

# Attention to quality pays a dividend to society

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Dr. Richard Migliori

EVP, Medical Affairs &  
Chief Medical Officer,  
UnitedHealth Group



**\$210B** Unnecessary Services

**\$130B** Inefficiently Delivered Services

**\$105B** Prices that are Too High

**\$191B** Excessive Administrative Costs

**\$75B** Fraud

**\$55B** Missed Prevention Opportunities

**30%**  
of Overall  
Budget

# The Three Tenets of Our Clinical Strategy



**~250K**

UnitedHealthcare  
plan sponsors

**139M**

consumers

**1.2M**

UnitedHealthcare  
network care providers

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supported by

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**285K**

workforce

including

**>86K**

clinical professionals

**~1 Trillion**

digital transactions  
processed annually

**~\$3.3B**

invested annually in  
technology & innovation



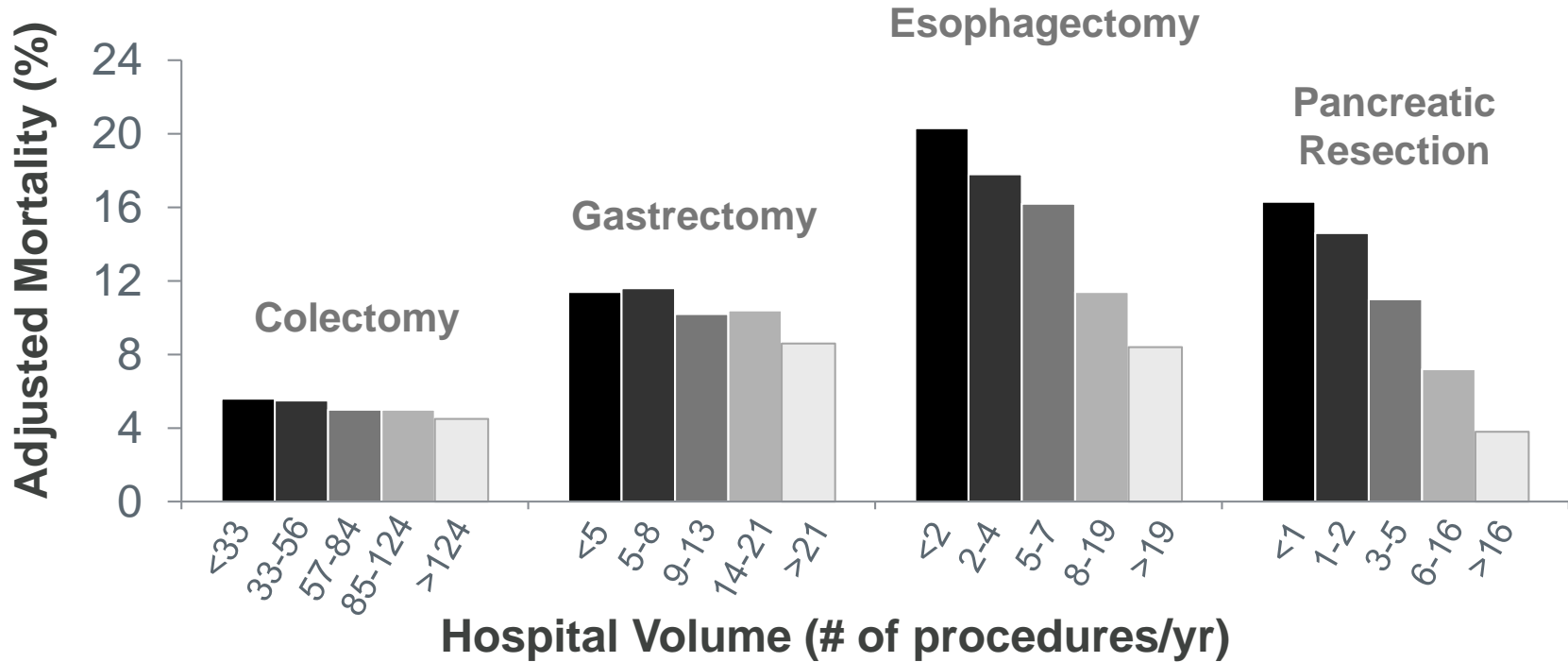






**Our current state:  
redeeming the  
quality dividend**

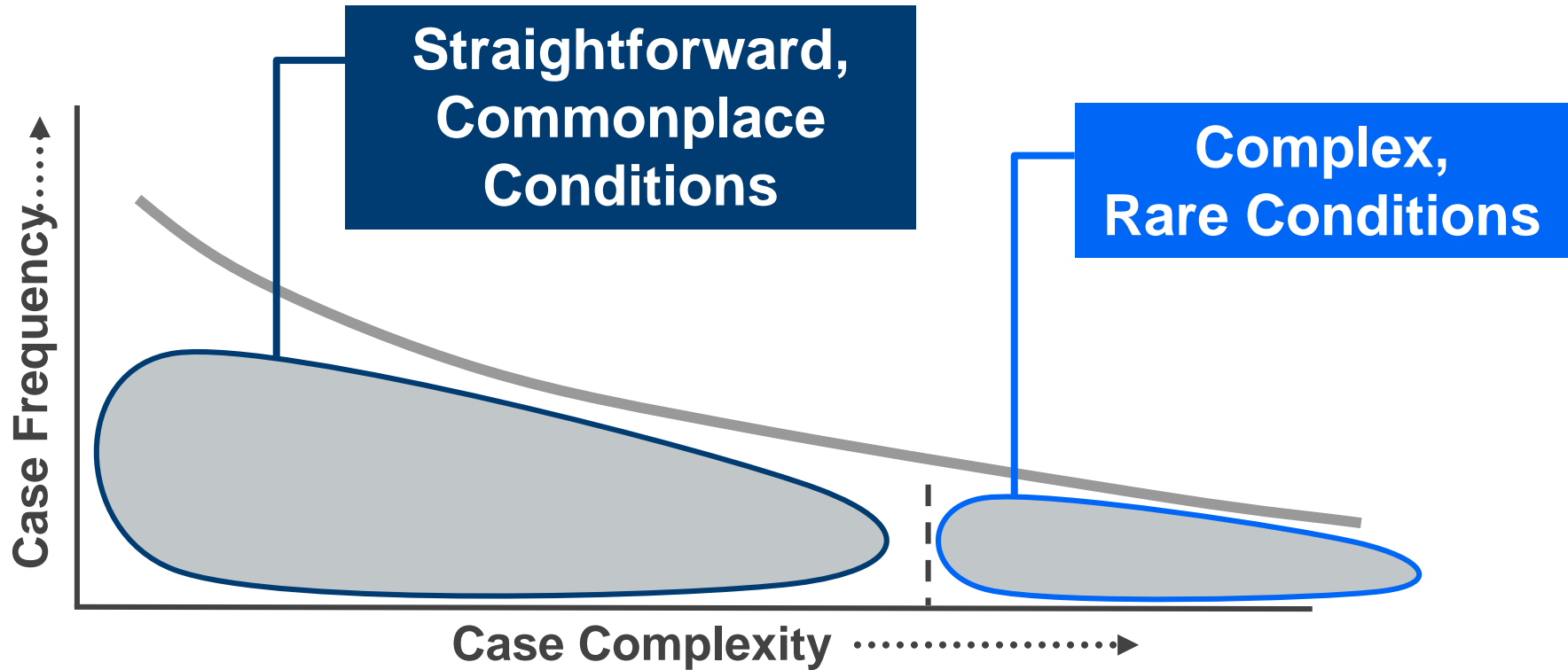
# Variance in Technical Skill





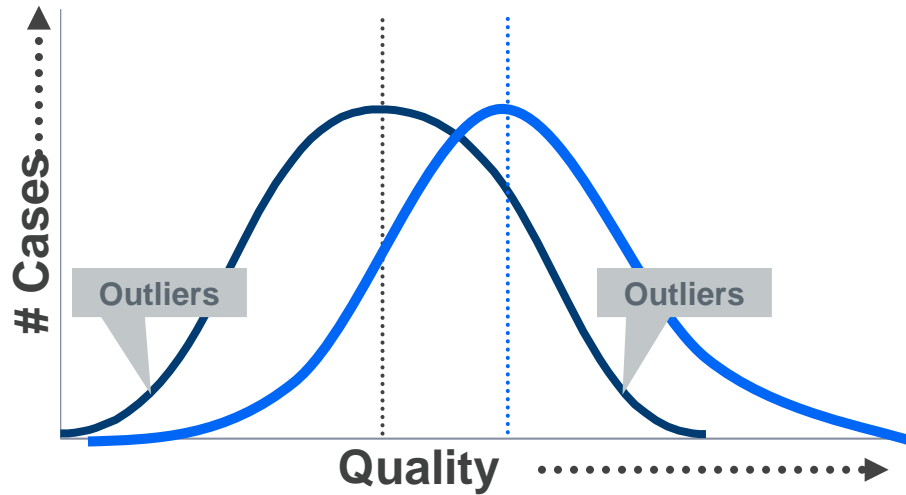
# A Transformative Approach

## Continuum of Disease Frequency and Complexity

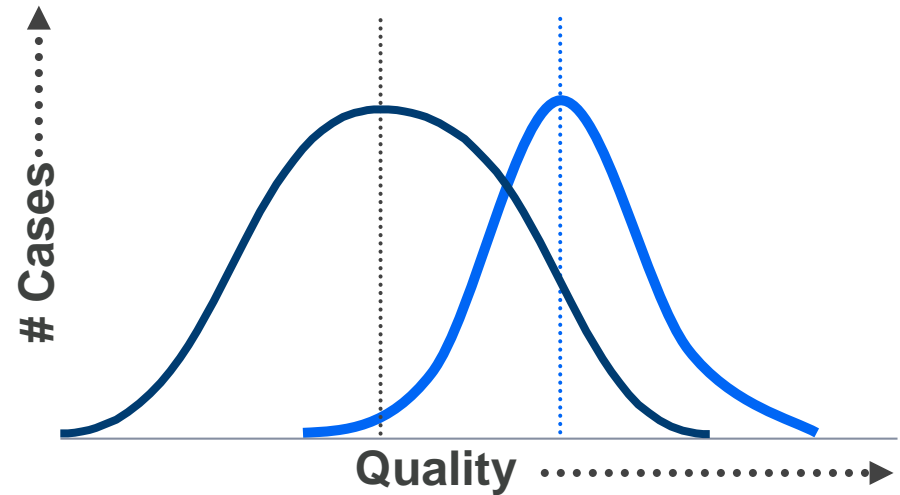


# Management of Variance Requires Two Coordinated Approaches

## Commonplace

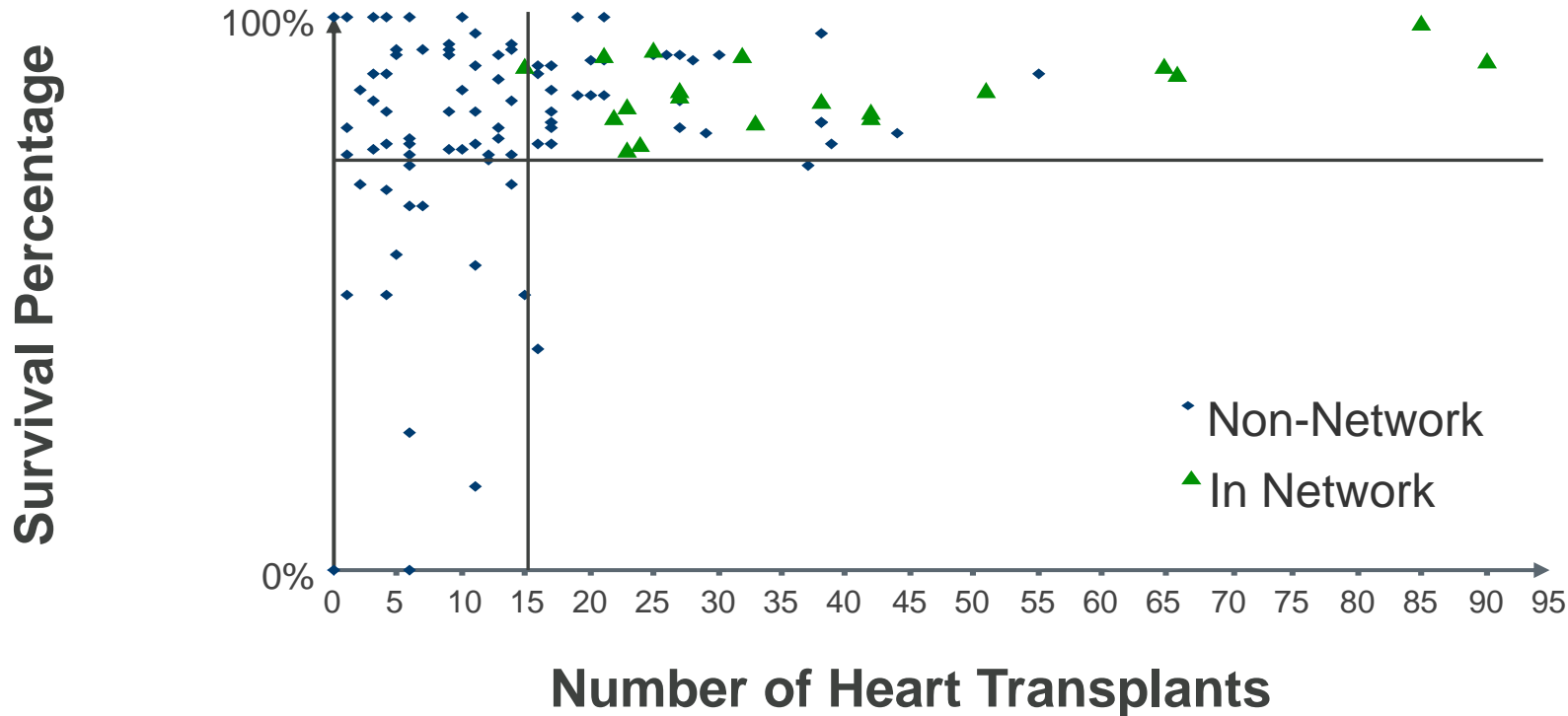


## Rare



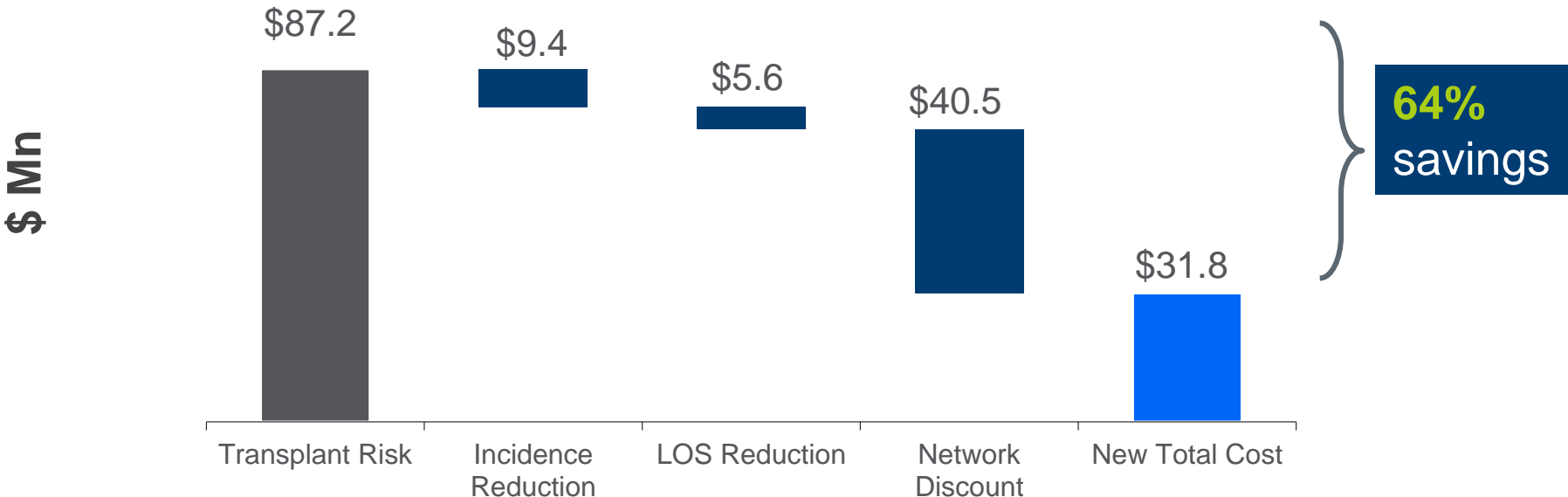
