

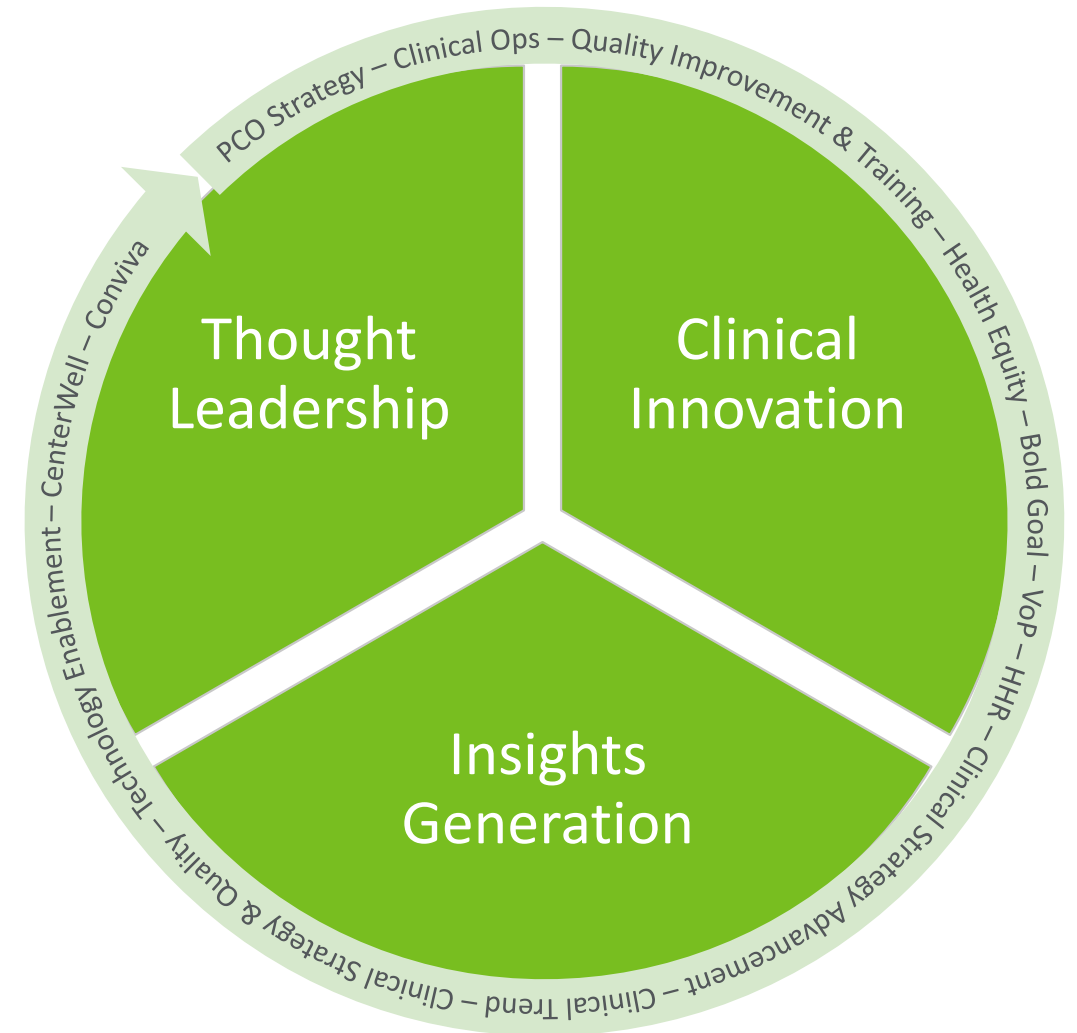
Humana®

Integrated
Health
Solutions

Integrated Health Solutions' vision is to advance Humana as a leader in the transformation of healthcare to become more holistic, high quality, integrated, affordable, and equity-centered.

