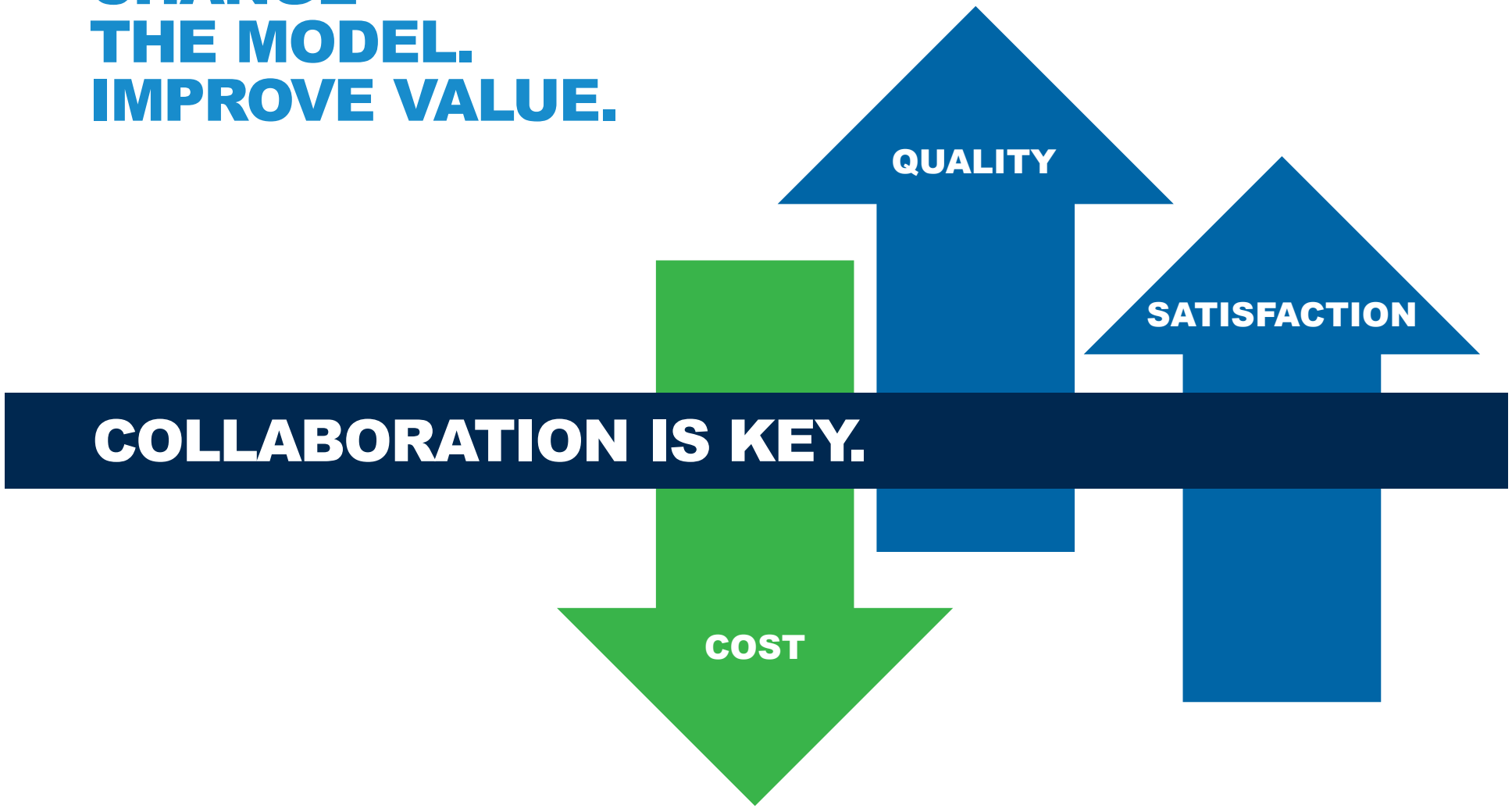


Values:

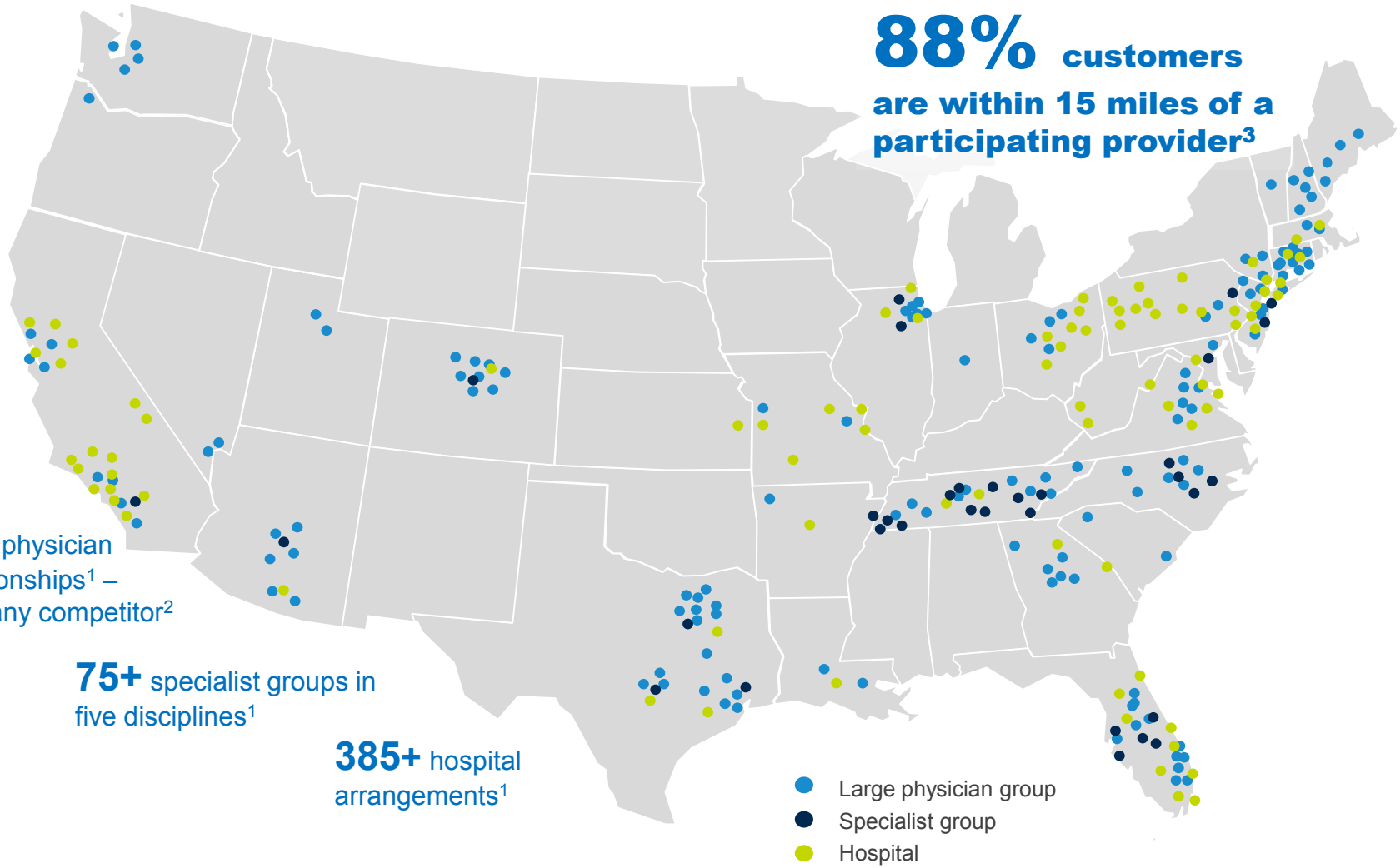
- Patient-centered
- Physician driven
- Transparent and Fair
- Pluralistic
- Continuously Improving

A TRANSFORMATIVE APPROACH

CHANGE THE MODEL. IMPROVE VALUE.



ACTIVE ARRANGEMENTS



Map is illustrative.

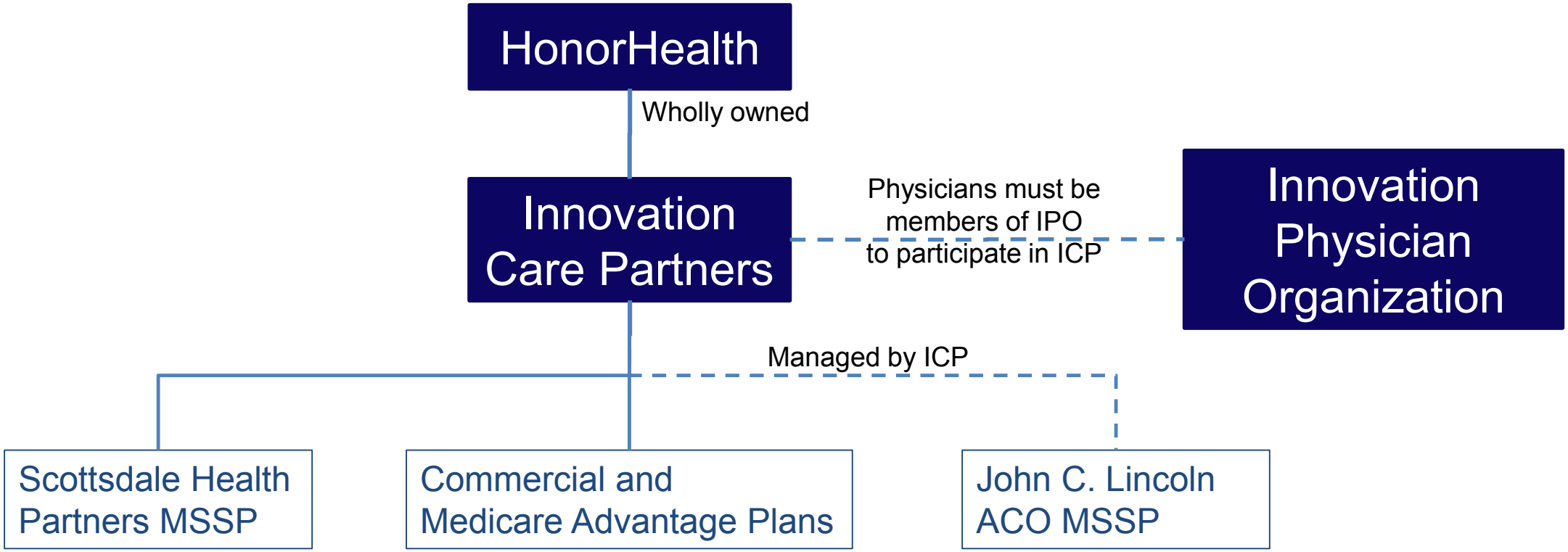
1. Cigna internal analysis of existing arrangements as of January 2017. Subject to change.
2. Becker's Hospital Review, "A year of mixed results, continued growth for ACOs," November 2014.
3. Cigna 10/1/16 analysis of medical BOB customers in top 40 US markets, defined by market size, within 15-mile Zip code radius (Zip code to Zip code distance) of large physician group primary care physicians. Subject to change.

What is Innovation Care Partners?

INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

Clinical Integration and Accountable Care Organizations

- CI - Legal mechanism that allows practices to remain independent but work together to provide coordinated quality care
- MSSP – Participant in CMS Medicare Shared Savings Program



ICP Physician Membership

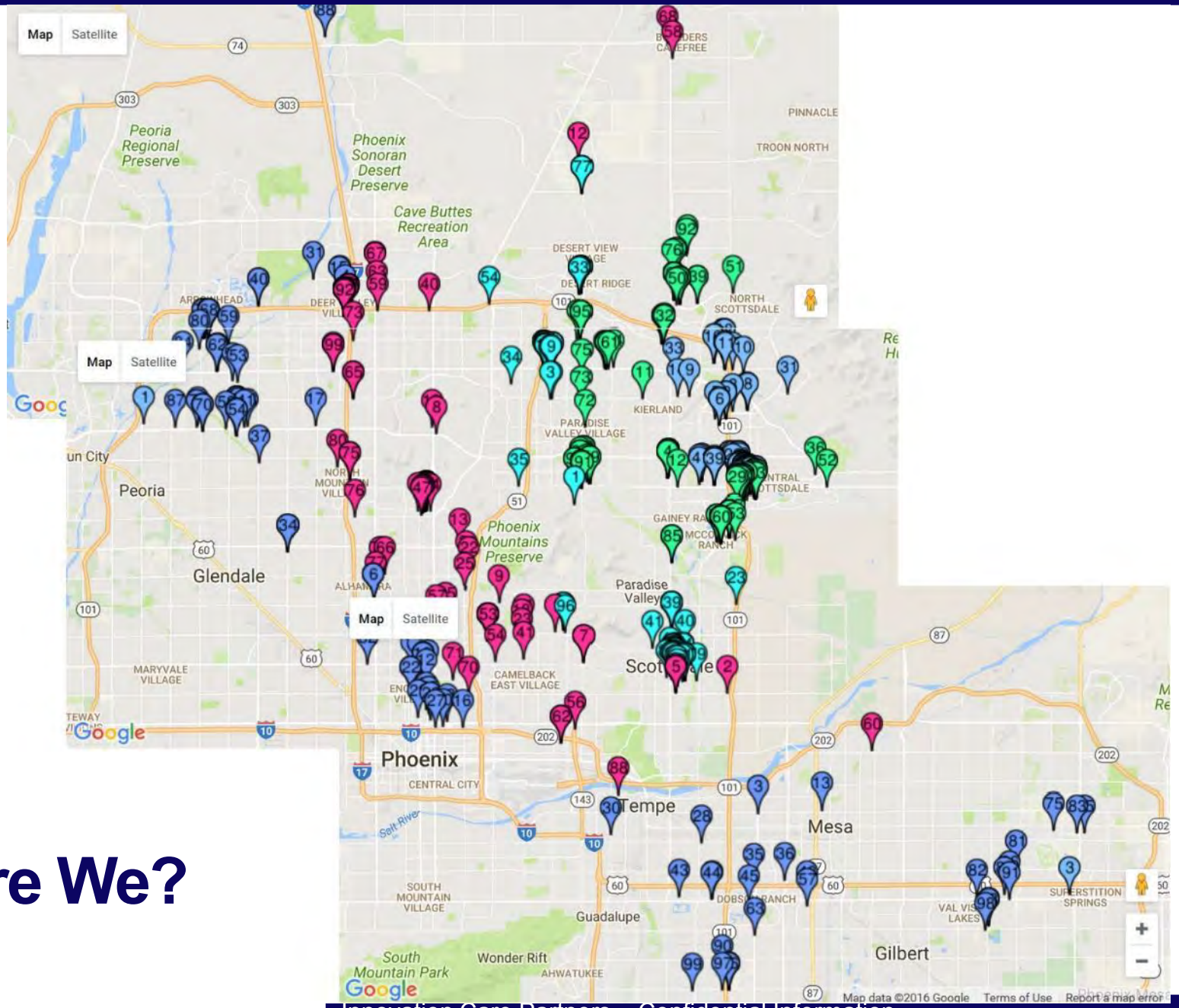
Family Medicine	223
Internal Medicine	43
Pediatricians	15
PCP Total	**281**
Allergy	7
Anesthesiology	152
Bariatrics	3
Breast Surgery	5
Cardiac Electrophysiology	6
Cardiology	60
Cardiovascular Surgery	5
Colon and Rectal Surgery	3
Dermatology	23
Ear, Nose & Throat	16
Emergency Medicine	34
Endocrinology	9
Fertility	4
Gastroenterology	39
General Surgery	31
Hand Surgery	3
Hematology-Oncology	44

Hospitalists	63
Intensivists	5
Nephrology	44
Neurology	10
OB/GYN	28
OB/GYN-Perinatal	2
Opthalmology	51
Orthopedic Surgeon	51
Pain Management	55
Pathology	8
Plastic Surgery	11
Pulmonary-Critical Care	12
Pulmonology	16
Radiation-Oncology	22
Radiology	70
Urogynecology	11
Urology	56
Vascular Surgery	7
Other	80
Specialist Total	**1046**
Pending Total	**228**
Grand Total	**1555**

- Pending = In-Process:
  - Medical Staff credentialing
  - BCBS contracting
  - Missing important contract documents

INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

Where are We?