# Managing Variation Through Market Forces Centers of Excellence

## 139 Adult Heart Transplant Centers Volume & Survival Rate



# Economic Benefits of Competition Quality Dividends and a Price Advantage

## Expense Reduction Per Million Population



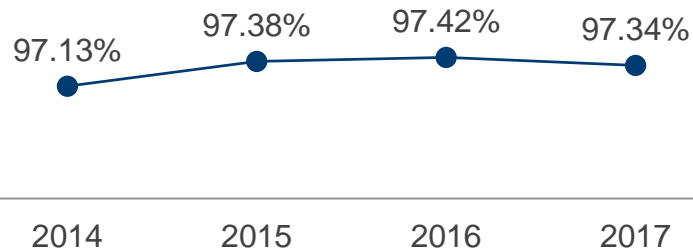
Sources: Optum re-priced claims (Facets). Reconciled cases as of 08/2017. Incidence and LOS reduction in relation to UHC FI line of business. And McGillis. Analysis of Hanson S., Bentley T. 2014 U.S. organ and tissue transplant cost estimates and discussion. Milliman, Inc. [http://www.milliman.com/uploadedFiles/insight/Research/health-rr/1938HDP\\_20141230.pdf](http://www.milliman.com/uploadedFiles/insight/Research/health-rr/1938HDP_20141230.pdf).



