



Provider-led Health Plans (Payviders)

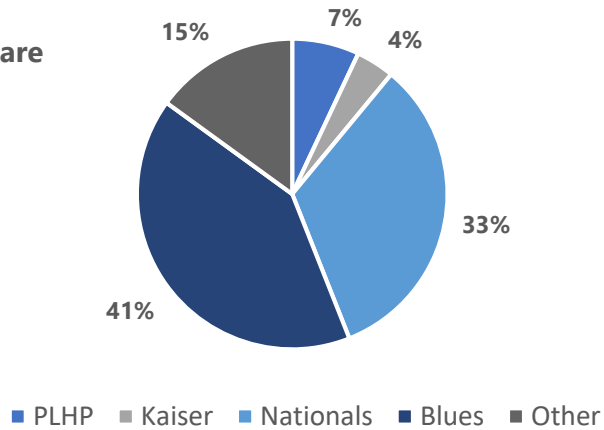
Driving Payvider Value Chain Excellence

The convergence of health plans and healthcare providers has led to the growing importance for provider-led health plans (Payviders). CitiusTech highlights the data and technology capabilities necessary for Payvider organizations to optimize performance and drive operational efficiencies.

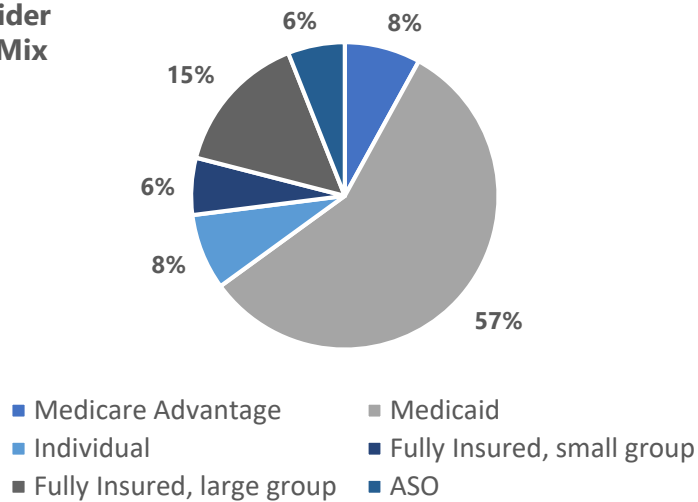
- Integration / Interoperability
- Data Management
- Performance Improvement
- Embedded Intelligence
- Core Workflow Optimization

Payviders: Market Snapshot

Payvider Market Share



Payvider LOB Mix



Key Payvider Stats

111
Provider-led health plans (PLHP)

17.5 Million
Population insured

7%[#]
Payvider market share

6%^{*}
Annual growth

42
US states' presence

Top 10
Payviders control
43%[#] of the market

** Growth by lives insured (2011-2017)*

Market share by lives insured, excludes Kaiser

Payviders: Market Drivers & Trends

Business Drivers

- Payer-Provider convergence to reduce costs, improve quality, create innovative experiences
- Subsidize insurance costs for provider parent and capitalize on Medicaid
- Expand into Medicare and Commercial for improving profit margins
- Payment reforms, shift from volume to value, increasing operational costs
- Population health management & whole patient management
- Care delivery optimization & seamless care coordination across the continuum of care
- Highly competitive marketplace

Trends

- **Move towards value-based care:** Providers are motivated to vertically integrate with payers to provide enhanced patient value
- **More pricing control:** Providers have stronger control on pricing and expenses to improve profitability
- **Healthcare Consumerism:** Members want more control of their healthcare journey
- **COVID Impact:** Increase in demand of at-home, remote healthcare services
- **Risk Sharing Models:** Increase in adoption of Payvider models, and / or participation in Medicare Advantage Programs, Medicaid, ACA Individual, and Small Group Products

Leveraging Payer-Provider convergence and digitization of data and workflows for driving quality & performance improvements is a key focus for Payviders.

