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# AHIP-Accenture Silver Surfers Webinar

Catherine: Hello and welcome to today's webinar, Silver Surfers Continue to Make Waves e-Health. Before we get started, I'd like to announce a few brief housekeeping details. Today's session is being recorded, and an online archive of today's event will be available a few days after the call. You will receive an email from AHIP that will ask if you would like to receive the archive. Please respond to the email if you would.

I'd like to remind you of AHIP's anti-trust statement, and ask that you reference it in the handouts tab. The anti-trust statement prohibits us from discussing competitively sensitive information. Please keep in mind you may ask a question at any time during the presentation by typing your question into the chat pod located in the lower left-hand corner of your screen, and then click send. You can adjust the size of the slides to fit your screen by clicking on the scale button located in the upper right-hand side of your screen.

We're very fortunate to have with us today Jill Dailey, Brian Kalis, Kathleen Ellmore and Hector Torrens. At this time, I'd like to turn the presentation over to Jill.

Jill: Great. Thank you Catherine, and welcome everybody to our session on silver surfers today. This is Jill Dailey, and I'm a managing directing in Accenture Strategy focused on health. And I primarily work with health insurance companies on growth and transformation to consumer-driven business models. I'm joined today by my colleague, Brian Kalis, a managing director in Accenture Digital. And Brian is responsible for bringing leading, cross-industry digital practices to Accenture's healthcare clients. Brian and I have had the opportunity to collaborate together on a series of points of view or research efforts around the use of digital among the senior population. And our discussion today is largely based on our most recent research.

We're also pleased to be joined by our colleagues from Welltok, who recently introduced a Medicare star solution to help MA plans power stars initiatives and engage seniors in managing their health. Kathleen Ellmore is the vice president of engagement services at Welltok, and she brings consumer engagement experience from household names like P&G, General Mills and AT&T Wireless to the healthcare industry. In addition, we are joined by Hector Torrens, VP of consulting solutions at Welltok. And Hector comes with health plan experience from having spent many years at IBC. Thank you Kathleen and Hector for enriching the session with your case studies and joining us today.

In terms of our objectives, what we'd like to do is cover a couple of things and we want to highlight how the demographic and behavioral shifts that we're seeing among our Medicare aged seniors are creating a tremendous growth opportunity. And share what we're seeing about how senior have preferences for health-focused technology, and how that can influence their engagement, how you engage with them and healthy behaviors. And we hope that all of this will spark innovative thinking on how you can compete in this space, especially through the case studies that will be shared during our discussion today. I know that our moderator, Catherine, did inform how to submit questions and we do hope that you will do so throughout the presentation today.

Taking a step back and saying, “Why do we even care about this topic? Why does this matter?” And I think a lot of this comes down to how digital capabilities can really influence a Medicare member’s willingness to recommend. What we see on the left-hand side around the net promoter scores is that those who are promoters are six times more likely to stay with their insurer than detractors. So how do you influence that? And this is especially true in a consumer-driven market like Medicare Advantage.

Well on the right-hand side, what we see are the touch points that most impact promotion based on Accenture research. These touch points, like buying insurance and seeking a doctor, can help to frame and think about where you could leverage digital capabilities to deepen connections with Medicare Advantage members. So this is all about how you can use digital to influence touch points that matter the most.

So as we get started, we wanted to start off with a quick polling question, and you will see on your screen a polling question that gets at the digital methods that your organization uses the most to connect with seniors. So we ask that you just take a minute and click on the one choice that reflects what your primary method is for communicating with seniors using digital channels. [pause for poll]

Okay, great. And so go ahead and share the results and do the big reveal. So as you can see as we share the results, that the most popular method is email and that one’s about 50% of the respondents followed by social media at 26%. I think the thing that I would highlight too is at the lower end of the spectrum, video chat was not a primary tool and text message was in one particular case. So I think this just really helps us to get an understanding of what your organizations are doing with digital and seniors as we frame our conversation today.