Our Mission

Improve the health of our members, patients, associates, and communities through the coverage, coordination, and delivery of personalized whole-person health services and care



Integrated Health Solutions Leadership Team



Will Shrank, MD, MSHS
Chief Medical Officer



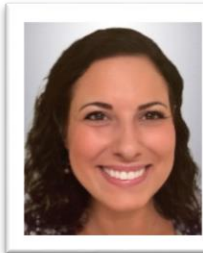
Susan Smith
SVP, Clinical Solutions



Brian Powers, MD
Deputy CMO



Debbie Peikes, PhD, MPA
VP, Humana Healthcare
Research



Mike Funk
VP, Voice of Provider and Administration



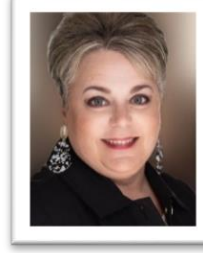
Andrew Renda, MD, MPH
VP, Bold Goal & Population Health
Strategy



J. Nwando Olayiwola, MD, MPH
SVP, Chief Health Equity Officer



Renee Buckingham
Segment President,
Primary Care Organization

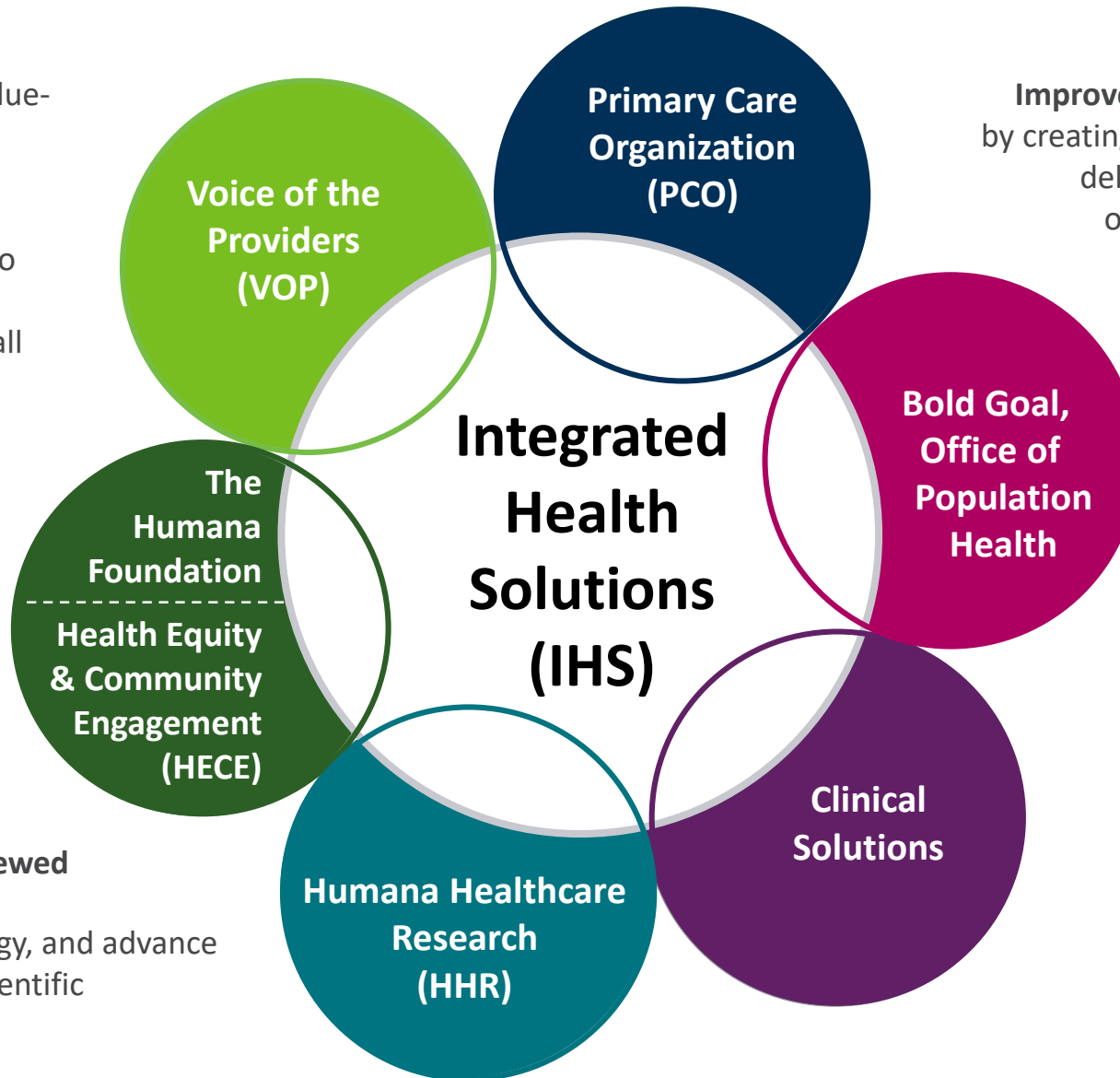


Six distinct, interdependent teams centralized around improving health outcomes

