

The Leadership Institute

Creating the Texas Health Experience

February 15, 2018



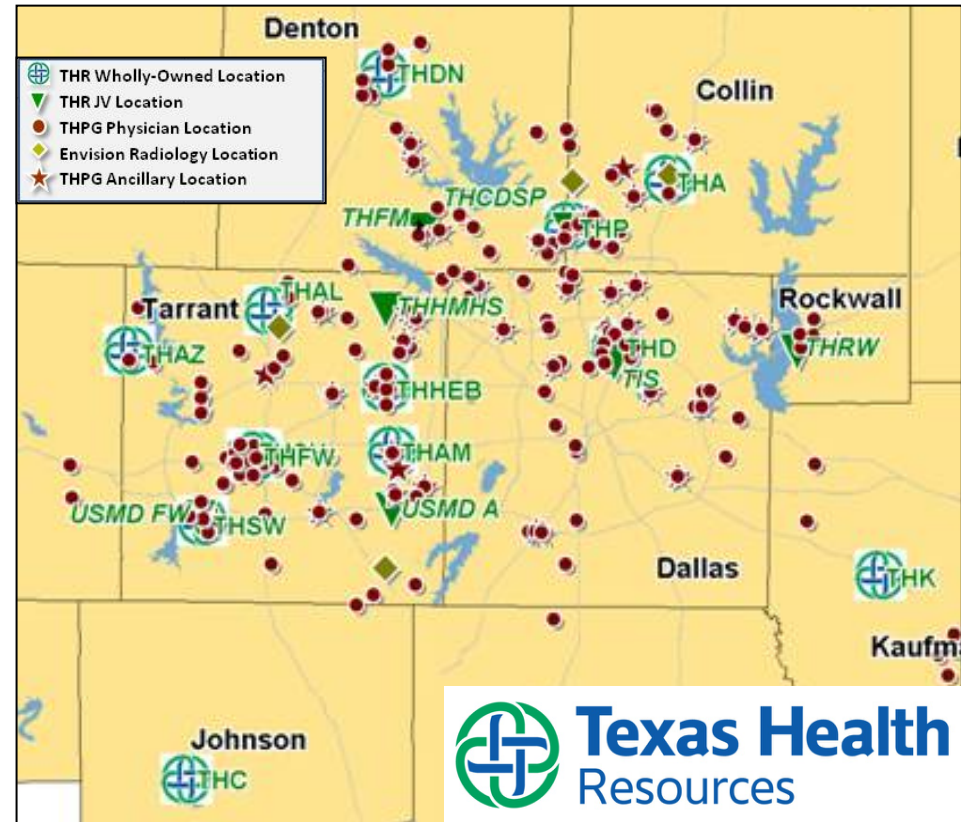
Texas Health is one of the leading health systems in North Texas

Mission: To improve the health of the people in the communities we serve

Vision: Partnering with you for a lifetime of health and well-being

One of the largest faith-based, nonprofit health systems in the US with:

- 23,000 employees
- 27 hospitals
- Physician group with over 500 physicians
- 69 outpatient facilities
- More 250 other community access points
- More than 5,500 physicians with active staff privileges*



* Physicians on the medical staff practice independently and are not employees or agents of the hospital or Texas Health Resources.

We placed consumer focus at the center of our ten year strategy, to address the changing landscape



EXCEPTIONAL CARE

Design our care model to safely and reliably deliver incomparable clinical outcomes and experiences



VALUE CREATION

Successfully manage cost and risk to create value for our customers and partners



CULTURE OF EXCELLENCE

Hold ourselves accountable for top performance in key measures of success and sustainability



TRANSFORMATIVE GROWTH

Capture strategic segments of our market for Texas Health and our partners

The focus and intent of our consumer focus is to grow loyalty in target segments to drive value for Texas Health

1

Volume

Focus TH on **higher value consumer** segments that yield ~6x (10 year profit net present value) the value of other segments to **drive volume and revenue growth**

2

Investment Optimization

Align the organization **investments** toward driving consumer benefits that will in turn **sharpen** our **focus to attract and retain consumers**

3

Efficient Experience

Create a **coordinated, connected, seamless, and personalized** experience to **increase care utilization** across our network and product & service portfolio

