



2017 Key Takeaways

Insights from Independence President and CEO, Dan Hilferty

"It's time for us to shake the system and stop using health care as a political football. We need to work together to make a significant dent in the cost curve. Accessibility, affordability, and sustainability need to be foundational principles in defining new market structures."

- Our Facilitated Health Networks model brings disruptive health care innovation to the Philadelphia region by enabling, engaging, and empowering providers with tools, data, and incentive. Our platform connects providers, hospitals, and insurers to eliminate inefficiencies and enhance patient care by actively engaging with one another.
- Commenting on the opioid epidemic: "I'm proud to say that Independence is leading a number of key initiatives to prevent misuse and overuse of prescription drugs, as well as advocating for the expansion of comprehensive treatment programs and substance abuse services."

Mick Ebeling: Not Impossible

- Mick Ebeling is founder and CEO of Not Impossible Labs, which develops solutions to real-world problems and disrupts the status quo by creating innovations that inspire collaboration of many to take action.
- Not Impossible operates on a fundamental mantra of "Commit. Then figure it out."
- "Help One. Help Many" is the philosophy Ebeling uses to break down barriers, build momentum, and empower people to come together to bring about real change.
- Hunger: Not Impossible is a simple cell phone-based program that connects those in need to restaurants with available meals, without the stigma of having to sign up for special programs. More about this program, coming soon to Philadelphia, will be announced this fall. Learn more and watch videos of Mick at www.notimpossible.com.

Independence's 2020 strategy: President of Commercial Markets, Brian Lobley

- "At Independence, we aren't just thinking about where the business is now, but where it is going to be — and not just where the health insurance industry is, but where the overall health of the nation will be. We ask you to challenge us as a partner to ensure that our strategy dovetails with yours. We want to help you in managing your employee happiness and retention, ultimately strengthening your bottom line."
- We continue to invest in the digitization of the business and the member experience. In every industry, overall satisfaction is rooted in a positive product/service experience; we look to raise the bar with critical capabilities, from both B2B and B2C perspectives, and focus on outreach to your employees with a personalized medicine experience.
- Innovating for you through partnerships and member-focused solutions:
 - Partnered with New Ocean to launch our Achieve Well-being platform
 - Opened the Independence LIVE customer center
 - Teamed up with Accolade to provide high-touch member service
 - Invested in start-up accelerator DreamIt

Emerging employer trends

New industry players are bringing innovative tools and solutions to the market — from care management and well-being to price transparency and telemedicine — that will empower employers to better respond to the changing landscape and deliver a better consumer experience.

- David Knott and Steve Kelly of McKinsey & Company shared how environmental, political, regulatory, and other forces continue to impact the affordability of and access to health care. Employers are looking for opportunities and strategies to create sustainable/affordable benefits strategies for their employees.
- One of the primary trends is to engage members and enable them to take more control of their health care.

What's ahead in health care policy?

- With executive leadership presence at both the state and Federal levels, Independence continues to urge politicians to work toward a sustainable plan that does not abandon the 20M+ insured under the ACA.
- The individual market receives a great deal of attention but only accounts for 6 percent of the population. Some parts of the ACA appear to be staying intact under the AHCA, including adult dependents staying on their parents' plan until age 26 and coverage for pre-existing conditions.
- Republicans have established an aggressive timeline for passing the AHCA. The biggest challenge facing large group employers is the uncertainty, as it makes it difficult for employers to plan ahead.

Sandbox: Investing in innovation

- “The Blues” venture capital fund has a primary goal of supporting startups whose products and services can boost efficiency, lower costs, increase transparency, and improve patient outcomes, as outlined by Matt Downs of Sandbox Industries.
- Blue Cross Blue Shield Venture Partners have entrepreneurs pitch their ideas Shark-Tank style. All Blue Cross Blue Shield companies are represented, which ensures that the solutions being pitched will benefit all plans and their members.

Community Health Management Hub

- Through the Community Health Management Hub, a tool exclusive to the Blues, we can identify underlying behavioral and societal factors to facilitate targeted allocation of resources and solutions to align with a population at the ZIP code level.
- Independence uses these insights to determine the most appropriate and effective ways

to engage members to solve issues such as high ER utilization or transportation deserts.

- Using that data, Independence partners with employers to deploy targeted, actionable, and measurable digital messages to drive behavior change that can positively impact member outcomes and also reduce health care costs.



Independence puts the member at the center of everything we do

- We are empowering members to:
 - Better understand and maximize their benefits
 - Make informed health care decisions
 - Optimize health for greater well-being
 - Confidently manage health care finances
- The drive to greater personalization allows IBX to take digital messaging from general engagement (discounts and reimbursement, flu shot reminders) to messaging identifying care gaps and shoppable moments (diabetes management, brand vs. generic drugs).
- Through customized messages and deep linking, Independence drives members directly to the tools and resources they need to help them get the right care at the right time with the right price.

What's new with Blue: Tiered network solutions

- Evolution of the Blue Distinction portfolio continues with the launch of flexible networks in 2018 — the nation's largest custom-tiered network solution. Flexible networks guide members to top-performing providers through custom network tiering.
- Independence can shape plans with customizable tiering and benefit differentials that offer open access to PPO providers, deep discounts, and member choice, while maintaining high in-network utilization.
- Independence's roadmap includes:
 - Setting higher standards for provider performance
 - Expanding into new care categories, settings, and provider types
 - Engaging your employees to make smarter health care decisions

Panel of top docs on value-based care

- Value-based care programs produce incentives for providers to fundamentally change the way health care is delivered. This is based on how Blues engage, enable, and empower providers to benefit our members.
- Changes in primary care practices are intended to improve effectiveness in meeting patients' needs, coordinating care, and managing a population to achieve the three pillars:

1. **Engage:** Working with health systems and doctors on new business models that emphasize shared accountability for the quality and cost of the care being delivered.
2. **Enable:** Exchanging real-time, robust data with health systems and doctors that will assist them in making informed decisions that influence medically appropriate care.
3. **Empower:** An ongoing commitment to work closely with health systems and doctors to provide better-coordinated patient care.

Innovating for your organization

- The Independence Blue Cross Center for Health Care Innovation offers four services:
 - Journey Mapping
 - Innovation Engagement Strategy
 - Design Thinking Training
 - Design Thinking Workshops
- Services are free for you, our valued customers. Book a session at either our 1700 Market Street location or your office by speaking with your account executive.
- Determine the right engagement strategy to stand up innovation within your organization.
- Independence uses the same proven methodologies when creating new services and capabilities for you. For example, when building the prototype for our voice recognition software, we first explored how individuals search for information: 20 percent of mobile queries are voice searches. This motivated us to create ways for members to search for health information the same way they search for other information.

Thank you for joining us and for your valued partnership and business. For more information about any of the sessions, contact your Independence Account Executive.

You may access the presentations presented at the Forum by visiting www.ibx.com/acforum.