So we want to start off with just a little bit around who is this population. We all know that our demographics here in the United States are shifting and that aging baby boomers are really driving a lot of growth in Medicare. And I want to highlight just two takeaways on this slide. First is the pace of that growth. We will have 25 million more eligible citizens in the next 15 years for Medicare. And that growth rate is seven times faster than the pre-eligible market. So we all know that the baby boomers are transitioning, but that magnitude and pace of change is significant.

And the second piece is around the total size. Our research shows that about 20% of the total population will be a Medicare eligible population in 2030. This really shifts the focus of a multi-segment health plan as Medicare Advantage is a growing part of a book of business, while the commercial sector is relatively flat.

So when we look at Medicare Advantage growth, there’s another component here too cause we know that the population is growing, but so is the market share for Medicare Advantage relative to traditional Medicare. We have more than one in two new eligibles are choosing Medicare Advantage over traditional Medicare and so that’s emphasizing the point that MA will make up a bigger percent of the total members for many plans.

In particular, you can see that by 2020 it’s estimated to be almost 40% of the total make up of Medicare then. And why is this happening, right? And there are a couple

of different reasons, and I'll just highlight a few. First it's perceived that Medicare Advantage plans have better benefits and lower out of pocket costs and better customer service relative to traditional Medicare. In addition, compared to previous generations most seniors that are aging in now are much more familiar with networks for health insurance.

And I think the other point I would just maybe reference here is that there's increased visibility through the advancement in these digital technology tools that do allow seniors to easily research Medicare Advantage options and better understand the potential benefits so a lot of transparency that's been created around it. So as you can see, there's a significant opportunity.

So now that we can just confirm that the market is significant and growing quickly, let's talk about the technology misconceptions that exist in terms of the relationship that seniors have with technology. First, about 53% of seniors use e-health technologies at least a few times per month. And what's interesting is when they don't use them, it's actually because they perceive that their health is under control and not a concern that they don't know how to use these gizmos and gadgets.

And the second point is that in their digital lives, seniors prioritize health. 84% agree that they receive better care when their physicians utilize e-health resources. So this is a really key point in terms of thinking about how the perception of that provider relationship and enhancing that relationship can occur. And the third myth around kind of zero interest in new e-health tools is that the senior's use of e-health is increasing and they want new options. So they're not overwhelmed by the possibility of using new digital health tools. And actually, we saw that the access to EMRs – electronic access to EMRs – increased by over two times in just the last two years. So health plans need digital strategies for seniors to best be poised for growth, given how seniors are thinking about using these tools in their relationship to their health.

So then we look at, well what is today's digital adoption by seniors, and this is more broad. This is where we need to think about how this can be applied to health because this is not limited to their use of these tools for health purposes. And you can see on the vertical axis, we have the growth rate. And on the horizontal axis is the adoption rate. And it's no surprise that the highest level of adoption is the mobile phone, and that the growth rate there is now modest. It's an interesting takeaway that in that particular area, seniors are a parody with the general populations.

I think another piece that's interesting is looking at digital video and seeing how the population of 65 plus, viewers have grown by 35% in the last year. And that's seven times faster than the overall population. So when you think about your relationship with some seniors and their ease of using videos, this could be an attractive engagement channel to consider if not already in use.

And finally, I would just call out the significant growth rate for wearables. While this is definitely off of a small base, it has implications for ongoing health management. When you think about the ability to share data and understand activity as an example, or trade information around daily weigh-ins, it can be a very valuable tool to augment and add to the relationship that a senior has with their provider.

So we're going to go to a second polling question here that gets at how your organizations target digital seniors. And this is to get a sense for if there are unique offerings or if it's not targeted at all, or somewhere in between across the spectrum. [pause for poll] Okay still see some numbers moving so just giving it a moment here. And so what we can see with the results here is actually the most common answer is not targeting Medicare-aged seniors with digital offerings, or just having a one-size-fits-all.

We do have also about just under 30% of our respondents interested in or sharing that they have special digital offerings targeted specifically toward Medicaid-aged seniors. I mean what's interesting with this point here too, is that we have seen that some of the data that's been collected by Start Up Health and other organizations that look at providing tools for the senior or at least 50-plus market, where there is continued investment and growth in focusing on solutions so not just solutions that can address Medicare-aged individuals, but also can be a primary focus for them.