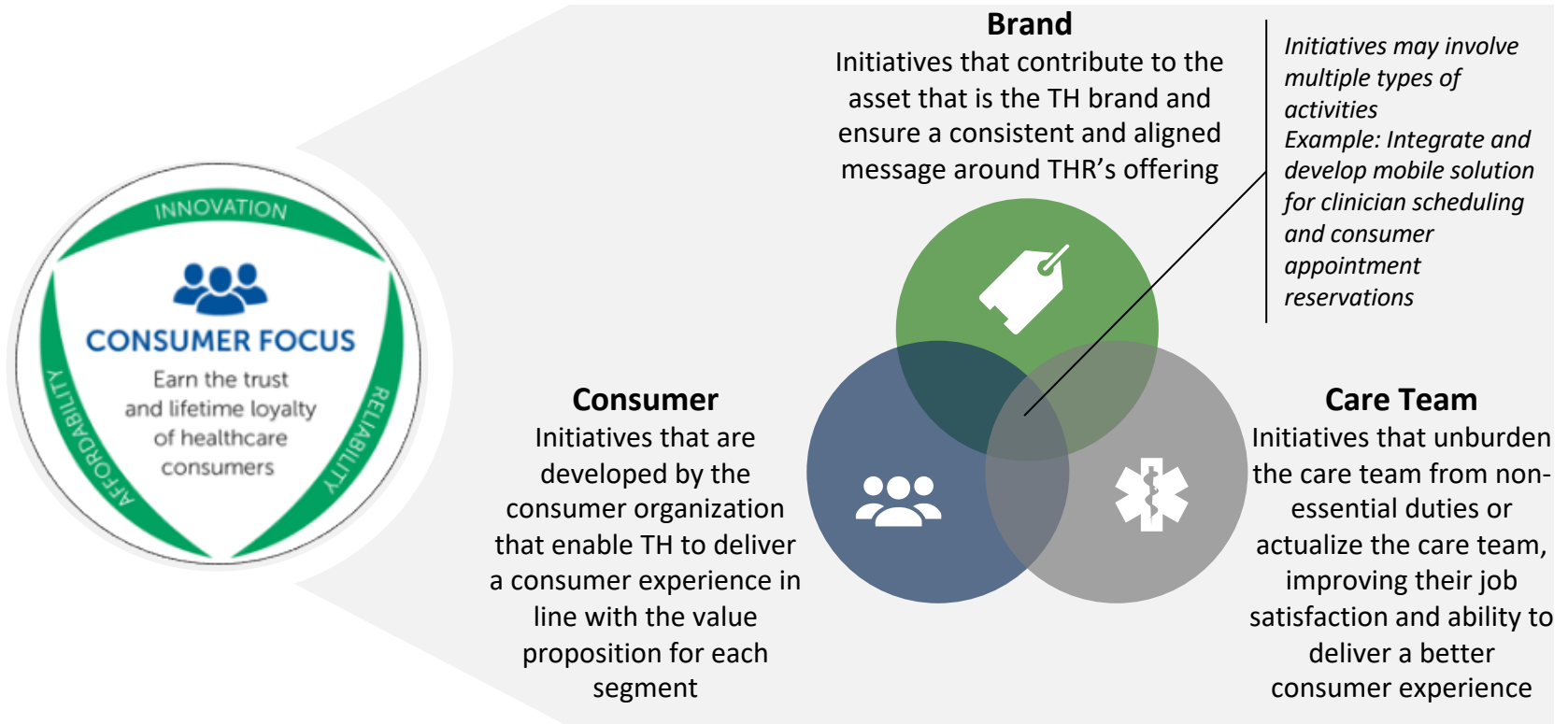
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Total Cost of Care Management

Establish a **meaningful relationship** between **consumer and care team** to **enhance adherence and engagement** to ultimately **better manage risk** in a value based setting (e.g., Texas Health Aetna)



To transform the organization, tight alignment between brand, consumer and care teams is required



To address the overlap in these initiatives and execute them in a manner consistent with the overall strategy, Texas Health has launched the CXO organization

Our new Experience Division will give us the capabilities for this transformation...