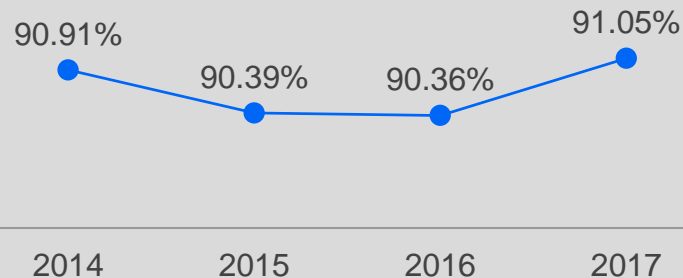
# Survivorship Has Improved Within The “Marketplace”

## One Year Adult Patient Survival

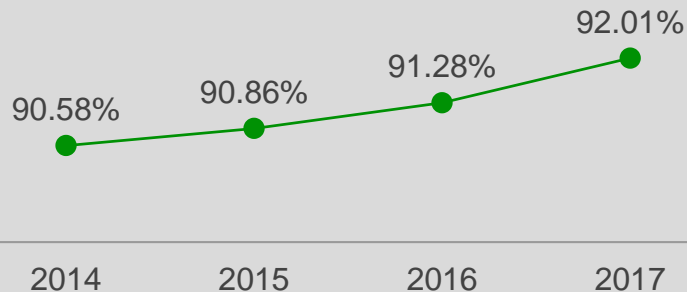
### Kidney



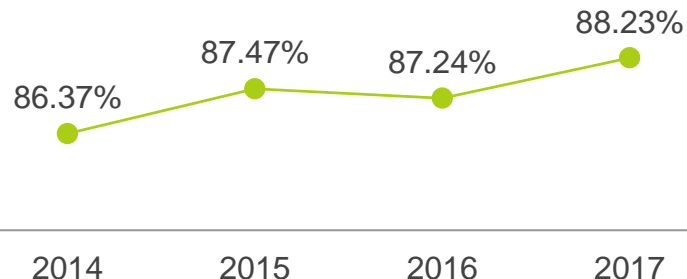
### Heart



### Liver



### Lung



# Complex Medical Condition/Centers of Excellence



Program qualification process is multi-faceted

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**85** employed and empanelled physicians spanning the breadth of our product offerings

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Technology partnerships provide detail and accuracy

# Centers of Excellence (COE) Networks

## TRANSPLANT

56% Contractual Savings

## CANCER

42% Contractual Savings

## CONGENITAL HEART DISEASE (CHD)

36% Reduction in Stay

## BARIATRIC

12% Lower Reoperation Rate

## FERTILITY

25% Reduction in Newborn Costs



hospital  
totalCor



## CLINICAL STUDIES

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# Same-Day Discharge Compared With Overnight Hospitalization After Uncomplicated Percutaneous Coronary Intervention

## A Systematic Review and Meta-Analysis

Eltigani Abdelaal, MD,\* Sunil V. Rao, MD,† Ian C. Gilchrist, MD,‡ Ivo Bernat, MD,§  
Adhir Shroff, MD, MPH,|| Ronald Caputo, MD,¶ Olivier Costerousse, PhD,\*  
Samir B. Pancholy, MD,# Olivier F. Bertrand, MD, PhD\*

*Quebec City, Quebec, Canada; Durham, North Carolina; Hershey and Scranton, Pennsylvania; Pilsen, Czech Republic; Chicago, Illinois; and Syracuse, New York*

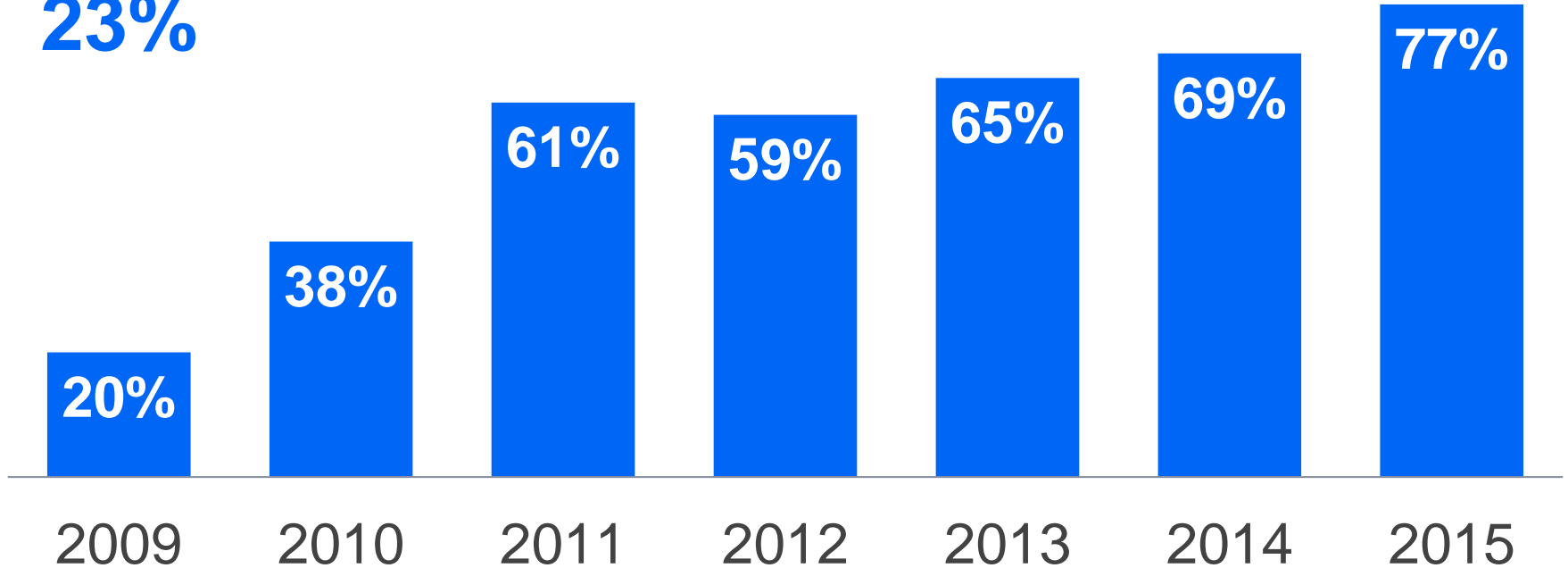
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**Objectives** This study sought to evaluate outcomes of same-day discharge (SDD) following percutaneous coronary intervention (PCI) versus overnight hospitalization (ON).