So thank you for your participation in the survey questions, and what I'm going to do is turn it over to Kathleen to talk more about the senior population in digital.

Kathleen:

Terrific. Thanks, Jill. As Jill said, I'm Kathleen from Welltok. We all know, today's seniors don't look like our grandparents anymore. And at Welltok, we love to ask people what do Vera Wang, Samuel Jackson, Richard Gere and Meryl Streep have in common? And the answer is, they're all squarely in the Medicare-eligible age bracket. And so it really kind of makes you think about things differently.

We recently did some work in a study with Harris Poll, and seniors are mobile and tech savvy – 81% of seniors said that tech is part of their daily lives. And that's important for two reasons. One is, seniors are interacting with tech with all their other favorite brands – Apple, Google, Amazon. And so what's happening now is consumers are no longer comparing us to their other health experiences, their other health plan stakeholders, their other health organizations. They're comparing us to the everyday experiences they have with their favorite brands outside of health.

And so the opportunity is huge, and the stakes are high. But the good news is that the other reason it's important is that 10,000 new boomers are turning 65 every day. And so already, these seniors are 81% part of their daily life, and that number's just going to continue to grow as people younger come into senior-hood. Another interesting stat is 56% said they would use a health-tech platform if their doctor recommended it.

We here at Welltok have actually been working on some engagement research around what's the value of engagement right. So we're all working on all these digital initiatives, and what does it mean to the organization if we can move the needle on engagement. And so we conducted this really two-year long study. And what's fascinating is that even moving the dial by just 10% on getting your population to be more engaged drives significant value to the organization.

But what's even better is that within the Medicare Advantage group, it's even higher. And so again, the potential value of engaging 10% more members in this Medicare population was \$302 per member. And so when you spread that out across your plan, there's some real numbers happening. And if anyone is actually is interesting in

the white paper please feel free to email my email contact at the end of this presentation. I'll be happy to send you the full paper.

But we've been working in Medicare in this division of Welltok for about 13 years. And so our mission is to really motivate populations where they are in their healthcare journey and also their digital journey. And so this is an interesting case study that we've done recently around using SMS text messaging to help condition management. So we use it in all kinds of conditions – asthma, diabetes, various all kinds of chronic conditions. But this one happens to be cholesterol management.

And so we gave members, we enrolled them in a channel that wasn't digital, for obvious reasons – to get permission to use a digital channel. We got great adoption, and we sent them messages weekly over 12 weeks, and they were health topics around helping to manage their cholesterol; 92.5% of members remained engaged with the program once enrolled. And that's been the entire 12 weeks. I don't know about you, but when I sign up for Ann Taylor coupons to come to my email, in about three weeks I'm already annoyed and I've unsubscribed. So really, it speaks to the value that they found in those messages the fact that the majority of them stayed enrolled.

Ninety-five percent of members here – we wanted to find out the satisfaction with how easy it was. Ninety-five percent of members found it easy to sign up for the program. Seventy-six felt that the number of messages was just right, which again, I think probably the number one question I get from people around engaging with these populations is how much is too much and what is that right number. And I always say, it really depends on the value you're showing to consumers because if you're giving them value, they're willing to take a whole lot more from you. Over 60% agree that they'd be interested in future SMS messages. And then 50% said that it encouraged them to see their doctor when it was time to get the test or screening so really a multi-benefit type program.

This next program that I love talking about is one in which we did a multichannel Medicare HRA. And again, my background is consumer, so I love to liken things to the consumer world. And the consumer world now is not only multichannel, but it's seamless between channels. I can go on to J Crew and look and then buy in the store. I can actually go into the store to have it fitted and then go back and buy online with a coupon. I could have it sent to the store to pick up, sent to my home. So I'm able to go back and forth as my needs dictate amongst all these different channels and that really is what I see us getting to in health.