Chief Experience Officer

Responsibilities



Gather and Analyze Consumer Insights

- Identify target consumer segments
- Develop sub-segment level consumer insights
- Evaluate Texas Health performance in target segments vs. competitors
- Identify high and low performance experience factors for Texas Health
- Develop and implement consumer surveys and outcome metrics



Create New Products and Services

- Design new products and services to meet Texas Health's value proposition
- Develop tools and training for Texas Health on Consumer
- Build and improve consumer and community engagement programs
- Design and implement technology solutions to improve consumer and care team experience



Ensure a Consistent Consumer and Care Team Experience

- Design improvements to existing Texas Health products and services and offer to target segments
- Ensure consistency of consumer and care team experience across Texas Health ecosystem
- Assess and manage performance of consumer programs and services
- Develop integrated concierge contact center



Increase our Brand Value and Consistency

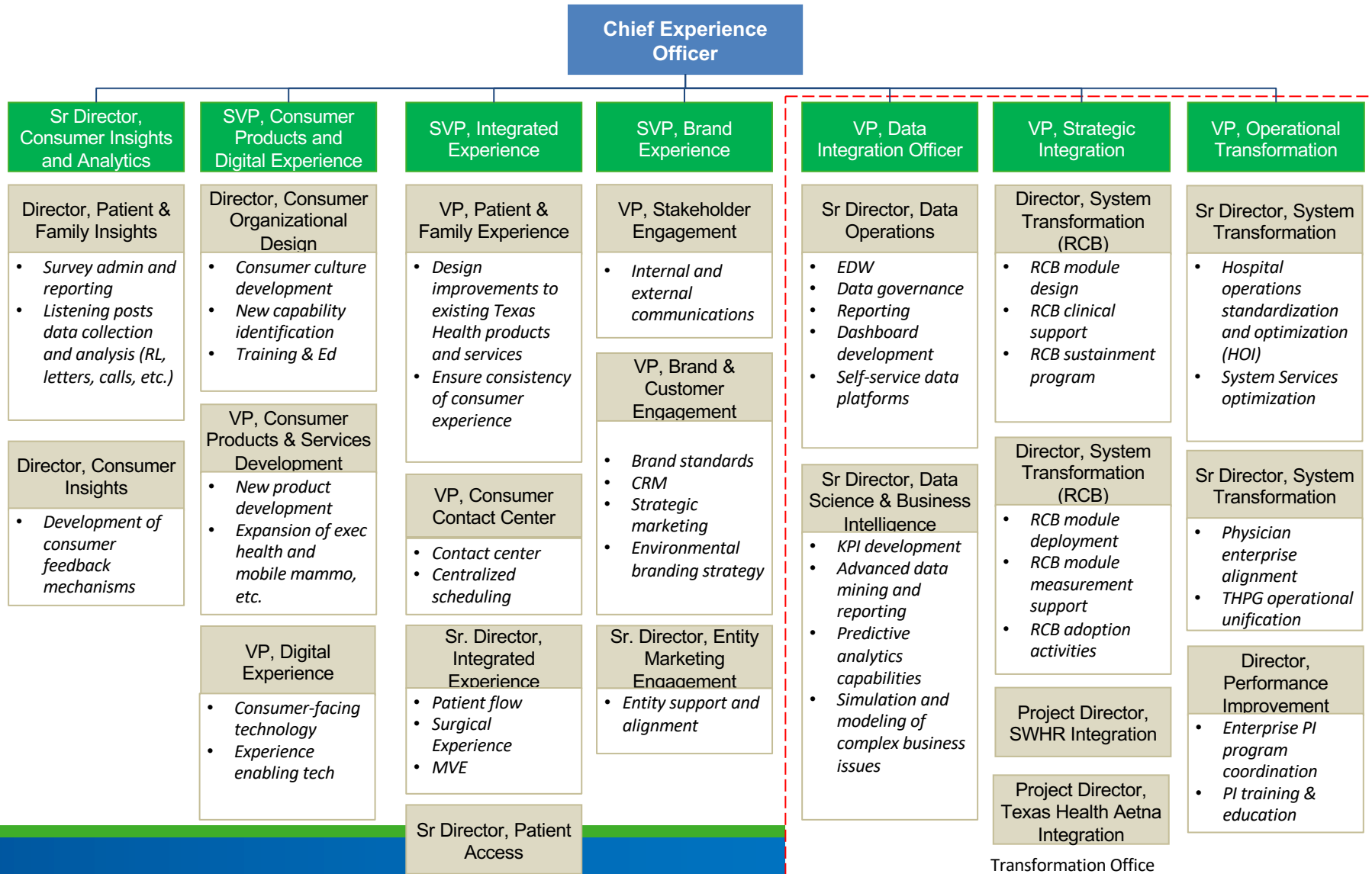
- Develop external brand vision and promote awareness
- Develop specific marketing tactics for consumer segments
- Develop marketing channels for outreach
- Evaluate effectiveness of marketing and brand strategies
- Develop environmental brand standards