# Radial Access Coronary Angioplasty

CATHPCI 2014

**23%**



# Length of Stay – Post-Procedure PCI 2012-2015





**EPISODE ANALYSIS**

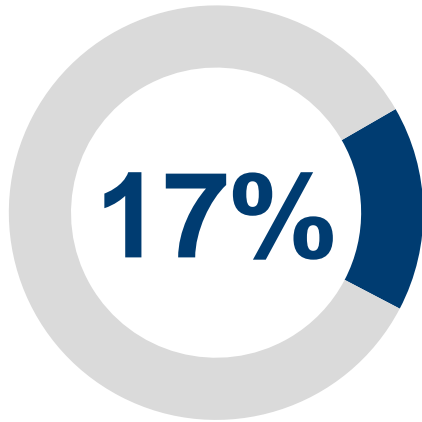




# Driving Improved Care Quality and Costs Through High-Performing Physicians

## COST VARIATION

All Specialties



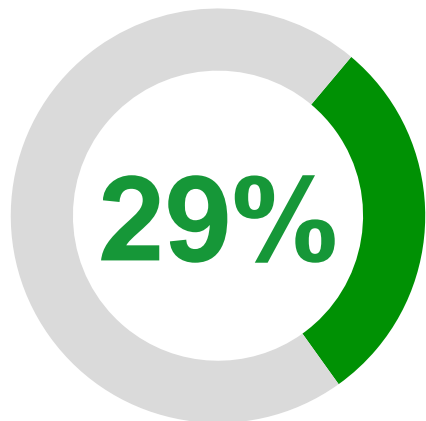
Lower costs between a Premium Care physician & a non-Tier 1 physician for **all 16 specialties evaluated**

Comparison of UnitedHealth Premium Care physicians vs. non-Tier 1 physicians

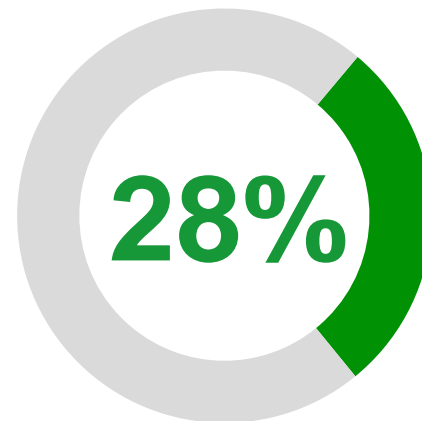
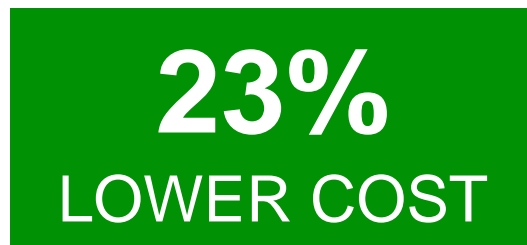
# Driving Improved Care Quality and Costs Through High-Performing Physicians

## CARE VARIATION

Implantable Cardiac Device



**lower average  
complication rates**



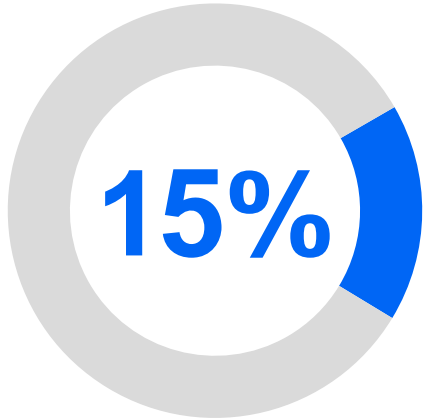
**fewer average  
redo procedures**

Comparison of UnitedHealth Premium Care physicians vs. non-Tier 1 physicians

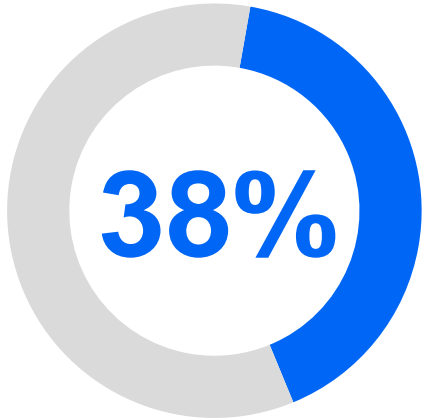
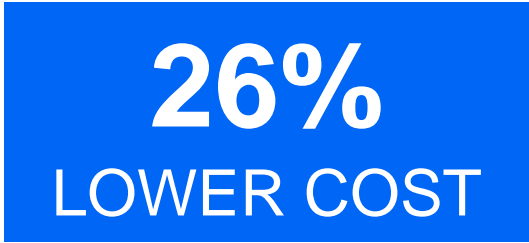
# Driving Improved Care Quality and Costs Through High-Performing Physicians