And so this in particular was an example of that where we used a multichannel approach to administer a health survey. And we ended up allowing consumers not to just start and finish with the channel that they chose, but to seamlessly go between channels. So they could start online, and then if they decided they got interrupted, they could call back in and finish on the phone. They could go back to the web. They could start on the phone, and if they hit pause, when they later logged into the web it would pick up right where they left off. And again, that's the expectations consumers are having in other brands and companies they're interacting with. So it's great when we can actually match that or even exceed it in healthcare.

And by doing it multichannel, we increase the results over 50% when we compare to a phone call approach only. So really powerful being able to do these kinds of digital channels and again, meeting customers where they live. So with that, I'm going to turn it over to Brian. Brian?

Brian:

Great. Thanks, Kathleen. So the case studies as well as our research shows that seniors are not stuck in yesterday's analog world. Every consumer ultimately is a digital health consumer, yet they move at different speeds and have different needs. As Kathleen mentioned, we're seeing 81% of Americans that are over the age of 65 believe that technology is important to their everyday lives. And in healthcare specifically, 68% considered technology to be very important or somewhat important to managing their health.

A key thing that Kathleen alluded to was this concept of no longer are you as a health plan competing just with direct competitors or other health plans in the MA space. You're now competing both with experiential and perceptual competitors that are ultimately raising the bar of experiences and expectations that are seniors are bringing in all your interactions. And ultimately, we're seeing those digital adoption rates among seniors increasing across all the multiple channels that Jill shared earlier, which you can see on the right side of the diagram.

So with that, why is this important to you? Silver surfers ultimately are valuable members to attract, engage and retain. So first, they have higher incomes. Silver surfers have higher incomes as well as higher digital usage rates. And if you look at the engagement research that Kathleen shared, you're also seeing the value of that engagement on a per member basis.

Second is buyer values. Ultimately silver surfers value digital experiences when selecting providers. And you see examples where our research has shown that 84% of seniors expect providers to have access to their EHRs. Similarly, 84% believe they receive better care when their doctors have access and use of their EHRs. And with that, the inclusion of digital experiences as part of a provider service is viewed as a key buyer value when selecting a new provider. Last is related to healthy behaviors. Silver surfers are more likely to monitor their weight, cholesterol and physical activity using a combination of online and offline tools than other senior populations.

So what digital experiences do silver surfers value? In short, it's health not money. Sixty-one percent of seniors want technology to manage their health versus money saving options. Sixty percent are willing to use monitoring devices to track their vitals as part of that experience. When you contrast that to saving money – you see it in the diagram on the right – a smaller percentage actually value technology as a money-saving tool when it comes to their healthcare.

So with that, let's hear from you again with another poll. And what we want to be able to do here is understand which digital channel do you believe will be most important in five years for reaching seniors and impacting their health? So looking forward, what do you see as that option? [pause for poll] With that, we see some of the results coming in here so we'll just wait a couple of additional minutes. [pause for additional poll results] Okay, good responses here. We'll close out.

So just looking at some of the results, and first of all, thanks for responses. We're seeing both smart phones and tablets as well as wearables leading the pack in terms of some of the results related to the different channels that will be more impactful, which is consistent with what we're seeing with our research. So thank you all for that.

So what are health plans doing? We are seeing health plans taking action now to reach and engage seniors digitally. One of – the poll earlier showed that roughly 30% had been taking some proactive action towards targeting seniors through digital channels. So if you look at just some of these examples, you have the first one which I'll describe as a born digital insurer. You have Clover Health, which was a new entrant into the MA space bringing a digital based mindset to both the experience and the end to end journey of an MA member, as well as combining it with a collection of digital tools as part of the end to end value proposition that they're bringing to the MA market as one example.

If you look at both the examples here from Humana and Cigna, I'll describe those as examples of product differentiation using digital services to augment health but traditional benefit. Humana as an example, provides MA members to free access to "My Directives" which is an online way for people to perform advanced care planning as part of the benefit that they provide. Cigna, with their collaboration with Silver and Fit, are bringing the concept of healthy rewards for physical activity as a health engagement tool related to that.

Lastly, you have the example of Anthem collaborating with Lyft through their Care More division as a way to reduce transportation barriers for populations in need, which has been demonstrated to show a strong degree of outcomes both in terms of reducing patient waiting times by 30%, cutting per ride costs by 32% versus other transportation services. And ultimately having a high impact on transportation – excuse me – on satisfaction rates.