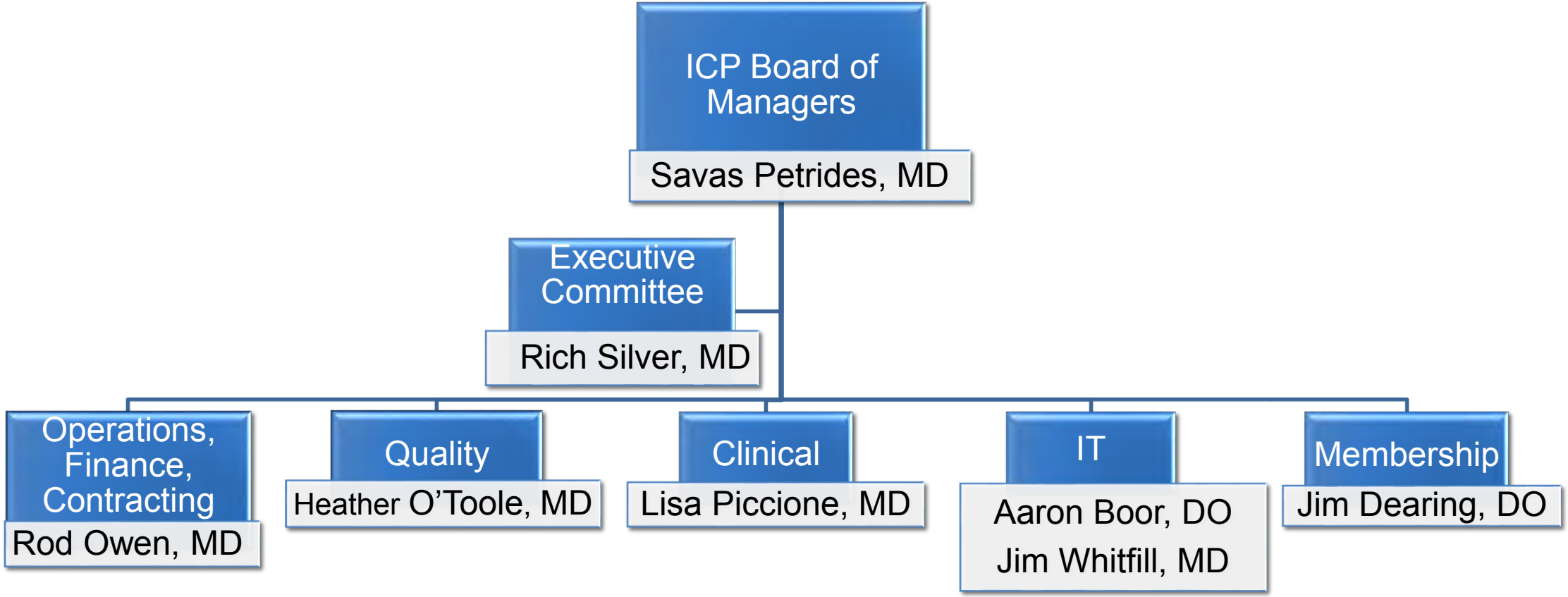
ICP-Member Routine Engagement

INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

- **ICP believes in transparent communications with physician members through multiple methods**
- **In-Person Meetings with ICP Physician Executives**
  - All Member Meetings (3 times per year)
  - PCP Meetings (3 times per year)
  - PCP Practice meetings (Quarterly)
    - CMO or CSO meet with physicians and practice to discuss results and initiatives
    - Data packets/education/information
    - Care management payment checks
  - Specialist-Focused meetings (ad-hoc)
    - ie. Process improvement, data/quality gap, etc.

Innovation Care Partners Committees

INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH



Committee meetings are open to all interested physician members

- ICP Collaboration with Cigna
  - Quarterly JOC
  - Weekly care coordination
  - Annual quality collaborations
  - Virtual rounds
  - Data and analytics

OUR HANDS-ON APPROACH

BETTER COLLABORATION

DRIVES MORE SUSTAINABLE RESULTS

INSIGHTS. MADE ACTIONABLE.

Translate data into action to resolve health and cost risks sooner.

HOLISTIC CARE. SIMPLIFIED.

Enable whole health end-to-end treatment to optimize patient engagement.

SUPPORT. HUMANIZED.

Personalized guidance and outreach to collaborate for better care.

DEEP EXPERTISE.

Nearly a decade of experience, learning and growth.*

* 2016 Proprietary Cigna Accountable Care Organization Experience Survey. Conducted July - September 2016.

SUPPORT. HUMANIZED.

GOING THE EXTRA MILE

TO HELP DOCTORS IMPROVE FASTER

PEER-TO-PEER MEETINGS
- Share best practices
- Brainstorm ideas

REGULAR FACE-TO-FACE FEEDBACK
- Review performance
- Overcome obstacles

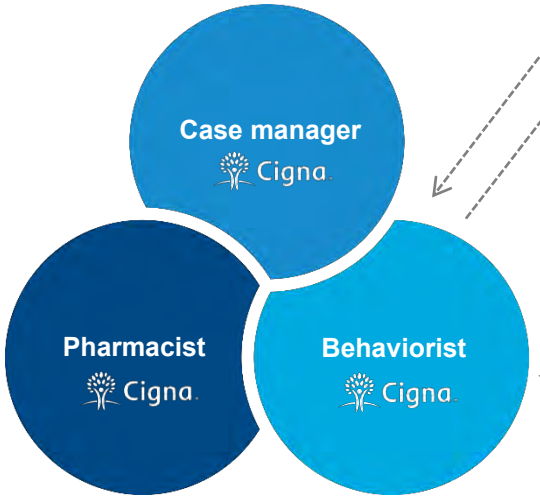
SAY GUIDANCE IS HELPFUL*

WORK TOGETHER TO ACHIEVE GOALS

*2016 Proprietary Cigna Accountable Care Organization Experience Survey. The survey was conducted among large physician groups participating in the Cigna Collaborative Care program from July - September 2016. We received 200 completed surveys, a 22% response rate. Input was received from provider organization leadership participating in Cigna's Collaborative Care program, including provider staff in administrative, contracting, medical, informatics and care coordination roles. Respondents rated guidance and insights as "excellent/very good/good." Among large physician groups with access to the tool.

THE PERSONAL TOUCH CUSTOMERS WANT

- Customer receives the right care, at the right time.