Position Humana as a leader in value-based care and population health management, focusing on and **infusing the voice of the provider into enterprise-wide operations** to drive growth, enhance the clinical care model and improve the overall provider experience

Eliminate health disparities and underlying inequities across all lines of business, bringing a health equity lens into all forms of member engagement and across communities we serve

Produce **high-quality, actionable evidence and rigorous, peer-reviewed research** to improve health outcomes, guide Humana's strategy, and advance the body of knowledge for the scientific community and society at large



Primary Care Organization (PCO)

MISSION: To **empower our patients** to improve their health and quality of life.

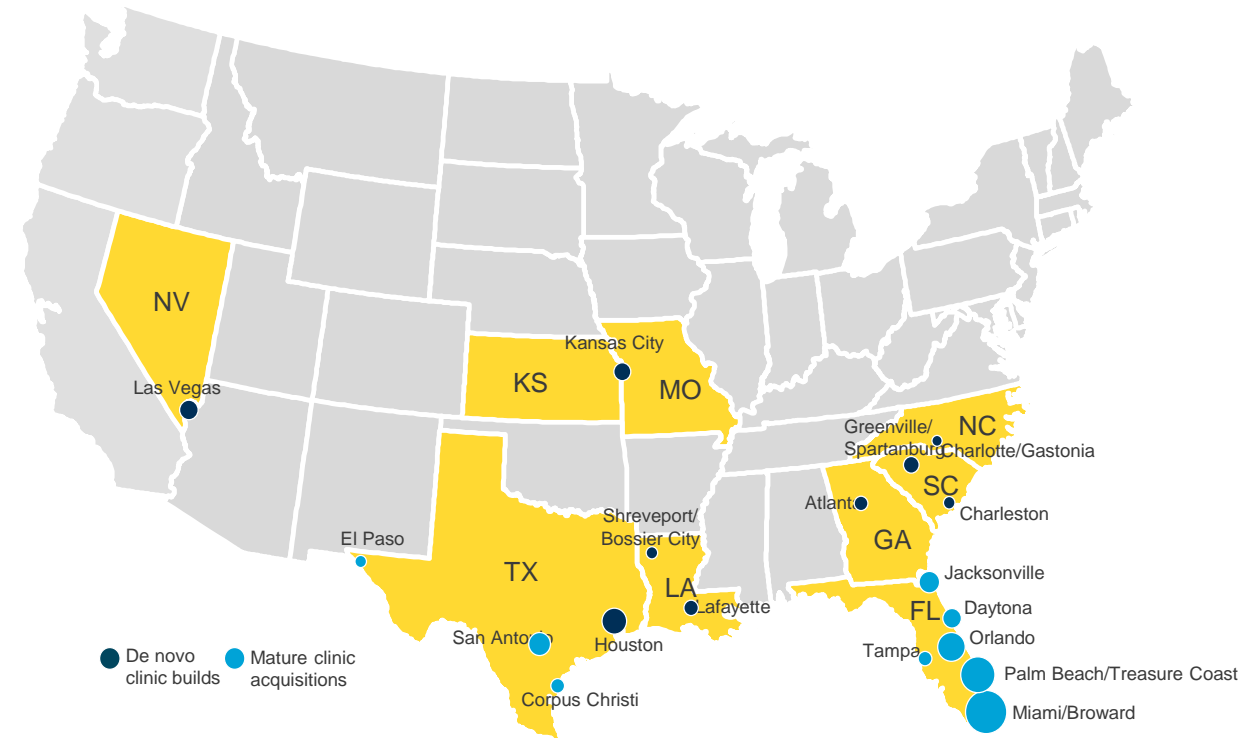
VISION: To become the preeminent leader in **senior-focused care**.