## CARE VARIATION

Knee Replacement Surgeries



**lower average  
complication rates**



**fewer average  
redo procedures**

Comparison of UnitedHealth Premium Care physicians vs. non-Tier 1 physicians

# Accountable Care Relationships

**>110,000**

physicians

**1,100**

hospitals



Impacting nearly  
**16 million**  
members

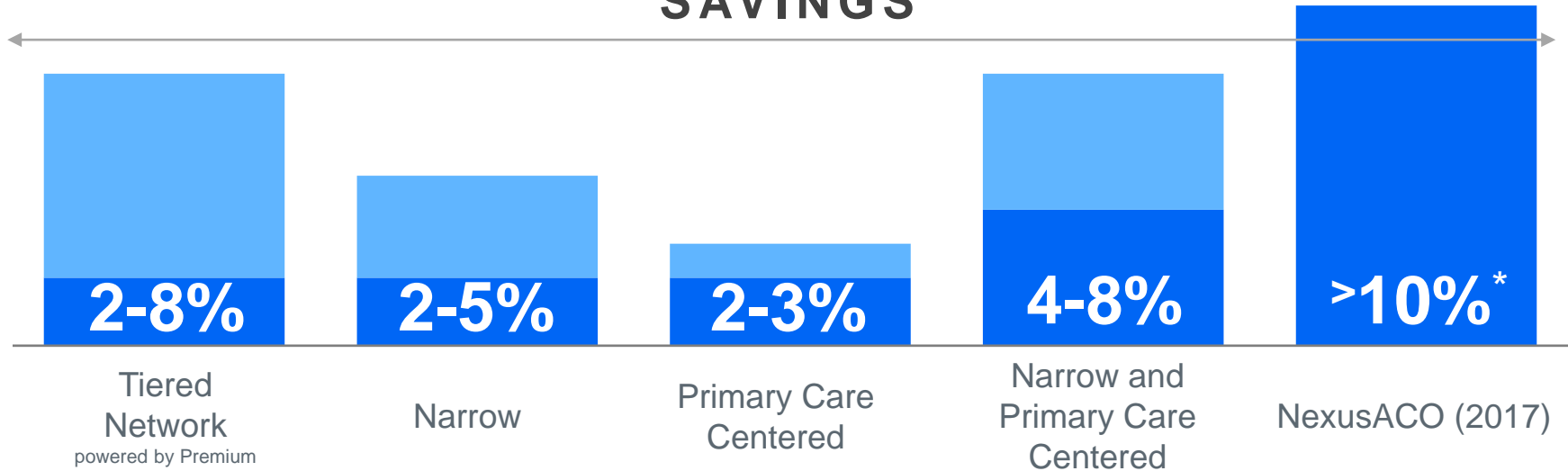
**>1,000**

Accountable Care  
Agreements

# Product Flexibility Aligns to Client Objectives

**NexusACO** represents a new product that integrates value-based ACO contracts with value-based consumer benefits.

## SAVINGS



\*Projected Savings



# Advocate4Me™

A personalized  
experience through  
**data, analytics  
and technology**



# What's on the horizon





Selected: 22,051  
Total: 22,051



Selected: \$65,895,408  
Total: \$65,895,408

Overview

Metric Map

Metric Detail

Medical Management

Activation

Filters

### Total Net Paid

**+1.9%**

\$65,895,407.99 Current  
\$64,659,932.19 Prior

### Net Paid PMPM

**+4.6%**

\$249.02 Current  
\$238.02 Prior  
**-12.8%**  
\$285.65 Norm

### Covered Expenses

**+4.0%**

\$313.76 Current  
\$301.61 Prior  
**-6.7%**  
\$336.47 Norm

### Plan Cost Share

**+0.5pts**

79.4% Current  
78.9% Prior  
**-5.5pts**  
84.9% Norm

### Discount Rate

**-0.8pts**

49.4% Current  
50.2% Prior  
**-4.1pts**  
53.5% Norm

Open Drill...

Labels Off

Reset

#### Net Paid PMPM

Box Size = Current Period Value  
Color Intensity = Change from Prior Period



- Lifestyle
- Relationship
- Gender
- Primary Condition
- Market
- Risk Group
- Product
- Coverage Tier
- Chronic Indicator
- Active/Retired Status

#### Selection:

Diabetes (Primary Condition)

