

From Payment Innovation *to* Partnership

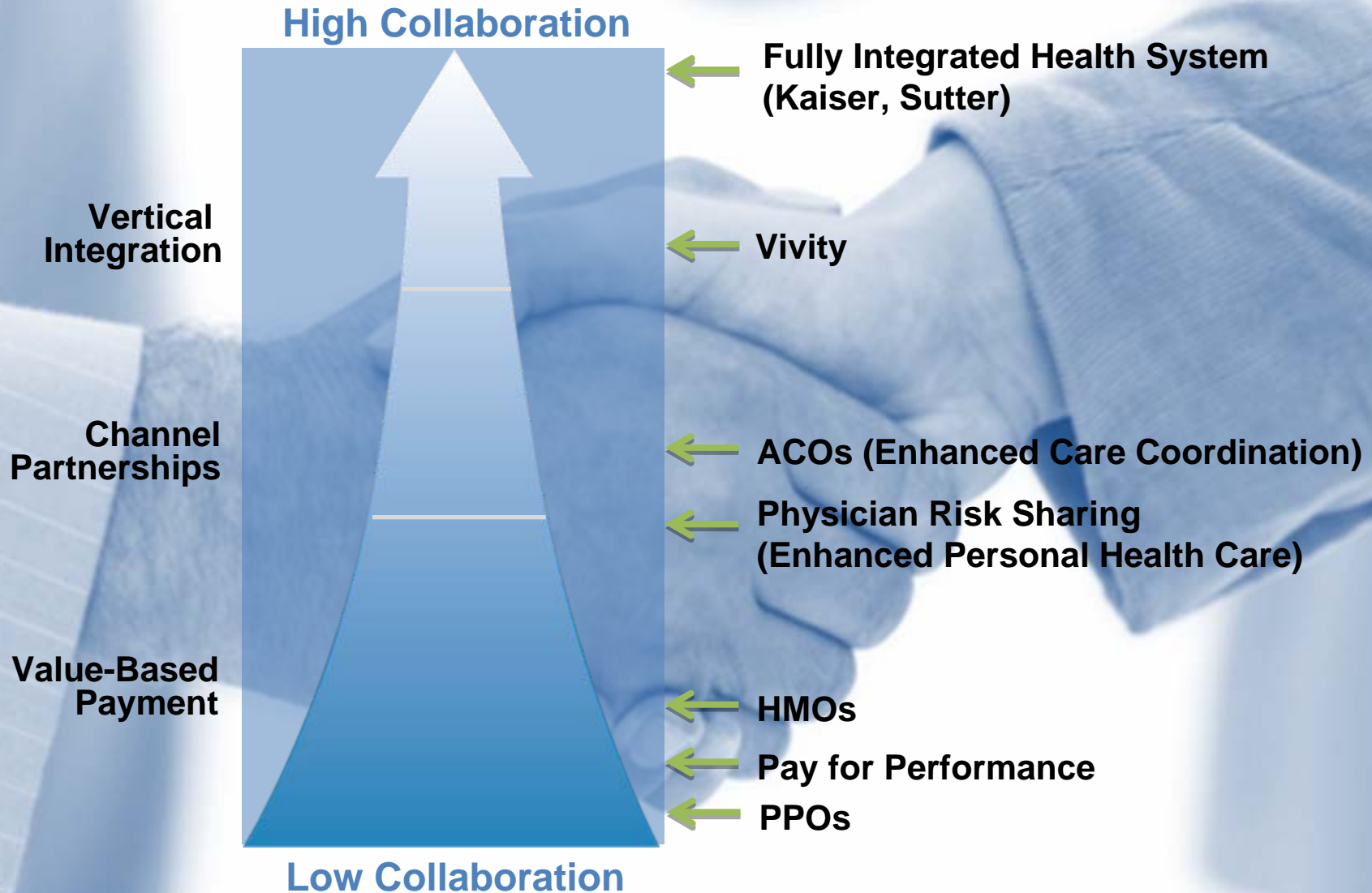
Pam Kehaly, President,
Anthem West Region and
Specialty Business

National Pay for Performance Summit
San Francisco, California
March 4, 2015



Provider Collaboration

Pathway & Capabilities



Medical Delivery

Vivity's Vision

From . . .



A **disjointed delivery model** that rewards volume over value



To . . .



A **partnership model** that unites payers and the delivery system under a shared risk financing model that aligns medical care delivery, leading to higher quality, lower cost care

What is Vivity?

Vivity was created through a joint venture between Anthem Blue Cross and **seven** of the best hospitals in LA and Orange County.



- Cedars-Sinai
- Good Samaritan Hospital
- Huntington Memorial Hospital
- MemorialCare Health System
- PIH Health
- Torrance Memorial Medical Center
- University of California – Los Angeles (UCLA) Health



These seven medical centers all have hospitals ranked in the **top 30** in Los Angeles and Orange counties by U.S. News & World Report.*

* U.S. News & World Report, Best Hospitals 2014-15

A unique collaboration.

A partnership aligned around shared resources and risks—for the good of the patient and the community.