So not only are health plans taking action, but we're also seeing a high amount of digital health disruptors bringing services for the senior market. This ties to the comment Jill made previously related to Start Up Health and the venture funding that's being put in to the digital health space. All of these services are potential compliments or things that you can collaborate with go forward.

So an example is the concept of Home Hero, which is a illustration of a trend we see called the platform economy. Home Hero ultimately acts as a service online to match people in need of caregivers with home care givers that provide those services. It's ultimately a digitally-enabled service to connect people in a more efficient way to bring in-home health to make it simpler and convenient at those points of need.

A second example is a company called Reemo. Reemo has partnered with both Samsung and Ohio Masonic Home to bring their service – which is ultimately an internet of things services – to help people age in place. Their service provides assisted gesture controls to help people live in their space to turn lights on, shut things off and so forth, even though there might be limitations of daily living. And they've shown strong outcomes through their work with Ohio Masonic Home.

And then with that, I'd like to transition to Hector from Welltok who will share some additional case studies from Welltok.

Hector:

Thank you, Brian. I'm Hector Torrens, the vice president of solutions consulting with Welltok as Brian mentioned. And I'm going to talk a little bit about a case study with a national Medicare Advantage plan. As Jill mentioned earlier in our conversation, two major factors are driving some financial significance in the Medicare Advantage space. The fact that more folks are aging into the senior age bracket, coupled with the fact that we have an accelerating trend of folks choosing Medicare Advantage over traditional Medicare, are really making the stars rating and all of the quality measures and financial measures around that – again – significant drivers for most health plans. So finding ways to engage with consumers and seniors is becoming a critical success criteria for many health plans.

In this case, we partnered with a national Medicare Advantage plan to support their incentive and rewards platform and market. So they were very innovative in terms of creating a personalized incentive plan for their senior population that leveraged analytics and our state of the art, digitally-powered incentive platform to be able to tailor incentives for members to close care gaps that are relevant to them and that also optimized the performance of the plan from a stars measure perspective.

So in a really cutting edge of work from a health plan standpoint, and one of the things I'll highlight here and it's a theme that we heard earlier with Kathleen, is that digital is absolutely a complimentary channel to engaging with seniors – especially when you talk about a highly regulated industry like Medicare Advantage and you start talking about things like incentives. The ability to communicate with members through paper and through mail is still a requirement, but thinking creatively about how you augment that with digital tools and digital capabilities is absolutely essential to continuing to reach members where they are and to give them that experience that they're used to where they're able to engage in the channel of their choice, and have that experience be seamless.

So high personalization, multichannel engagement. We are seeing significant growth and accelerated growth in engagements online versus other channels like paper mail or via phone. So we're growing at a rate of over 30% a month in users registered online for the platform as well as actively involved in engaging. And one of the things that we talk about in this case is the power of a digitally engaged, a digitally activated beneficiary or Medicare Advantage member. That in and of itself is an asset for health plans because now you've got the power of digital as a communication and promotion channel. You can hit scale in ways that traditional engagement channels were prohibitive in the past.

And you're able to react much more quickly and communicate much more effectively leveraging cutting-edge analytics and data and insights about your members to get them the right messages at the right time, where they're going to be most receptive to it. So we've had success with the program continuing to grow, and really forms as a platform for expanding out communication and engagement opportunities with the senior population.

With that, I'll hand it back over to Brian for the poll.

Brian:

Great, thanks Hector. So want to open it up to hear from you again. And what we'll do is pause a little bit longer here to ensure we get some results here. So wanted to reach out to the group based off the finding you've heard to date, and just ask how surprising are the silver surfer findings you're hearing as well as the outcomes you're hearing from the case study based off other things you've heard? Are they very surprising, not surprising at all or somewhere in the middle. So we'll pause a bit and allow some additional time for responses to come through. [pause for poll]

All right, wait a couple seconds here to see if more come in the line and then we'll share the results here. [pause for additional poll results] All right. So just sharing the results here it looks like the majority were coming in at fairly surprising with 48% related to luring some component. And then some going with in the middle, so it looks like we're clustered around the center with that. So with that, I think we'll go into just concluding here before we open up for questions.