[Renee Buckingham](#)
Segment President, PCO

Top Organizational Priorities & Capabilities

- Create engaged and accountable physician model via enhanced clinician recruitment, clinician training, care models
- Create and deliver best in class, equitable patient experience
- Improve, refine, and differentiate clinical model through technology and back-office investments
- Drive profitable growth through repeatable merger and acquisition process, expand new centers to 40 per year, refine DCE and Medicaid strategies
- Differentiate culture to attract and retain top talent and enhance member experience to bring in new patient populations



215
Center
Locations

270
Independent Physician
Association Affiliates

540
Clinicians

~265K
Patients

\$3B
Revenue
2021F

Bold Goal, Office of Population Health

MISSION: Improve the health of our members and communities by developing and integrating solutions to address unmet social needs.

VISION: Humana is the industry leader in the creation of integrated care models that address social needs and advance the health outcomes of each person.

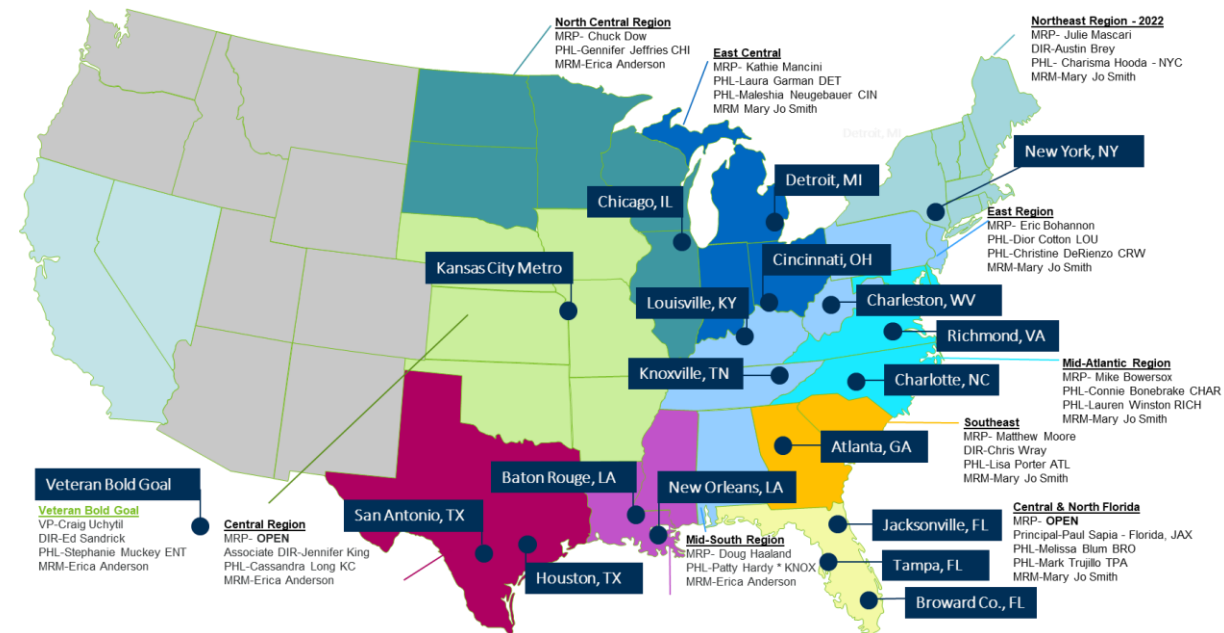


Andrew Renda MD, MPH
VP, Bold Gold/Pop Health

Priorities & Capabilities

- Build health-related social needs (HRSN) data and analytic ecosystem for insights and strategy development, member prioritization and outreach, impact measurement (Informatics, Insights, Business Intelligence)
- Create, test, integrate and scale impactful HRSN solutions to address unmet social needs, improve member experience/retention, better health outcomes, and quality while reducing cost/waste (Strategy, Innovation, Product Development, Integration)
- Grow, steward and leverage the Bold Goal market infrastructure to deploy localized population health strategies, engage communities, and support business growth (Market Development, Strategic Partnerships, Business Development)
- HRSN advocacy and thought leadership

Bold Goal Market Footprint



Clinical Solutions

MISSION: To **collaborate across the enterprise to identify and deliver coordinated clinical solutions and experiences** that improve health outcomes and lower cost.



[Susan Smith](#)