#### Membership



Total: 22,051  
Selected: 1,350



Total: \$65,895,408  
Selected: \$7,316,590



Selected: 22,051  
Total: 22,051

Selected: \$65,895,408  
Total: \$65,895,408

Overview

Metric Map

Metric Detail

Medical Management

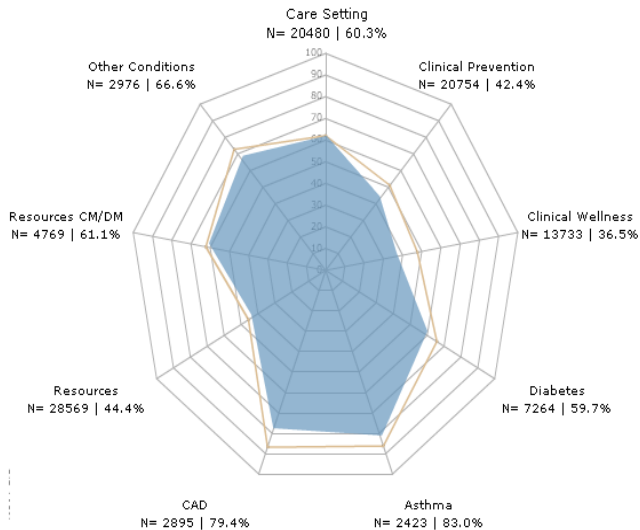
Activation

Filters

### SpiderMAHN

Medical Affordability & Health Norms  
Total Activation: 53.2%

Norm  
Total  
Selection



Membership  
22,051  
22,051



Net Paid  
Total \$65,895,408  
Selected \$65,895,408

### Decision Points

Diabetes Decisions

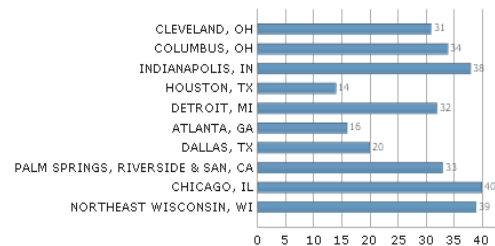
All Decisions



Sort by: Total Adverse Positive Optim

### Hemoglobin A1C - Adverse Decisions

Split by: Member Market





Selected: 22,051  
Total: 22,051

Selected: \$65,895,408  
Total: \$65,895,408

Overview

Metric Map

Metric Detail

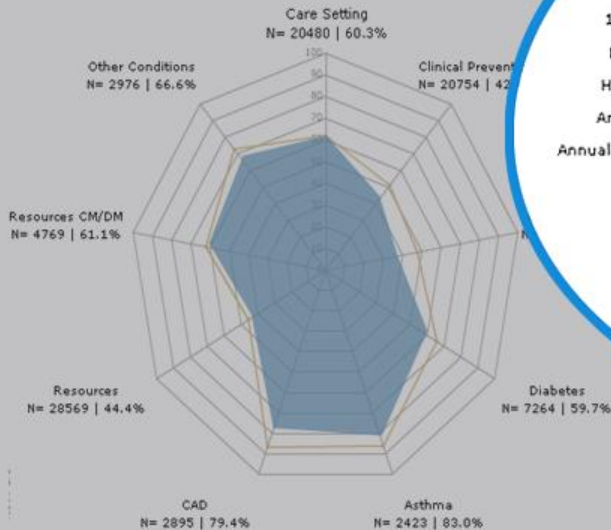
Medical Management

Activation

Filters

### SpiderMAHN

Medical Affordability & Health Norms  
Total Activation: 53.2%



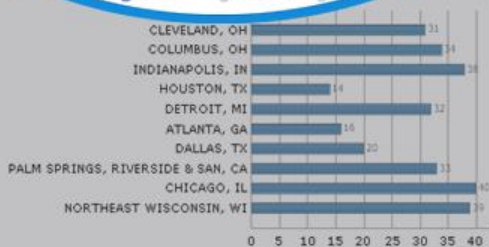
### Decision Points

Diabetes Decisions

Norm  
Total Decisions



Split by:  Total  Adverse  Positive



Membership  
22,051  
22,051

Total  
Selected  
\$65,895,408  
\$65,895,408



100% - 0%

100% - 0%

Selected: 22,051  
Total: 22,051

Selected: \$65,895,408  
Total: \$65,895,408

Overview

Metric Map

Metric Detail

Medical Management

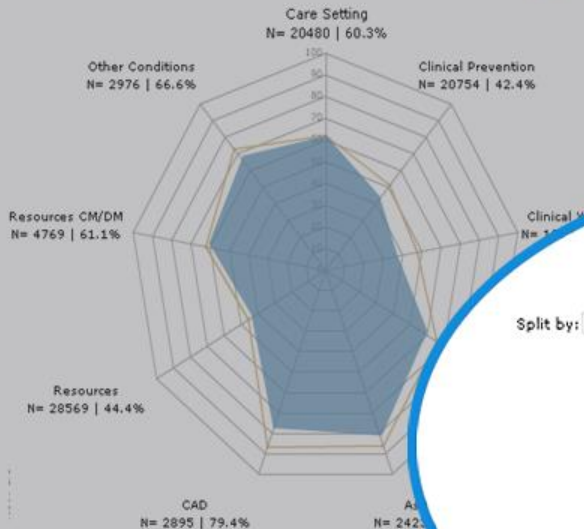
Activation

Filters

### SpiderMAHN

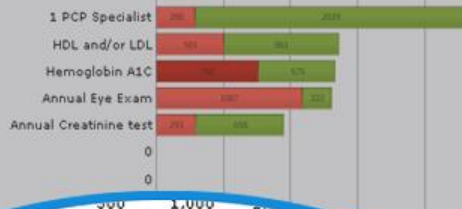
Medical Affordability & Health Norms  
Total Activation: 53.2%