Continue to Transform our Business

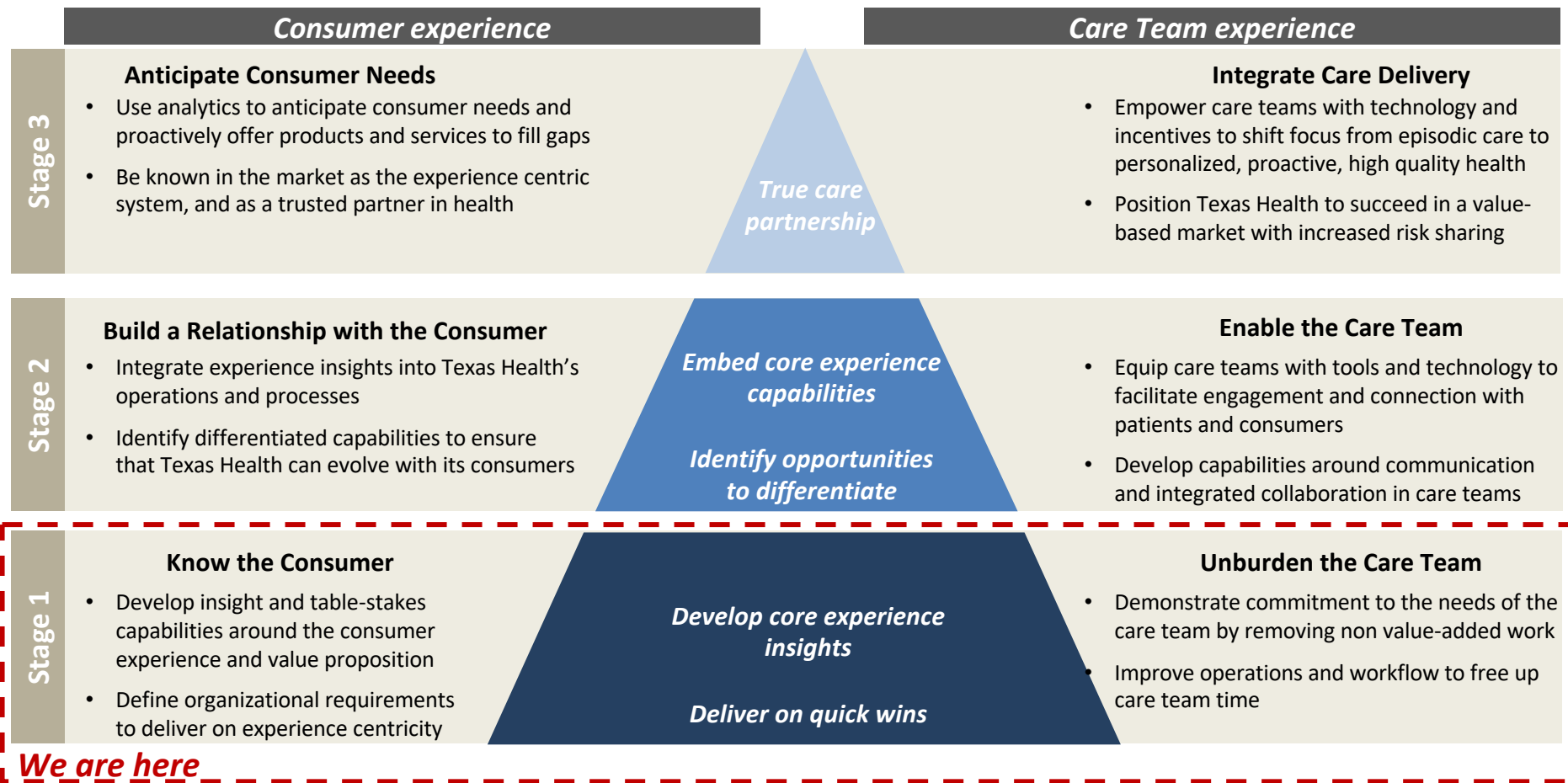
- Integrate cross-functional data within a unified and integrated data warehouse
- Perform cross-functional analytics, including predictive analytics
- Drive cross-functional transformation efforts to integrate clinical, consumer and caregiver requirements into a highly reliable experience
- Coordinate and integrate strategic initiatives with key partners
- Design and deploy enhanced care team experience initiatives
- Continue operational optimization efforts