SVP, Clinical Solutions



Identify

Develop and implement enterprise clinical strategies

- Explore, test, and build scalable clinical strategies and solutions in key clinical priority areas
- Partner across the enterprise to identify and incorporate all applicable levers
- Understand the core problem, the customers' needs, the external landscape, and the business case to inform customer experiences and pilot design & management
- Partner with operational areas to plan and embed clinical strategies and solutions within operations



Operational Capabilities

Build integrated clinical and operational capabilities

- Implement and operate trend bender solutions
- Transform utilization management (people, process and technology) to create best in class provider and member experiences while improving program efficiency
- Deliver technology, operational reporting, and workforce management services focused on near-term operational goals while enabling their long-term sustainability and transformation
- Drive positive outcomes and experiences for our members and partners through accelerated quality and performance excellence
- Enable leaders and associates to create an inclusive culture that supports holistic well-being and achievement of business objectives



Measure

Develop and refine enabling measurement strategies

- Manage trend bender solutions and pipeline leveraging analytics, innovation, and a rapid cycle learning approach
- Identify and inform clinical trend opportunities
- Leverage an evidence-based approach using science, clinical expertise and rigorous study designs to improve health outcomes and lower costs for Humana members
- Develop and advance an organizational strategy focused on short and long-term growth and performance of Clinical Solutions

Humana Healthcare Research (HHR)

MISSION: Our mission is to produce **high-quality, actionable evidence** and rigorous, peer-reviewed research to **improve health outcomes**, guide Humana's strategy, and advance the body of knowledge for the scientific community and society at large.



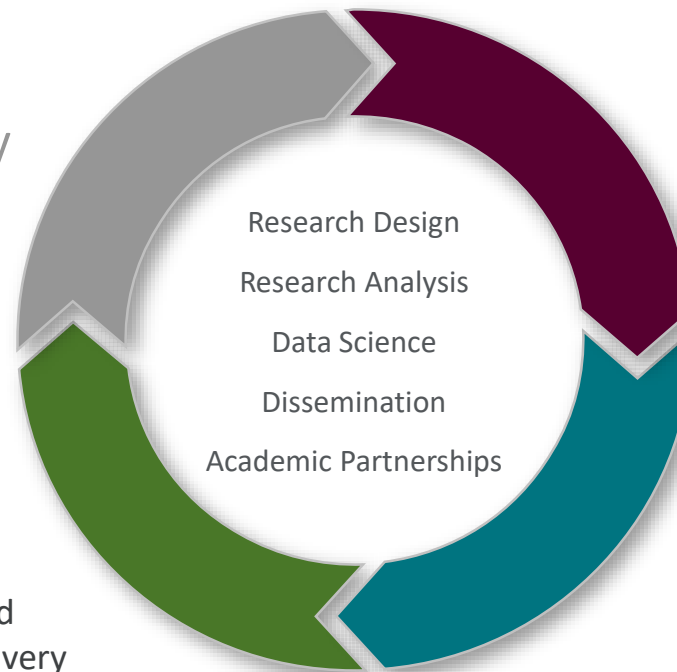
[Debbie Peikes, PhD,](#)
[MPA](#)
VP, HHR