Payviders: Key Business Focus Areas

Payviders have several advantages including close coordination with providers, better control on health outcomes and agility. However, gaining scale, maintaining profit margins, low member engagement, lack of control on claims variance, and inadequate utilization management are areas of concern for organizations trying to build their own plans. Some of the key business focus areas include:

- 1 Systems and Data Integration:** Dependency on COTS solutions and lack of system and data integration leading to sub-optimal efficiencies and decision making
- 2 Profit Margins:** Limited ability to spread risk due to small scale and higher proportion of Medicare / Medicaid LOB compared to large / national payers
- 3 Quality Ratings:** Scores have declined across all Star metric groups and tend to be lower at an aggregate level than those of Blues and Nationals
- 4 Member Experience:** Low and ineffective member engagement owing to limited investments in journey mapping, digital tools, and analytics models
- 5 Total Cost of Care:** Topline pressures due to business focus and higher MLR due to inaccurate control on claims variance and inadequate utilization management

Access to clinical and claims data give Payviders the opportunity to drive payer-provider convergence across systems / applications, analytics for utilization management, and develop curated experiences

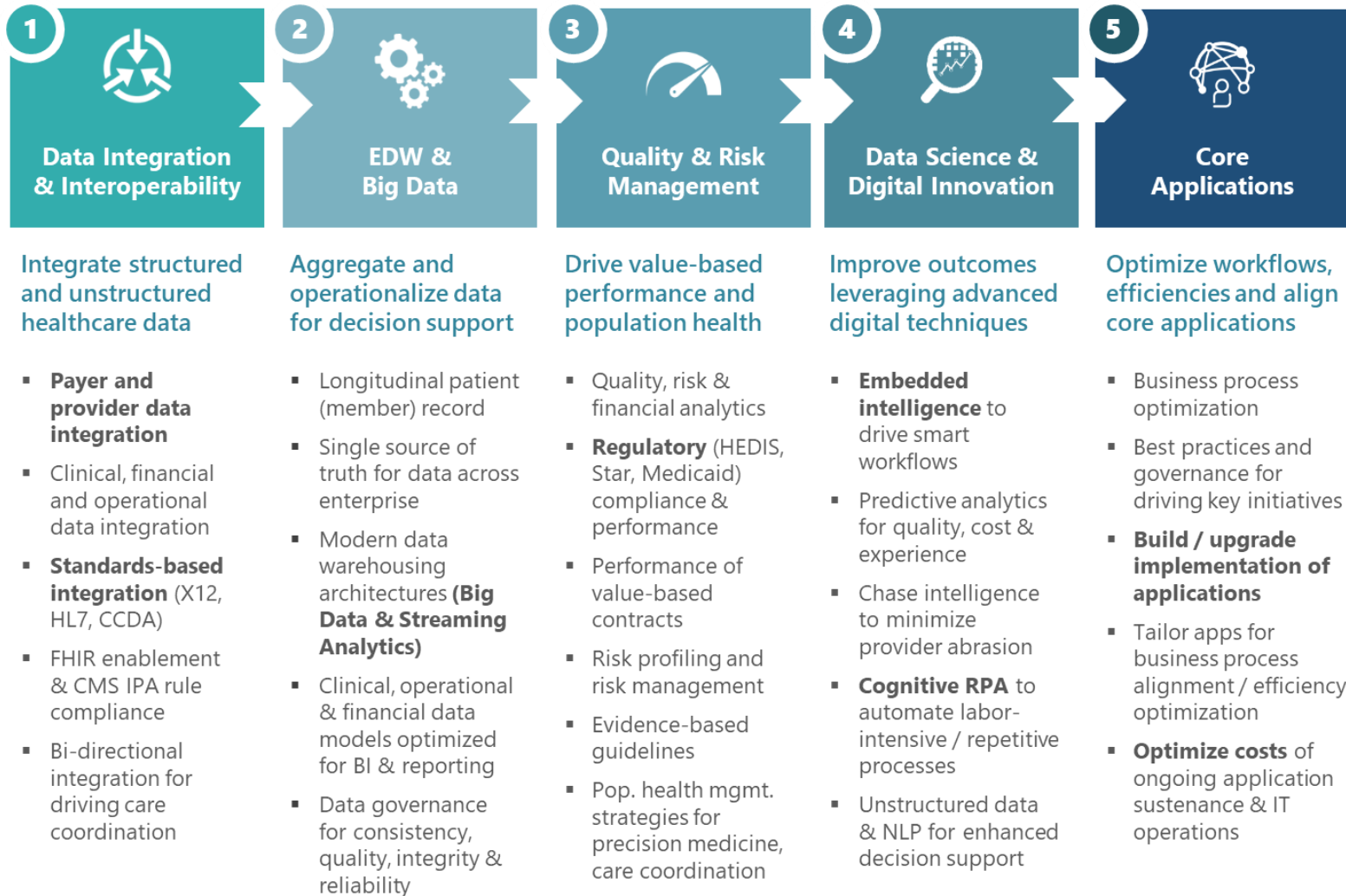
Payviders: Key Informatics Focus Areas

To successfully manage the shift from volume to value, Payviders need to align their business goals to reduce costs, improve quality, create innovative member experiences. This requires a holistic approach to leverage data and technology to drive operational efficiencies, provider engagement and member experience – including digital transformation of legacy workflows. Key informatics focus areas include:

- 1 Data Integration & Interop:** Payer-provider convergence, payer-member collaboration, payer-payer exchange, including CMS' Interoperability and Patient Access Rule compliance
- 2 Data Management:** Aggregation, operationalization, and governance of data for driving performance management and decision support
- 3 Performance Management:** Measurement, monitoring, and actionable intelligence for driving quality, utilization, financial, regulatory, and contractual performance
- 4 Data Science & Embedded Intelligence:** Leveraging advanced digital techniques such as predictive analytics, RPA, NLP, etc. to drive proactive interventions, efficiencies and costs
- 5 Core Workflows:** Business process optimization and custom-made workflows and application configurations to align with business goals and LOB-specific operating models

Payviders need to align their data and technology (informatics) strategy with business goals to drive payvider value chain excellence

Payviders: Informatics Value Chain



CitiusTech: Driving Informatics Value Chain Excellence



Platforms

FAST+

Flexible and scalable platform for payer-provider convergence, CMS' IPA rule compliance and FHIR initiatives

H-Scale

Modular, configurable and scalable data mgmt. platform to meet the varied data needs for healthcare organizations

SCORE+

End-to-end HEDIS performance mgmt. suite to accelerate quality reporting and enhance collaboration for gap closure

Medictiv

Embedded intelligence enabled actionable insights, automation of workflows improving care delivery and patient outcomes

HEALTHEDGE*

HealthEdge's HealthRules Payor, a next generation core administration system supporting end to end payor system processes

Proficiencies

500+

HL7 & FHIR Specialists

400+

EDW & Big Data professionals

300+

BI, Analysts, Clinical Informaticians

200+

Data Science & AI Professionals

2000+

Product Engineering Professionals

50+

Interop & FHIR Projects

125+

EDW, Big Data & BI Projects

900+

Prebuilt Rules incl. all HEDIS & Star

90+

Certified RPA Professional

40+

App Transformation Projects

Consulting

fluidEDGE
A CitiusTech Company

FluidEdge Consulting, a CitiusTech company, is a specialized management consulting firm exclusively focused on healthcare IT strategy consulting, business process optimization, program management across Medicare, Medicaid and Commercial LOB.

- Strong expertise in Payvider market
- Deep expertise in business, operations and technology (Healthedge, Jiva, Facets, etc.)

CitiusTech: Thought Leadership



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[Factors Shaping the Post-COVID Payer Market >](#)



[Despite the Pandemic, It's Time to Act on the Interoperability Regulations >](#)



[Tech optimization: Keys to peak interoperability >](#)



[Data is the Foundation for the Shift to Value-Based Care >](#)



[FHIR for HEDIS & Stars >](#)



[Data Sharing in the Spotlight: COVID Gaps, New Interop Rule >](#)

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About CitiusTech

CitiusTech enables healthcare organizations to drive clinical value chain excellence, across integration & interop, data management (EDW, Big Data), performance management (BI / analytics), data science (predictive analytics, AI, ML) and digital engagement (cloud, mobile, IoT).

CitiusTech Payvider Focus

With 8+ years of varied HIT experience with Payviders, CitiusTech has built one of the strongest technology and consulting oriented Payvider practices in the market. Given its extensive experience working with large providers & payers, CitiusTech is uniquely positioned to accelerate enterprise initiatives for Payviders.

CitiusTech has been doing a lot of work in niche areas of Payvider focus, including but not limited to -

- Management Consulting
- Payer-Provider Integration & Interop/FHIR
- Data warehousing, Big Data & BI/Analytics
- Quality & Risk Management – HEDIS, Star, State measures
- Embedded Intelligence (AIML/RPA/NLP) & Digital Innovation
- Core Systems & Workflows (HealthEdge, Jiva, QNXT, etc.)

CitiusTech is an active member of highly recognized industry groups including **ACHP, HPA, AHIP, CHIME & HL7** among others.

\$205+ Mn
in revenue



4,000+
healthcare IT professionals

40 Mn+
lives touched

69+
NPS - highest in the
industry!

110+
healthcare customers

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