Cigna Collaborative Care

- Treatment compliance
- Follow-up care
- Health and coaching programs
- Cigna One Guide℠ support

- "Well-care" - see and address health risks sooner
- Helps to guide patients to the right care at the right time
- Coordinate ongoing care and use of available programs to improve whole health

Cigna®

INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

ICP CARE MANAGEMENT PROGRAM

Innovation Care Partners Care Management Model

Payor Services & Programs

Central Care Management Department

Honor Health Hospitals:
- Shea
- Osborn
- Thompson Peak,
- North Mountain
- Deer Valley

Transitional Care Manager

Post Acute Care Services

Post- Acute Transitional Care Manager

MD
Care Coordinator

MD
Care Coordinator

MD
Care Coordinator

MD

MD

INNOVATION
CARE PARTNERS
AFFILIATED WITH HONORHEALTH

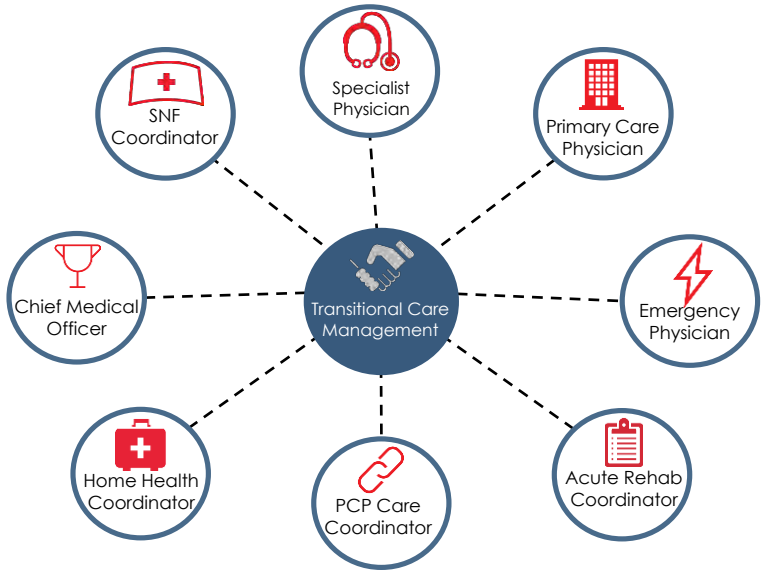
TRANSITIONAL CARE MANAGEMENT: COLLABORATION

Transitions of Care

INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

Definition

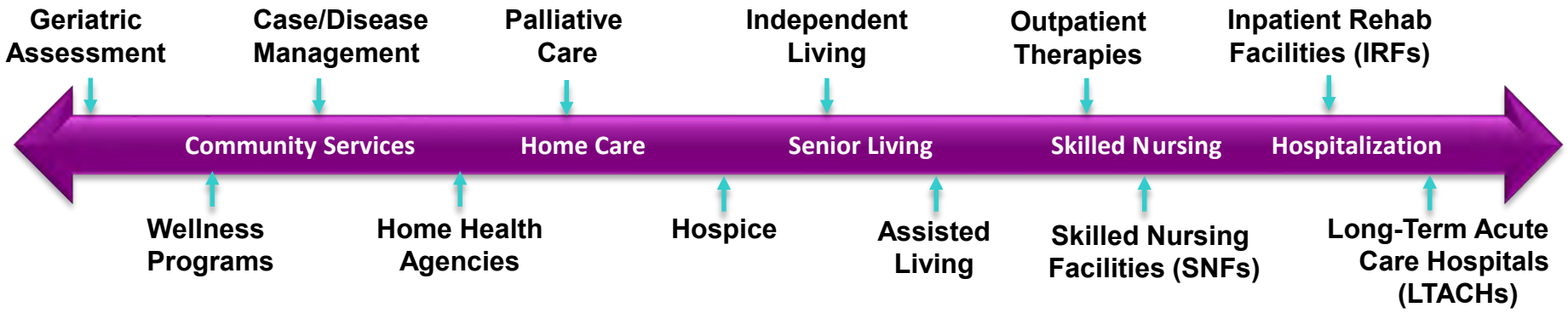
- **Transitions of Care refer to the movement of patients between health care locations, providers, or different levels of care within the same location as their conditions and care needs change. Specifically, they can occur:**
  - **Within Settings**
  - **Between Settings**
  - **Across Health States**
  - **Between Providers**
    - ***Source: American Geriatric Society Health Care Systems Committee. Improving the Quality of Transitional Care for Persons with Complex Care Needs. Journal of the American Geriatrics Society. 2003;(51):556-557***



Post Acute Spectrum

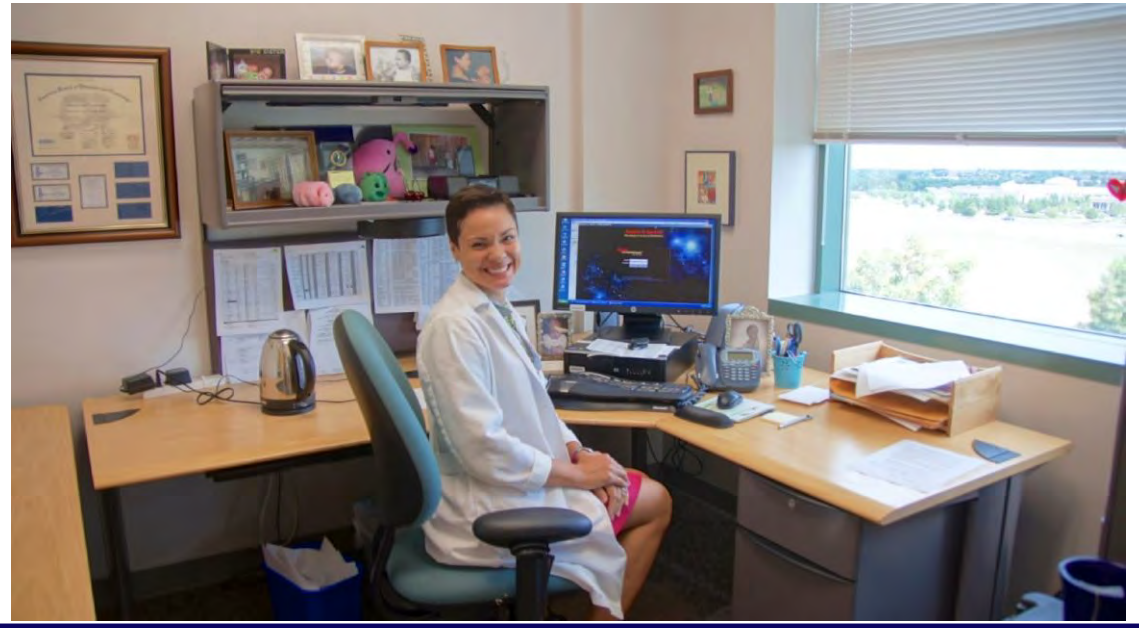
INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