Care Delivery, Pharmacy, Community Partnerships, Social Needs and Equity

Deliver high-quality, actionable evidence and publications to guide strategy, decision-making, visibility, and influence operations.

Policy, Advocacy, and Thought Leadership

Generate proof points on the value of Medicare Advantage, senior-focused primary care, value-based payment, home-based care, and integrated care delivery to impact health policy and to enhance Humana's external reputation.



Improve Business Results by Pioneering Simplicity and Minimizing Risk

Improve agility and automation (streamline infrastructure, improve design chops, refine quality processes)

Reinvest our Profits into Research

Generate new revenue streams and retain existing client base.



Health Equity and Community Engagement (HECE)

Mission:

To establish health equity as a key business and culture driver, and embed it into Humana's products, services and partnerships in order to improve health outcomes of communities, associates and members, and support our providers in the delivery of optimal care.

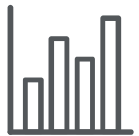
Vision:

To eliminate unnecessary, avoidable and unjust differences in health and health care. We believe that member's and patient's best health should not be limited by background, residence, resources, or systemic factors like racism and discrimination.



J. Nwando Olayiwola,
MD, MPH
SVP, Chief Health
Equity Officer

Goals Driving Success & Change:



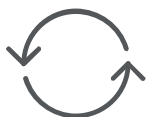
Identify & Measure

We identify and measure the health equity needs of the Humana ecosystem, including defining and setting enterprise health equity related performance targets.



Build Capability & Capacity

We build capability and capacity by driving awareness and skill building, through strategic influence, creating clarity around our purpose, leveraging evidence and promoting thought leadership.



Prioritize, Test, Pilot and Scale

We define, prioritize, test, pilot and scale effective health equity interventions that enable the mitigation of health and healthcare disparities.

Drivers:

Increasing
the
BAR



Increase
Health Literacy



Build Trust



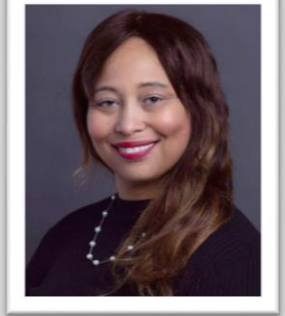
Address
Disparities



Reducing Bias
& Discrimination

Humana Foundation

Humana Inc. co-founders, David A. Jones and Wendell Cherry, established The Humana Foundation in 1981 as the philanthropic arm of Humana, one of the nation's leading health and well-being companies located in Louisville, Ky. Together with community partners, the Foundation has brought about transformational change in education, healthcare, the arts and through spaces in our natural landscape.



[Tiffany Benjamin](#)
CEO,
Humana Foundation

Mission

The Humana Foundation invests its resources to co-create communities where leadership, culture and systems work to improve and sustain positive health outcomes.

Focus

By focusing on social determinants of health, The Humana Foundation aims to promote more healthy days and encourage greater health equity. Social determinants of health – such as asset and financial security, food security and social connections – are the conditions under which people are born, grow, live, work and age that impact overall health and well-being.