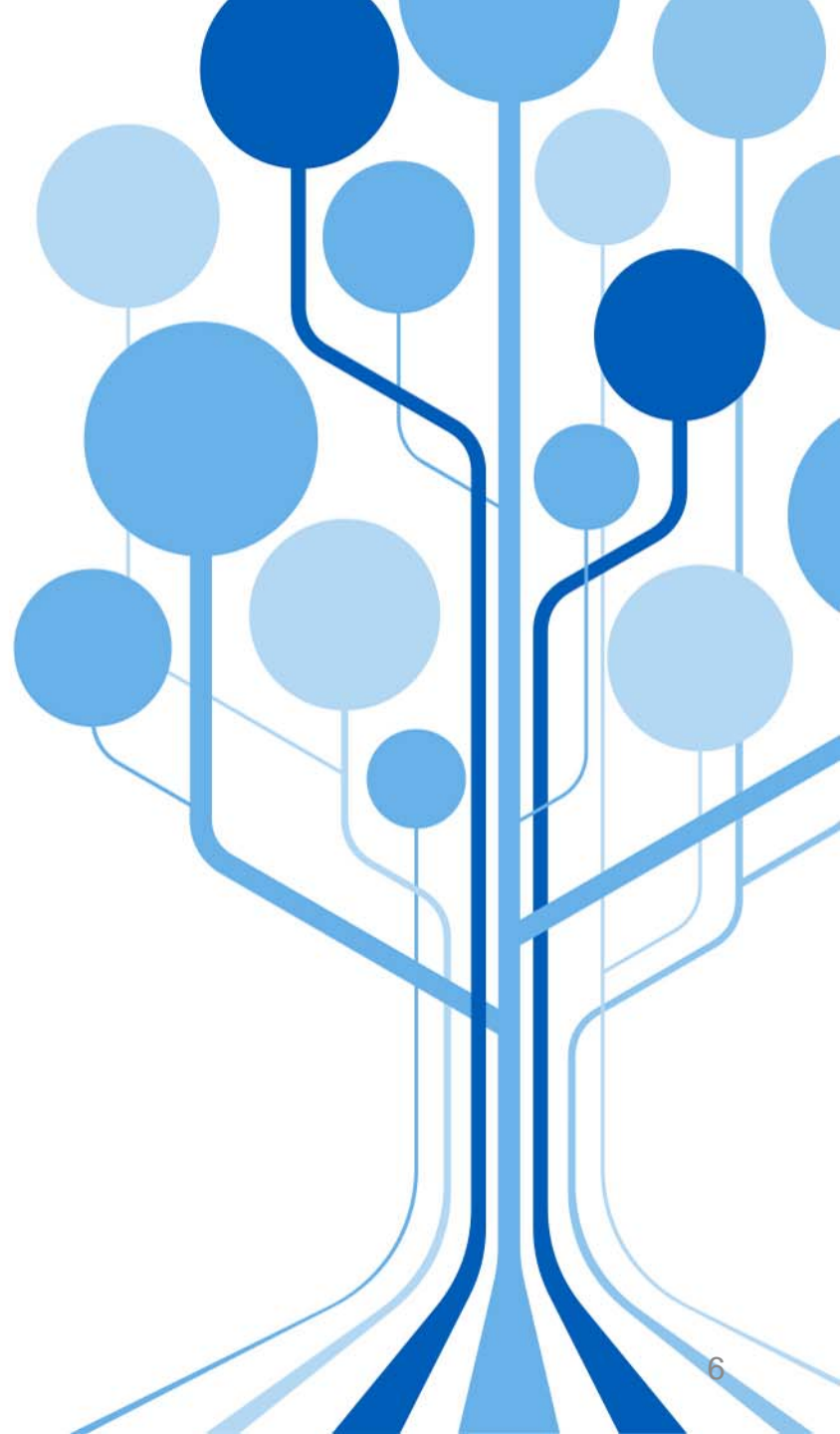
The Vivacity logo is displayed in blue text. It is positioned within a large, stylized white arrow that points to the right. The arrow is composed of several horizontal segments of varying lengths, creating a sense of motion and forward direction. The background of the slide is a blurred image of a person's face, suggesting a focus on patient care.

- A first-in-the-nation collaborative relationship between an insurer and competing hospital systems offering innovative integration of health care delivery to patients
- The best providers, working in unison
- Reducing redundancy and unnecessary treatment
- Committed to putting quality over quantity

We believe a good idea is contagious.

We're moving forward, creating a sustainable system aligned with our long-term vision.

- Initial offering to large-group employers
- Building volume over time
- Sharing of patients' medical records
- Treatment collaboration



Word is getting around.

“Vivity’s plan offers access to many of the region’s foremost medical institutions — but at prices that are affordable.”

Orange County Register

“When health plans and providers join forces to reduce the incentive to spend ever more on healthcare, that’s progress.”

Los Angeles Times

“For employers, the venture also offers a welcome alternative to the creation of ever-larger hospital systems.”

The New York Times

“A new joint venture linking California's second-largest insurer and seven major providers in a defined network that will compete directly with Kaiser Permanente throughout greater Tinseltown represents a major milepost in the nation's movement toward healthcare network competition and value-based care.”

Modern Healthcare