So first of all, how do you capitalize on this opportunity that we outlined of engaging silver surfers? So first of all, a key thing is to prioritize digital experiences, especially if you've had a small amount of focus on digital as a way to interact with your member population to date. It can be a big task to try to go across the entire member journey from shopping through payment as part of a way to do that.

Our research has shown that both the concept of purchasing insurance, as well as deciding treatment in terms of helping people find where to go, how much will it cost and help get access are key areas to impact willingness to recommend and net promoter score. So those are good places to start if focusing your digital efforts.

Two is the design for the entire ecosystem. An interesting thing is even though this is heavily focused on digital and you hear us use that phrase, often the actual focus is on end to end journey management. Similar to the HRA case study where it was talking about an Omni channel approach it's really about designing for all those different forms of touch points that you can have with the number whether it's through phone, paper or a digital touch point. Cause it's really the combination of all of those put together that create that experience.

And what we typically see is a majority of people use three or more channels when making a specific decision or taking some specific action. Hence, that multichannel approach to those connections is very key to design for as part of an experience.

And then last but not least is to know who seniors are. And a lot of that comes into insights related to what people want and need across all those touch points. There is no one-size-fits-all digital health solution for your whole population. It's how do you actually look towards personalization and tailoring to the different personas and aspects you have within your population.

I think with that we want to just pause and open up for questions that are out in the field.

Jill:

And Brian, this is Jill. As we look and invite people to share questions in the Q&A window, I wanted to share a comment that was posted and maybe solicit your reaction or invite Kathleen to Hector to weigh in. So [Dee Willy ?] from Spectrum Health had referenced that research may show that wearables and smart phone apps

will become more important in five years, but at the same time we all know that five years is a really long time in the tech world. And so he was referencing that the more interesting and important question might be around what other technology will have displaced those current technologies by the time we're five years out.

I think I would just initiate that with saying that wearables as a category, I think will continue to evolve. So while we've started with pretty straightforward things like activity trackers and the wireless scales and all that, that it'll continue to evolve to meet the needs of more complex, chronic conditions. So I think the category will probably still exist in five years from now, but to your point, look quite different.

Brian, is there anything that you would like to add to that?

Brian: Yeah, thanks Jill. I was actually going – in many of these cases it's almost deceiving to think about a specific device. So it's a great question, cause ultimately what we're seeing is it's already happening, is the shift away from the device itself and the move towards how are you thinking about the full service. And the service isn't inherently digital or it isn't inherently analog. It's actually bringing all these components together to a combination of a digital and physical service. So that trend is happening now, and we think it'll accelerate and there will be a big aspect of – it's converging the concept of analytics and insights with wearable devices, with passive tracking and a number of trends. So I think it comes to that concept of end to end journey management as well as a service orientation, versus a specific technology. It's kind of a big way to standpoint with that trend.

Kathleen: I agree, and I would add to what Brian said. Really it's creating this relationship with the consumer where they are in their channel today by using personalization and delivering relevance and value. So if they grow and change channels and technology [unintelligible] itself, it's really, you're staying with the consumer and following them on their journey because you created that relationship now.

Hector: Yeah, and this is Hector. Just to add to that and just in terms specifically around the potential for a disruptive technology to really hit the market between now and the next five years, something we're really excited about at Welltok is artificial intelligence and how that's playing in the market space. We hear a lot about Watson Health and we have an app that we've built called the concierge which leverages the machine learning and computing technology coupled with our predictive analytics capability to continue to derive insights around individuals and their behaviors.

And it's funny. If you think ahead, who knows? Maybe the Alexa's and the Siri's of the world that are sitting in your house become the go-to device in terms of something that folks prefer rather than necessarily an app on their phone. But there's going to be a common theme, I think, that we've touched on around all of that which is personalized – getting to know people high degree of service, reducing the friction. So having people not have to manage an ecosystem of different entry points into their healthcare environment whether it's a set of apps on your phone. Whether it's a set of web portals that your provider has for you versus your payer versus your employer – the various folks involved in high places of management that are accountable for your care.