Norm  
Total  
Selection



### Decision Points

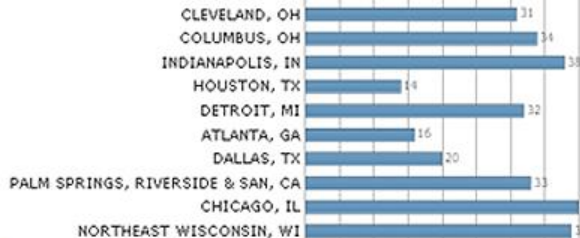
Diabetes Decisions



Sort by:  Total  Adverse  Positive

### Hemoglobin A1C - Adverse Decisions

Split by: Member Market



Membership

22,051

22,051

Total

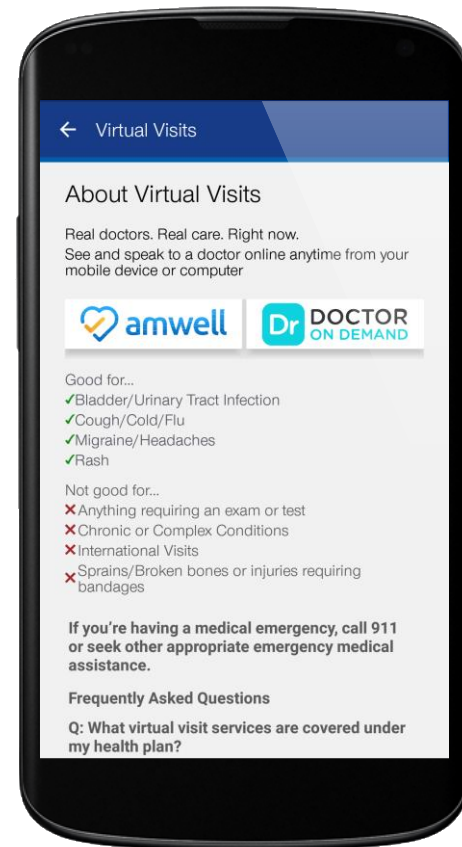
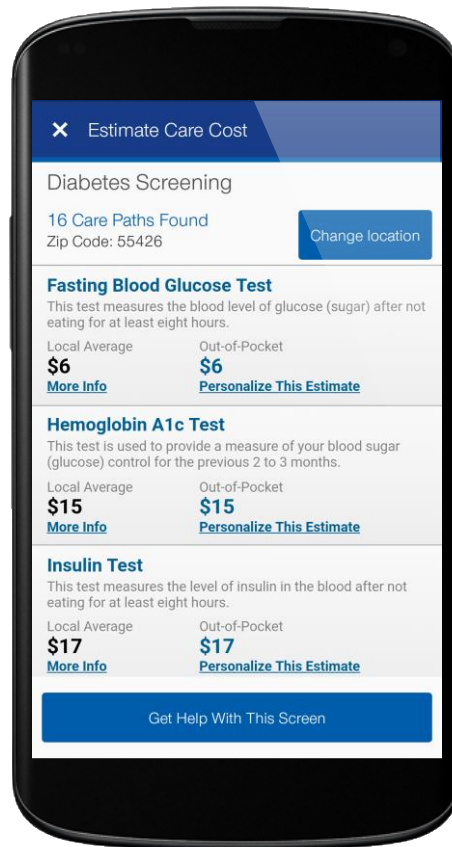
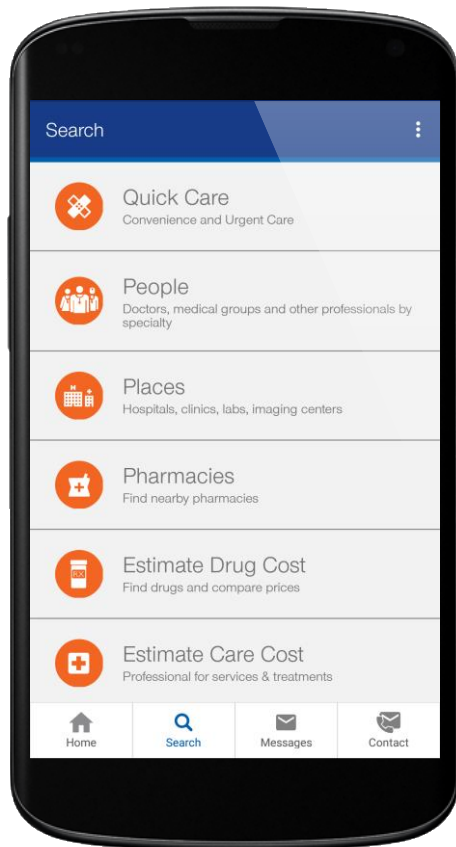
Selected

\$65,895,408

\$65,895,408



# Mobile Enablement for the Patient







|  |  |  |
|--|--|--|
| <a href="#">Select Patient</a><br><a href="#">Manage Medications</a><br><a href="#">Manage Allergies</a> | <a href="#">Prescription Report</a><br><a href="#">Additional Options</a><br><a href="#">Member Area</a> | <a href="#">Log Out</a><br><a href="#">Help / Contact Us</a><br><a href="#">Refresh / Center</a> |
| <b>Hospital Information</b>  |  |  |

**Location:** Eden Prairie      **User:** DR. KEN KIDNEY      [\[Schedule\]](#)

**Patient Demographic Information**

|   |   |
|---|---|
| <b>Patient:</b> JOHN SMITH <a href="#">[Prescribe]</a> <a href="#">[Change Demographics]</a> <a href="#">[Export Patient Summary]</a> | <b>Last Encounter:</b> No last encounter <a href="#">[Encounter Today]</a>            |
| <b>Phone:</b> (555) 555-5555 (home)   | <b>Transition of Care:</b> <a href="#">[TOC Today]</a>                                |
| <b>Pharmacy:</b> Retail Pharmacy  | <b>Patient Consent:</b> <input checked="" type="radio"/> Yes <input type="radio"/> No |
| <b>DOB:</b> 05/07/1967  | <a href="#">[Show Activity]</a>   |

[Patient Scorecard](#) | [Patient Support](#) | [Clinical Decision Support](#) | [ePA+](#) | [Medication Fill History](#)

Enter Details — Oral/Topical Drugs

[Continue](#) [Change Drug](#) [Cancel](#)

|                                  |   |
|----------------------------------|---|
| <b>Provider:</b>                 | KIDNEY, KEN ▼   |
| <b>Pharmacy:</b>                 | Retail Pharmacy ▼ <a href="#">[Change]</a> <a href="#">[Remove]</a> |
| <b>Drug:</b>                     | Hyzaar (Losartan/Hydrochlorothiazide) 50/12.5 mg tablet ▼           |
| <b>Sig:</b>                      | Take ▼ 1 tablet ▼ by mouth ▼ once a day ▼                           |
| <b>Duration:</b>                 | 30 days ▼   |
| <b>Quantity:</b>                 | 30 tablet ▼   |
| <b>Refills</b>                   | none ▼  |
| <b>Directions to Pharmacist:</b> | Dispense as written ▼   |

[Continue](#) [Change Drug](#) [Cancel](#)

**Comments:**  
(For office use only; will not appear on prescription)



Select Patient  
Manage Medications  
Manage Allergies
Prescription Report  
Additional Options  
Member Area
Log Out  
Help / Contact Us  
Refresh / Center

**Hospital Information**  
 Location: Eden Prairie      User: DR. KEN KIDNEY      [\[Schedule\]](#)

**HYZAAR:** This medication is COVERED by the patient's prescription benefit plan.

| Medication  | Pharmacy Name / Type | Duration (days) | Patient Cost | Select                           |
|---|----------------------|-----------------|--------------|----------------------------------|
| Hyzaar tablet   | Retail Pharmacy      | 30              | \$50.00      | <input type="radio"/>            |
| <b>Please consider prescribing one of the alternative medications listed below:</b> |                      |                 |              |                                  |
| Micardis/HCT tablet   | Retail Pharmacy      | 30              | \$10.00      | <input checked="" type="radio"/> |
| Avalide tablet  | Retail Pharmacy      | 30              | \$10.00      | <input type="radio"/>            |

*This is an estimated cost, so the actual pricing may vary. Because drug prices are subject to change, and the cost provided is an approximation based upon claims and medical information currently available, the actual cost at the pharmacy may differ*

Print
Change Rx

**Hyzaar (Losartan/Hydrochlorothiazide) 50/12.5 mg tablet**  
 Dispense \*\*30\*\* (thirty) capsule  
 Sig: Take 1 (one) capsule by mouth once a day  
 Duration: 30 days  
 Refills: None

**Pharmacy Selected:** Retail Pharmacy



# THANK YOU

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