Strategy

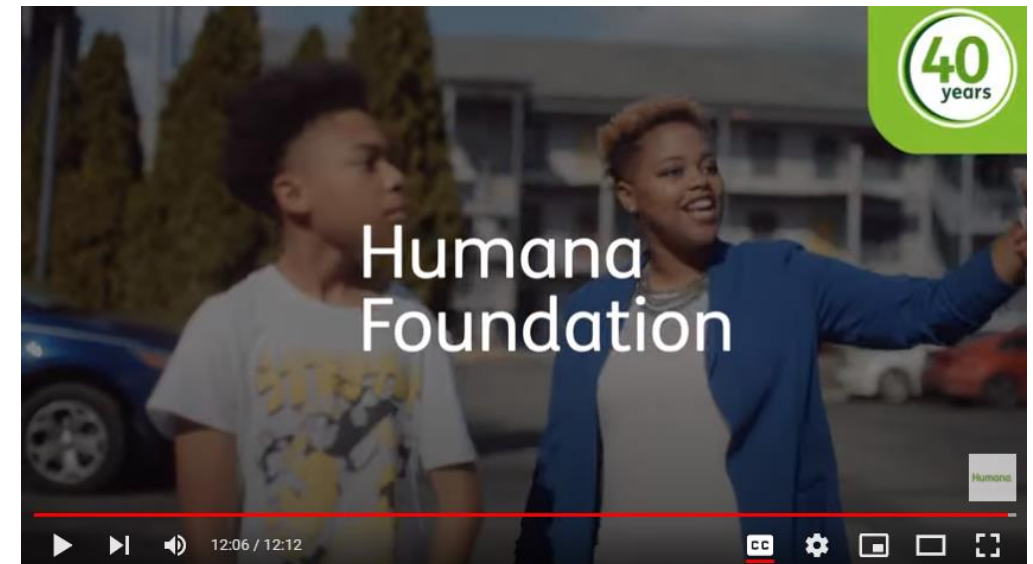
- Develop Partners & Empower Communities
- Advance Thought Leadership
- Leverage all Forms of Philanthropic Capital
- Amplify Humana's Values & Capabilities
- Customize Tailored Approaches at the Local Level

Health Equity

The Humana Foundation partners with Humana Inc. to amplify its health equity strategy by concentrating on the enterprise's seven main focus areas:

- Bold Goal
- Medicaid
- Clinical Solutions
- Medicare
- Home
- OHA
- DH&A

The Humana Foundation - 40th Anniversary video



Voice of the Provider (VOP)

MISSION: Position Humana as a leader in value-based care and population health management, focusing on and infusing the **voice of the physician** and healthcare provider into enterprise-wide operations to drive growth, enhance the clinical care model and **improve the overall provider experience**.



[Mike Funk](#)
VP, VOP &
Administration



Seek

Seek and gather
provider perspectives

- Facilitate/monitor provider medical network relationship tracker (Provider NPSr)
- Publish quarterly provider perspectives briefs (curating third-party qualitative and quantitative research/insights)
- Identify value-based provider successes and challenges
- Foster relationships with medical provider associations to learn from, conduct research, and share value-based experiences



Infuse

Infuse provider perspectives into
operational and business practices

- Administer executive physician immersion program (EPIP)
- Develop and facilitate field-hours learning for VP-level associates
- Provide strategic and project management support for IHS teams
- Support medical network provider experience improvement efforts