All of those things produce friction for an individual to be able to navigate that space. So to the degree that technology can help smooth out that transition, and I think in particular, how artificial intelligence is probably going to drive some innovation in ways we have yet to see.

Kathleen: And just to add to what Hector said. It's important to really understand the consumer journey from the consumer's point of view. And so if you're not already doing consumer journey maps, it's a great exercise in the research methodology to really find out what the new ideas are on the consumer landscape that maybe you're not thinking about yet. But you're going to see it in consumers first. It's what they adopt. There could be ten new technologies on the market, but it's really where they're going is where you want to be. And so it's a great way to get inside their heads and figure out what's next.

Catherine: All right, thank you. We actually have a question that just came in from Barbara. Jill, where do you see the economic benefits of digital with seniors.

Jill: Yeah, that is a great question because we can talk a lot about all of our different strategies to add digital to the Medicare Advantage experience, but where does value really come into play? With that I think Kathleen, you had highlighted a few things in terms of engagement and the impact that that can have on creating financial benefit and results. Why don't you start us off and then maybe we'll see if Brian has anything to add.

Kathleen: Absolutely. I mean we know with this population that there are times for compliance sake, we still need to send paper letters right. But there's so much opportunity. I mean, I used to work for Digitas, so I know the response rate on paper letters is still dismal. And trying to move that needle leads to this – we'd celebrate if we could move it by 0.001 by ripping the stamp or [hooking ?] it.

And what's fantastic is you move to the digital channels and not only do you save so much money because of the paper printing costs, the postage costs, but you increase response exponentially because things are actually getting to consumers. And so right there, the value alone of those two pieces is significant. But then you add on the fact that you can actually have an immediate and two-way relationship with consumers, and that's where it gets really powerful. So not only now can I send out – instead of sending out the letter and the consumer gets it eight weeks later or five weeks later and finally calls me. Now I can send out an email and that consumer could send it right back if that was the type of content message that we were having.

So there's some really powerful things in there. And then the other beautiful thing about digital is the ability to capture it and then act on it so that you're creating a cumulative relationship. There's nothing worse than – to consumers – when you don't acknowledge what happened in the past. And we have clients who have sent out a, gosh forbid, a data breach notice. And then two days later send out a satisfaction survey. That's, for consumers that's terrible experience right, not being able to acknowledge just what happened. And so digital gives us that opportunity because it's all right there.

And so as we've talked about the value of this paper, we took all peer review journal information, we took all the latest studies. We took everything. We actually were very

conservative in our projections and we bounced it up against some of our biggest clients. And they agreed. And they were like, you're conservative. And we believe the study, that this 10% really yields this value. So it's really an exciting place to be right now.

Brian: Yeah, I think – this is Brian – what I would add to that is one, you have the research and the quantification that was shared, that Kathleen mentioned. Two, you can look to the examples we're seeing in the market of some of these companies like a Clover or some of these other incumbents that are focusing on the experience are also getting good traction-related acquisition by the nature of how they're shaping the product. So they're seeing some benefit there.

And then if you go to health management specifically and the improvement of health outcomes, you have the statistics we mentioned related to health – the use of technology for health management – being a key area of interest for senior populations. We're seeing that both happen as well as impacting health outcomes through research related to digital therapeutics and that emerging class of technology-enabled health management whether it's the like of propeller health related to CODP or a live core related to AFIB. A number of those solutions are coming out that are seeing a high-degree of outcomes as technology-enabled services.

Catherine: All right, our next question comes from Sylvia. How do you typically segment the senior market population?

Jill: Yeah, you know what? That's a great question. This is Jill. And maybe I'll start it off, and I know Hector you've got some points on this one to share. First I would just simply say that for Medicare Advantage for most of the activity that we're seeing, segmentation is a relatively new concept in how it's being applied. And what I mean by that is simple segmentation would be created just using general consumer data. The ability to look across who to target and the value they create, behavioral attributes around what to offer and what members need, and then attitudinal components around how to offer it with things like what's the best way to engage the members across channels are starting to come together.