A Variety of Services Form the Post-Acute Care Spectrum



INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

COMPREHENSIVE CARE COORDINATION (OUTPATIENT)



INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

Comprehensive Care Coordination

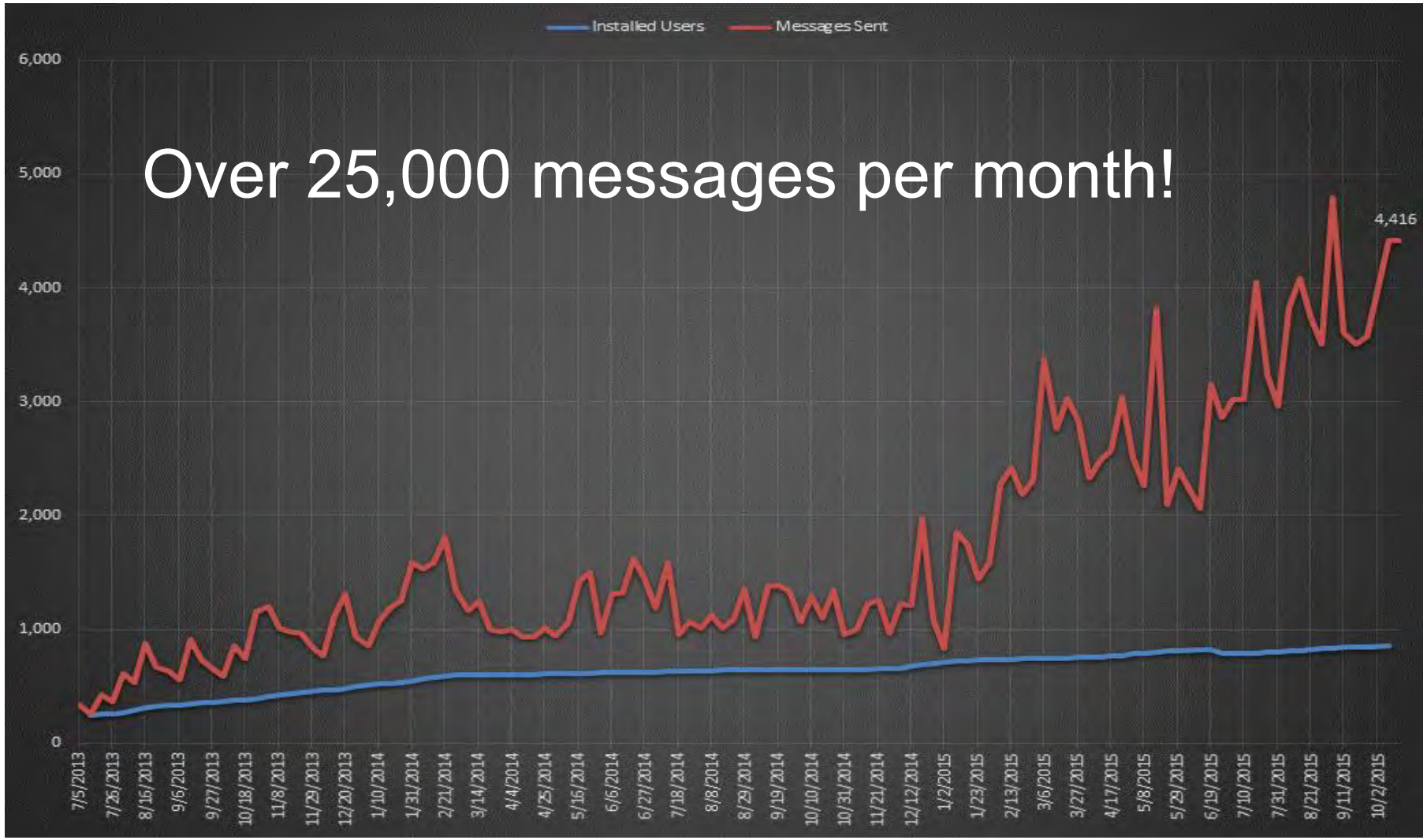
- **Primary care based** for predicted **moderate to high risk** patients
- **Specially trained** care coordinators
  - Behavioral modification interviewing
  - "Supervisit" process
  - Medication Management
  - Assessment tools:
    - **SF-12 (VR-12)** – measure health related quality of life and estimated disease burden
    - **PAM** - tool that measure patients engagement in their health care (Levels 1-4)
    - **PHQ–2 & PHQ-9** – tool used to screen, diagnose, monitor, & measure severity of depression
- Mutually agreed upon "**Shared Action Plan**"
- High level **(face to face) contact** with patients and providers.

Care Coordinate: Coming Soon

- Integrated to Innovation Exchange
- Pathways for ICP Care Management Team
- Designed by ICP Care Management Team!

