

Health information technology
Care management
Patient engagement
Health plan services

**Accountable
Care Solutions**
from **aetna**™

Managing the ACO Balance Sheet: Financing the ACO Operations

Charles Kennedy, MD, MBA

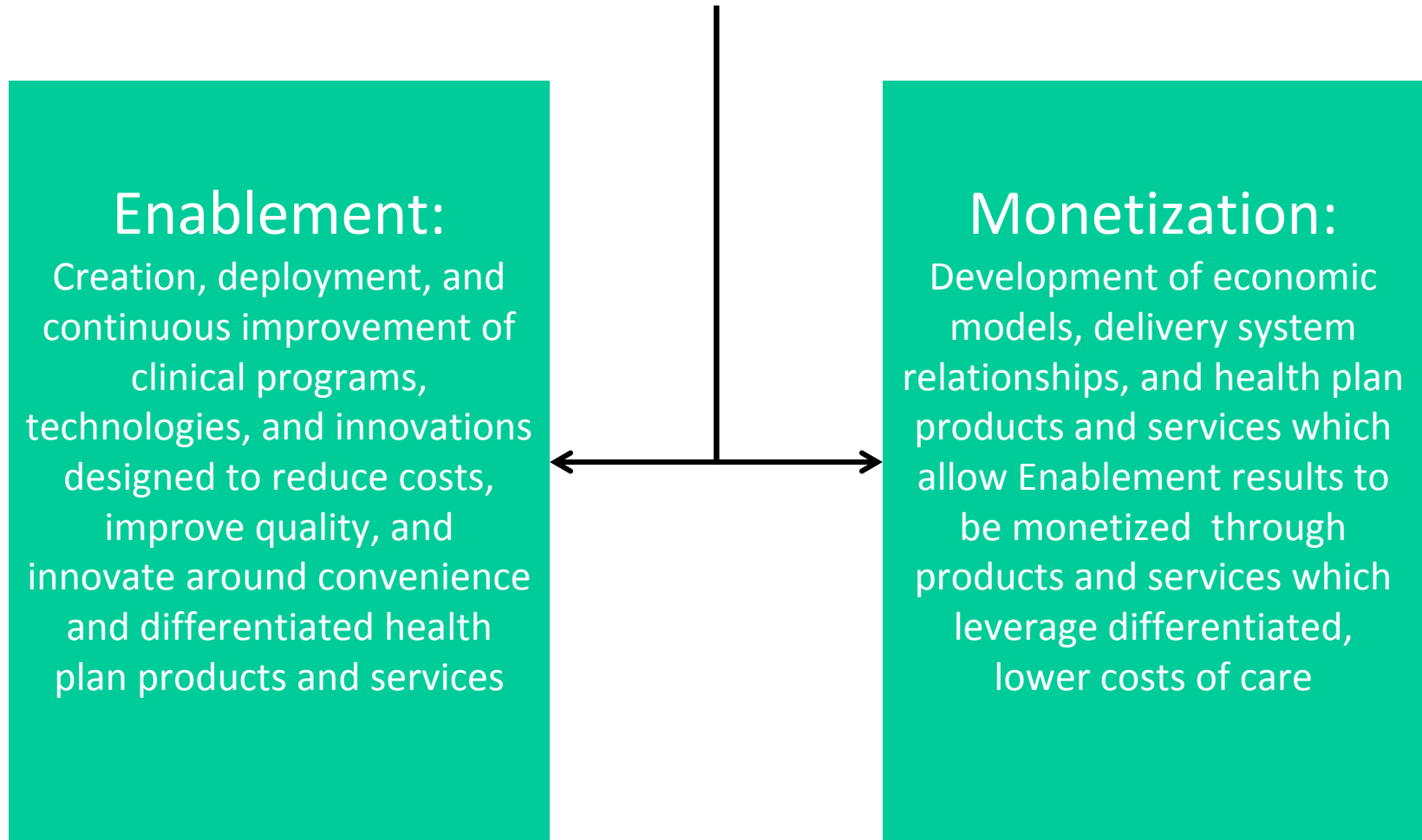
Chief Executive Officer, Accountable Care Solutions, Aetna

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ACS Operating Model Functions

ACS Value Generation



ACS Operating Model Functions

Enablement requires a technology platform that supports current risk based operations and allows for a more tightly integrated set of clinical integration functions

Enablement:

Creation, deployment, and continuous improvement of clinical programs, technologies, and innovations designed to reduce costs, improve quality, and innovate around convenience and differentiated health plan products and services

Leaders:

Gary Anthony
Bruce Henderson

Enablement Services:

1. Care Management programs
 - A. In office
 - B. Inpatient
 - C. In home
2. Technology sales
3. Technology deployments
 - A. Integrated Solutions
4. Consulting services—
 - A. Change Management
 - B. Clinical Analytics
 - C. Quality Tracking
 - D. Innovation management
 - E. Learning Lab
 - F. Provider integration
 - G. On site clinical programs
5. Vendor Management

ACS Operating Model Functions

Current monetization functions have an excessive reliance on contract discounts to achieve needed price points. Activities to allow actuarial sign off of clinical innovations are underway

Monetization:

Development of economic models, delivery system relationships, and health plan products and services which allow Enablement results to be monetized through products and services which leverage differentiated, lower costs of care

Leaders:

Gary Thomas

Chris Day, Mike Redmond

Monetization Services:

1. Health plan operations
2. Health plan care management
3. Joint ventures
4. Deal Management—
 - A. First Sale
 - B. Second Sale
 - C. Product pricing
 - D. Economic model management
 - E. MSSP
 - F. Pioneer Program
 - G. Actuarial
5. Claims management and TPA functions

Introducing Aetna Accountable Care Solutions:

Programs for Success in a Post Reform World

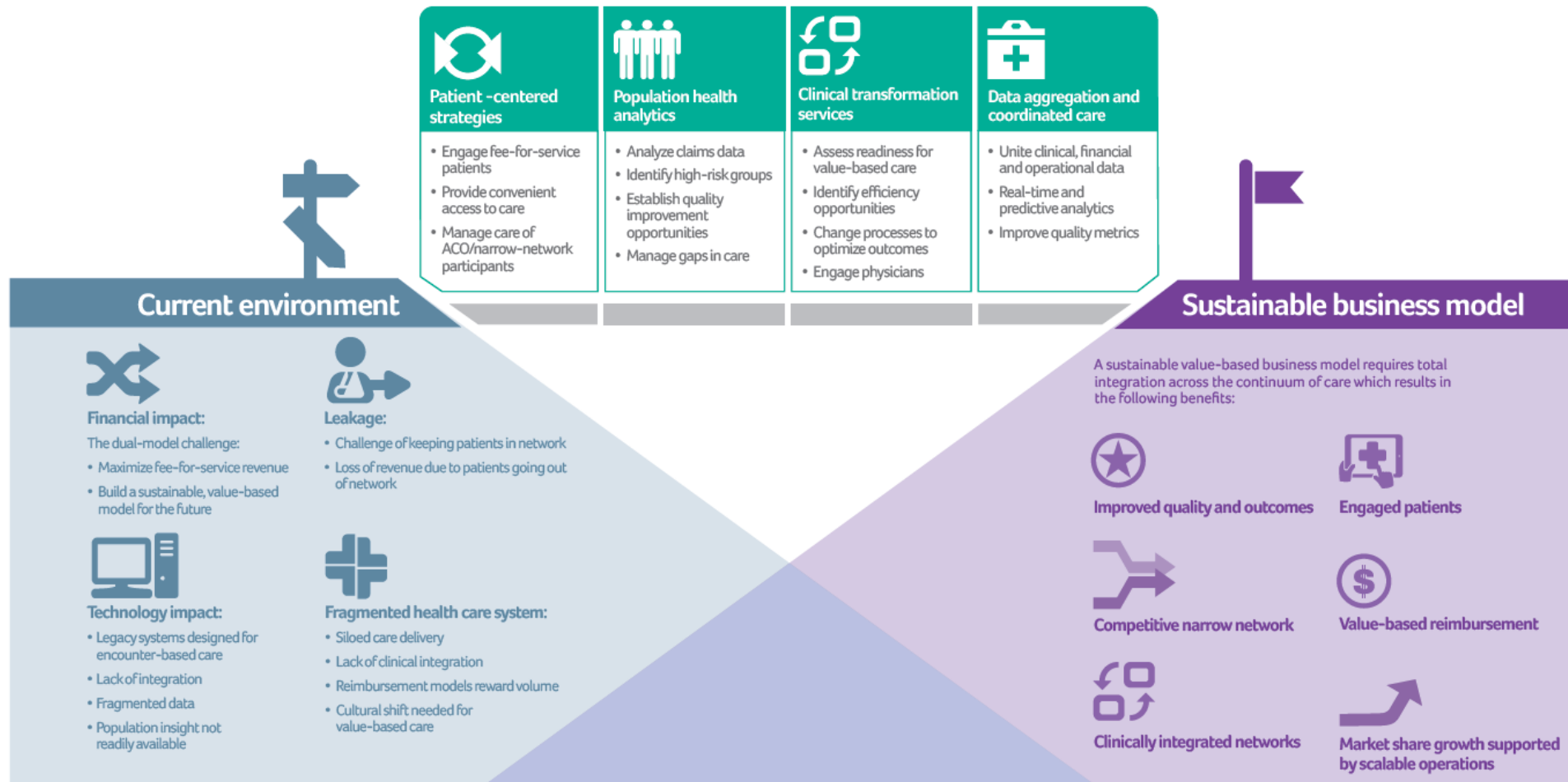
Hospitals must become more integrated with a focus on population management, efficiency, and effectiveness

- Drive Medicare and Medicaid programs toward profitability via population based medicine and governmental payment innovation
- Become recognized leader in commercial marketplace for efficient, effective, convenient care delivery
- Diversify sources of profit through private label health plans, clinical research, and innovations

Doctors, hospitals, and patients must fundamentally change what they do and how they do it

- Clinical integration for optimized workflows
- Technology that innovatively reduces cost, increases quality, improves convenience and access
- Care Management programs which empower the doctor patient relationship across populations and care continuum
- Relentless focus on prevention, early detection, outcomes

Transition to a Sustainable Business Model



Aetna's Accountable Care activity covers 60% of the U.S. Population