And using that data around consumers, but also looking at information around their market environments or around whether there's – what the patterns are around the provider environment etc. And so looking at not just consumer data alone to determine how best to segment and target the market. Hector, do you want to share some of your experience?

Hector: Yeah, sure, thanks. So I guess as you mentioned, one of the things that we're seeing now in the healthcare space is the combination of consumer-driven insights and analytics coupled with the traditional healthcare data that's out there as well as some of this other data that you've mentioned and the ability to consume that at scale, right. And one of the things that we found to be successful in segmenting the population and understanding them is to try to attack the problem and the challenge from a different perspective instead of creating models around outcomes that you believe to be the case, would be the case, based upon certain clinical risk indicators or other medical associated clinical factors.

We're able to come in, leveraging a wide longitudinal breadth of information about an individual and see what it is that the data tells us rather than prejudicing it with preconceived models and analytics. And that's tended to produce [statistically ?] significant differences in our understanding of folks so that we get to the nuance of segmenting – we like to call it segmenting the population to an N of one where we're really able to understand what's going to be resonating with an individual. How impactful will any intervention be for a specific individual and how receptive will that individual be to the programs that we have available, to the communication channels that we potentially have available? And it's the combination of those factors that weigh in on helping drive the solutions and helping drive targeting and helping making sure and influence how programs and features and assets are created.

Catherine: All right, our next question is from Jason. To what extent can incentives and rewards be used in an effective and compliant way for Medicare Advantage members?

Hector: So this is Hector. I'm happy to take that. I mean I think that one of the things that we've learned over the past 18 months or so is that you can be really effective with using rewards with Medicare Advantage members. I think that the CMS and the administration has gone a long way in trying to be less restrictive in terms of allowing health plans some leeway in designing programs that are meant to reach like parts of the population. And obviously it's still relatively early from a regulatory perspective, and you're going to have different levels of though from a compliance and regulatory perspective and different levels of conservative thinking.

But for health plans that are a little bit more progressive thinking, you're able to get highly tailored incentive programs in place for portions of the population that are able to drive the needle on closing care gaps. What I would say is the day of just incenting everybody for the same thing – go get your AWC. Go take a health assessment, get a flu shot. That's a thing of the past. I mean, really, we are through our analytics-driven insights and through novel but compliant ways of thinking around incentive structures, able to put together highly personalized opportunities with interventions for folks to be able to close those care gaps, make a difference in the stars measures and ultimately stay healthy.

It's not easy. I'll say that. It certainly requires some work, but there are folks pushing the space. And I think the case study that we have out here, and we have some more deeper insight if anybody would like some follow up can certainly email me afterwards to talk about how Medicare Advantage health plans are doing that.

Kathleen: That's great. And I'll just add to one thing that Hector said – this is Kathleen. In terms of being efficient with dollars, it's really about optimizing the spend too when you think about it. Obviously you want to use intrinsic rewards whenever possible, combined or standalone or the extrinsic. But what we think here is it's really not [unintelligible] intensively. It's the design of the offer that drives action and so even a small incentive can be really powerful when done right.

Jill: Great, thank you Kathleen. And Catherine, just checking it looks like – I don't see any other questions queued up. Is that right?

Catherine: That's correct. That's all the questions we have at this time.

Jill: Great, thank you. Well as you can see on the page that is up on the screen, we provided contact information for each of our speakers so there is an opportunity to reach out directly should you seek to learn more information. And the access to Point of View is available at the link at [accenture.com/ahip](http://accenture.com/ahip). And lastly, look forward to if anyone is planning on attending the consumer experience in digital health forum in December in Chicago. That would be a great point of connection as well.

So on behalf of Brian, Kathleen and Hector, I want to thank all of you for joining the webinar session today hosted by AHIP so thank you so much. Have a great afternoon.

Catherine: Thank you all for that great presentation and for sharing our thoughts today. Thank you to the audience for participating in today's conference. That concludes this webinar. Thank you again, and enjoy the rest of your day.

Jill: Thank you.

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