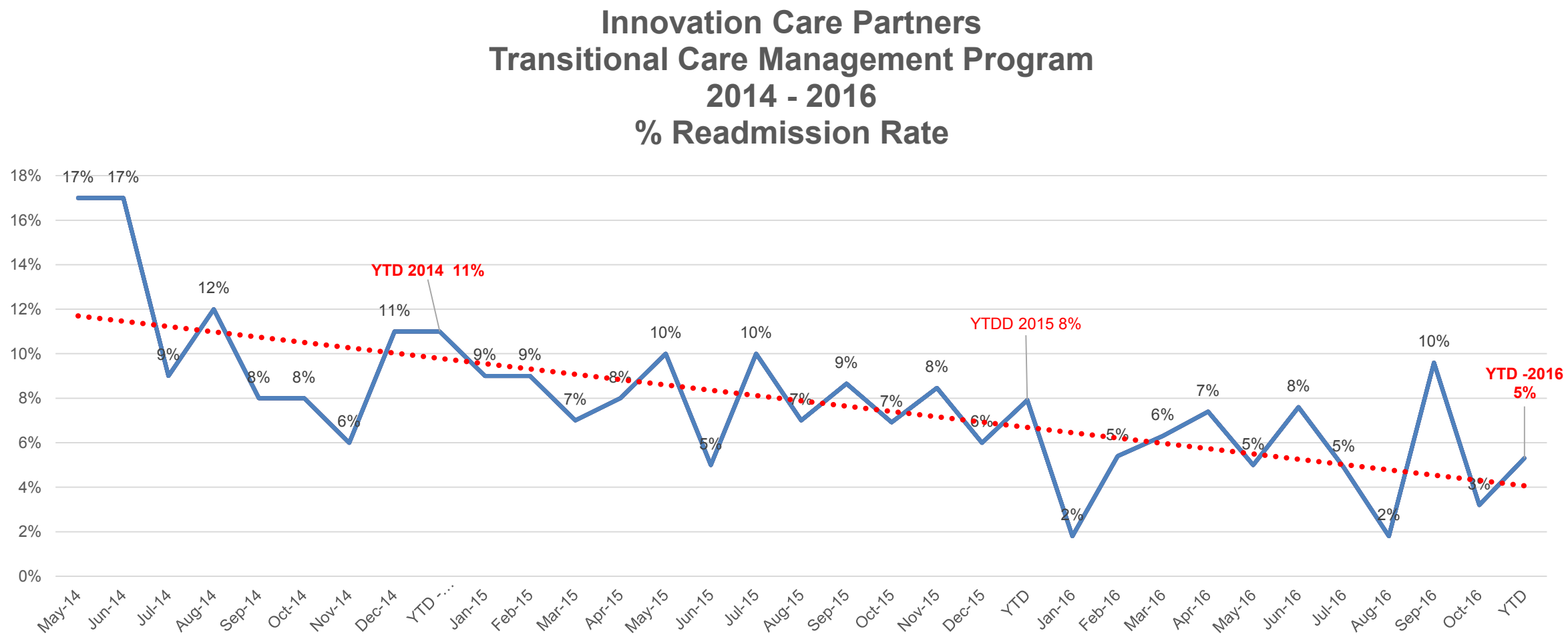
Secure Text Messaging Adoption and Use

INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH



Readmission Reduction

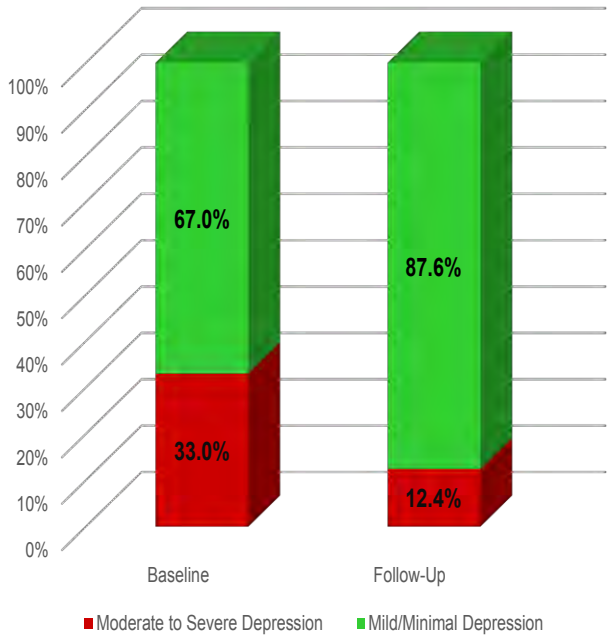
INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH



CCC Outcomes

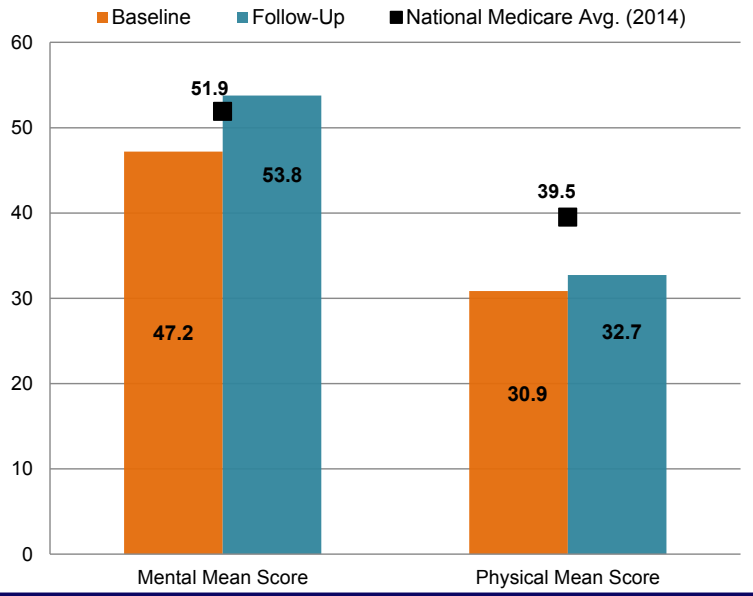
INNOVATION CARE PARTNERS
AFFILIATED WITH HONORHEALTH

% of Patients by Depression Level Baseline and Follow-Up

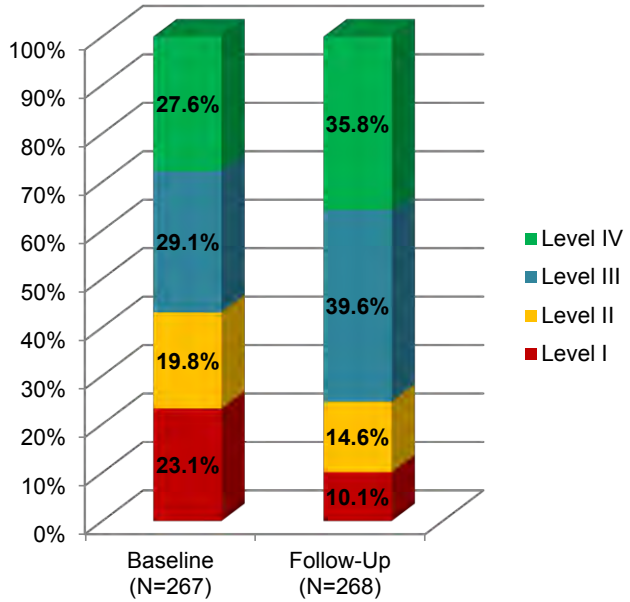


Demonstrated improvement in patient depression, function and activation.

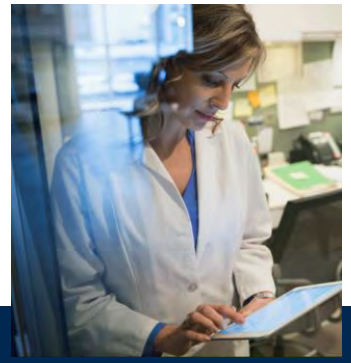
Average Scores for Patients who completed the VR12 Survey - Baseline and Follow-Up



% of Members by PAM Level for Baseline and Follow-up



CONTROLLING THE COST OF CARE



PROVIDERS

Top performers saved **3%** in total medical cost among groups active one year or more.[1]

$120 saved annually per patient[1]

CUSTOMERS

88% have access to a Collaborative Care physician in the top 40 markets.[2]

CLIENTS

2:1 ROI[3]

$145M total medical cost savings to date.[4]

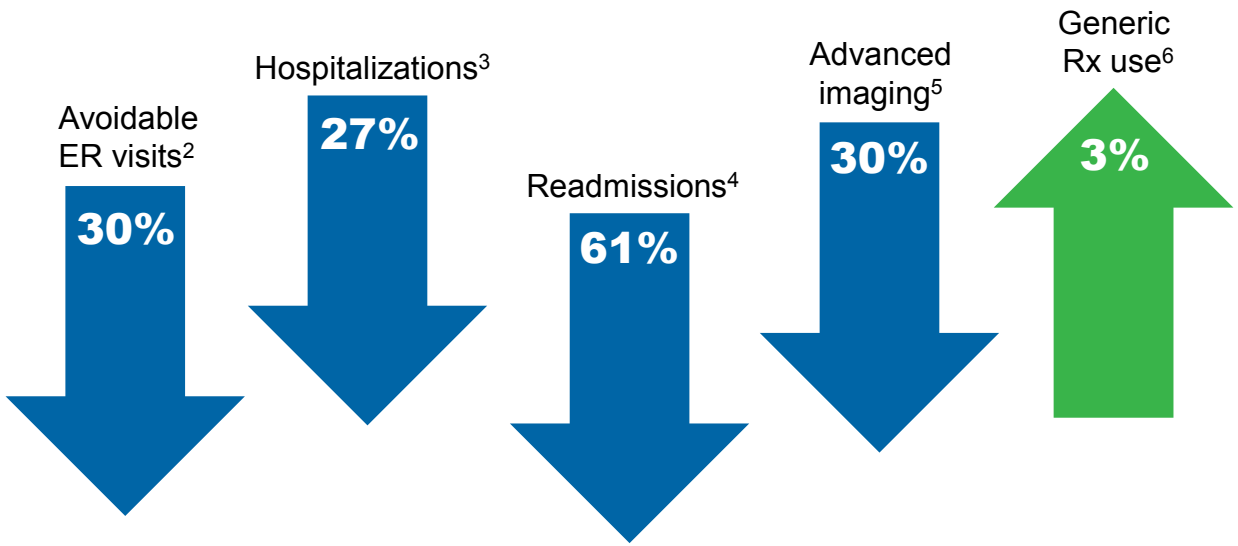
1. Cigna 10/1/16 analysis showing 1/3 of large physician groups nationally active at least one year see an average 3% total medical cost savings over two years.
2. Cigna 10/1/16 analysis of medical BOB customers in top 40 US markets, defined by market size, within 15-mile Zip code radius (Zip code to Zip code distance) of large physician group primary care physicians. Subject to change.
3. Cigna internal analysis of Cigna Collaborative Care, Large Physician Group annual results for 2014 and 2015. ROI Methodology = (Total Savings-Total CCR Costs)/Total CCR Costs. Reflects performance since inception of groups, with experience of one or more years.
4. Calculated from trend of aligned member claims plus care coordination reimbursements paid vs. trend of Cigna's comparable claims within the local market on a risk adjusted PPPM (per patient per month) basis. Cigna Collaborative Care Large Physician Groups with effective dates through 2015.

RESULTS THAT MATTER

Outperforming market[1]

7% better quality

compliance with evidence-based medicine guidelines.[1]



1. Cigna 10/1/16 analysis (weighted average) of top five national large physician groups per metric compared to local market in 2015.
2. Accounts for 28,000 aligned customers. Examples of avoidable visits include nonemergency minor illnesses such as headaches and skin rashes.
3. Accounts for 81,000 aligned customers.
4. Accounts for 25,000 aligned customers.
5. Accounts for 52,000 aligned customers.
6. Accounts for 47,000 aligned customers.