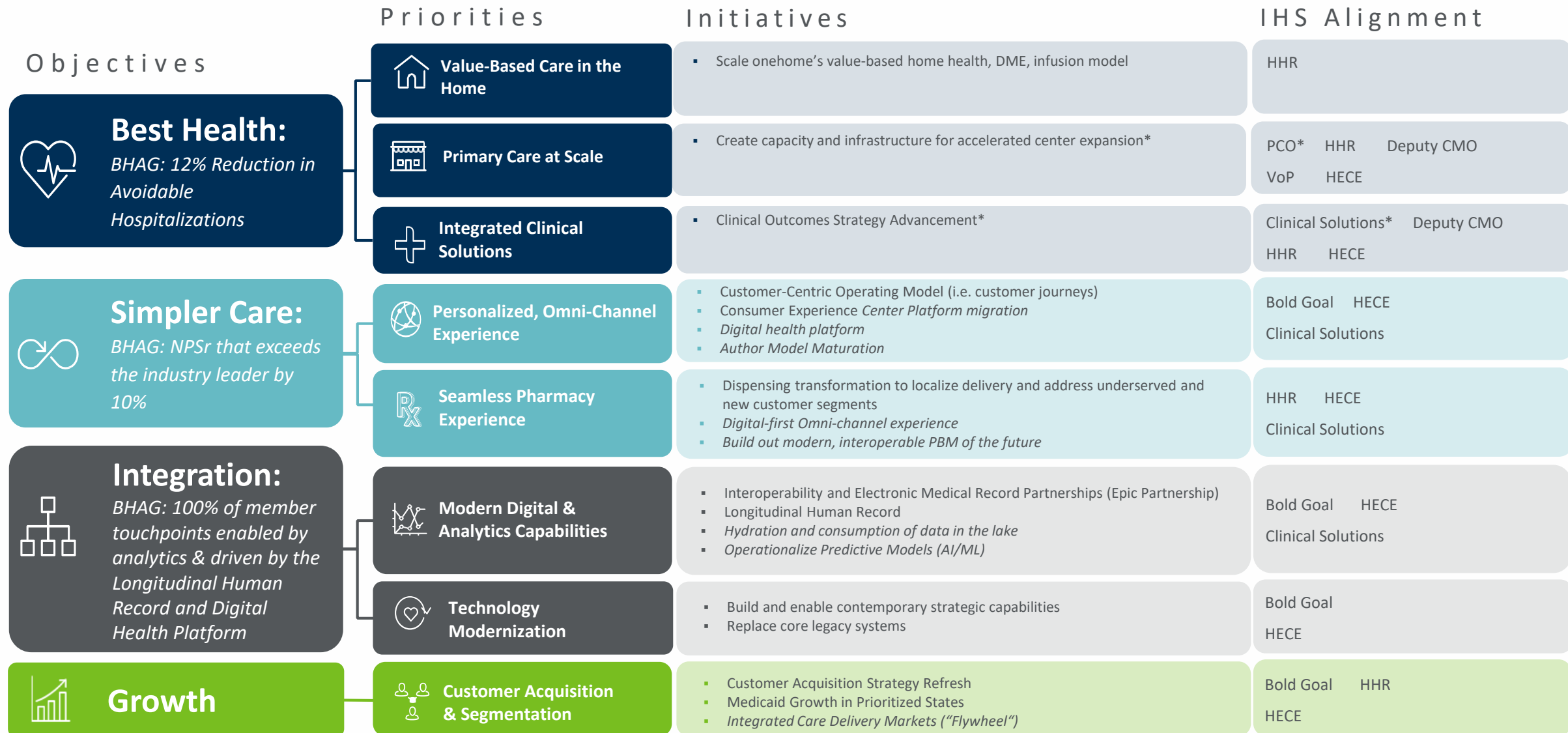


Promote

Promote and elevate the provider
experience via thought-leadership
and internal practices

- Manage development of annual value-based care results report, incorporating physician voices
- Facilitate annual value-based care executive forum (VBCEF)
- Support Humana clinician engagement efforts; monitor employed physician turnover and engagement results
- Promote value-based care successes (podcasts, conference speaking engagements, publications)

IHS is contributing to efforts across all of Humana's Strategic Priorities



* - Denotes Strategic Initiative "Captain" for the enterprise

PCO – Primary Care Organization

VoP – Voice of the Provider

HHR – Humana Healthcare Research

HECE – Health Equity & Community Engagement