... by combining existing talent from across the organization with critical new functions and positions

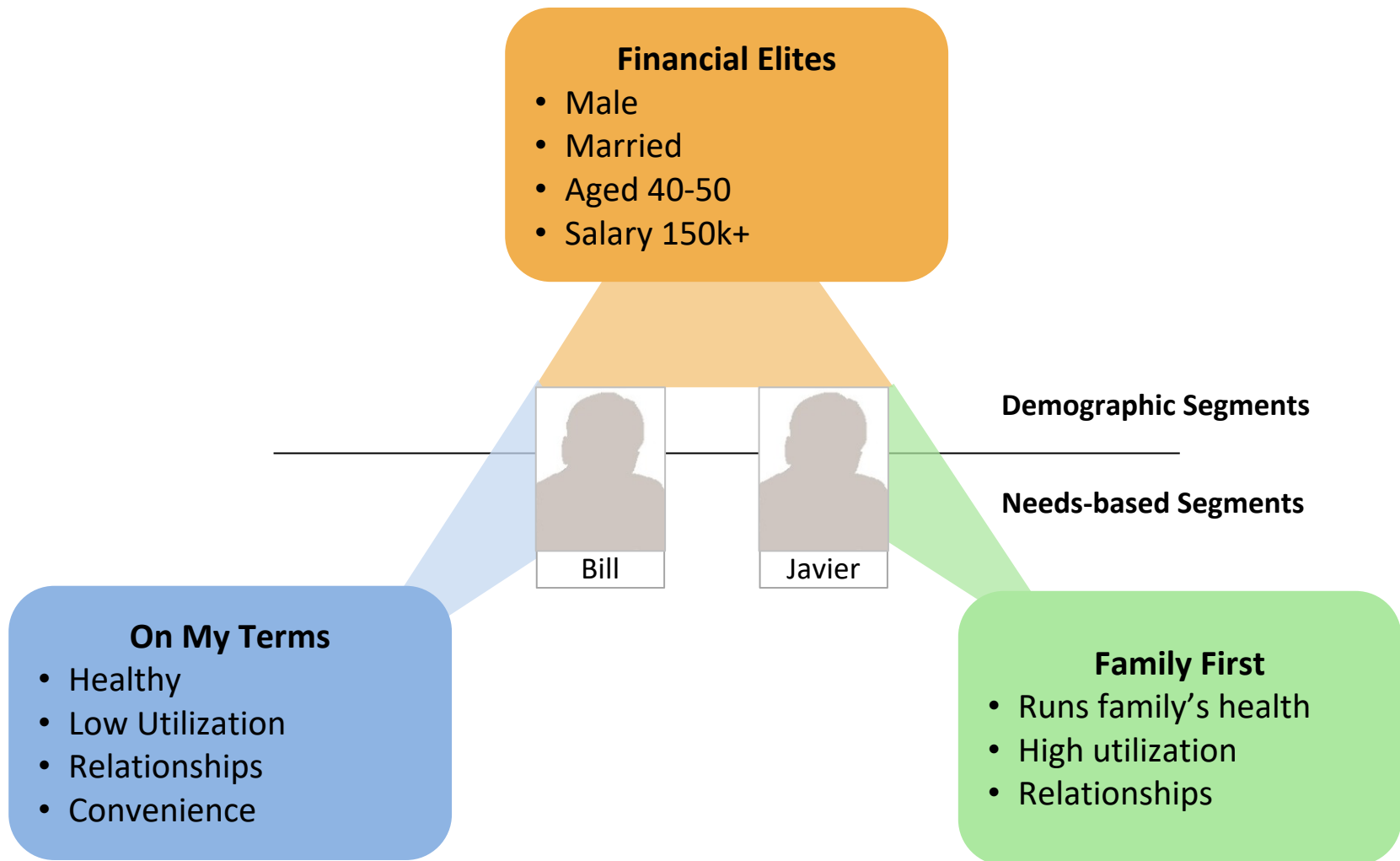


Texas Health's experience strategy will require a multi-stage transformation of the Consumer and Care Team experience

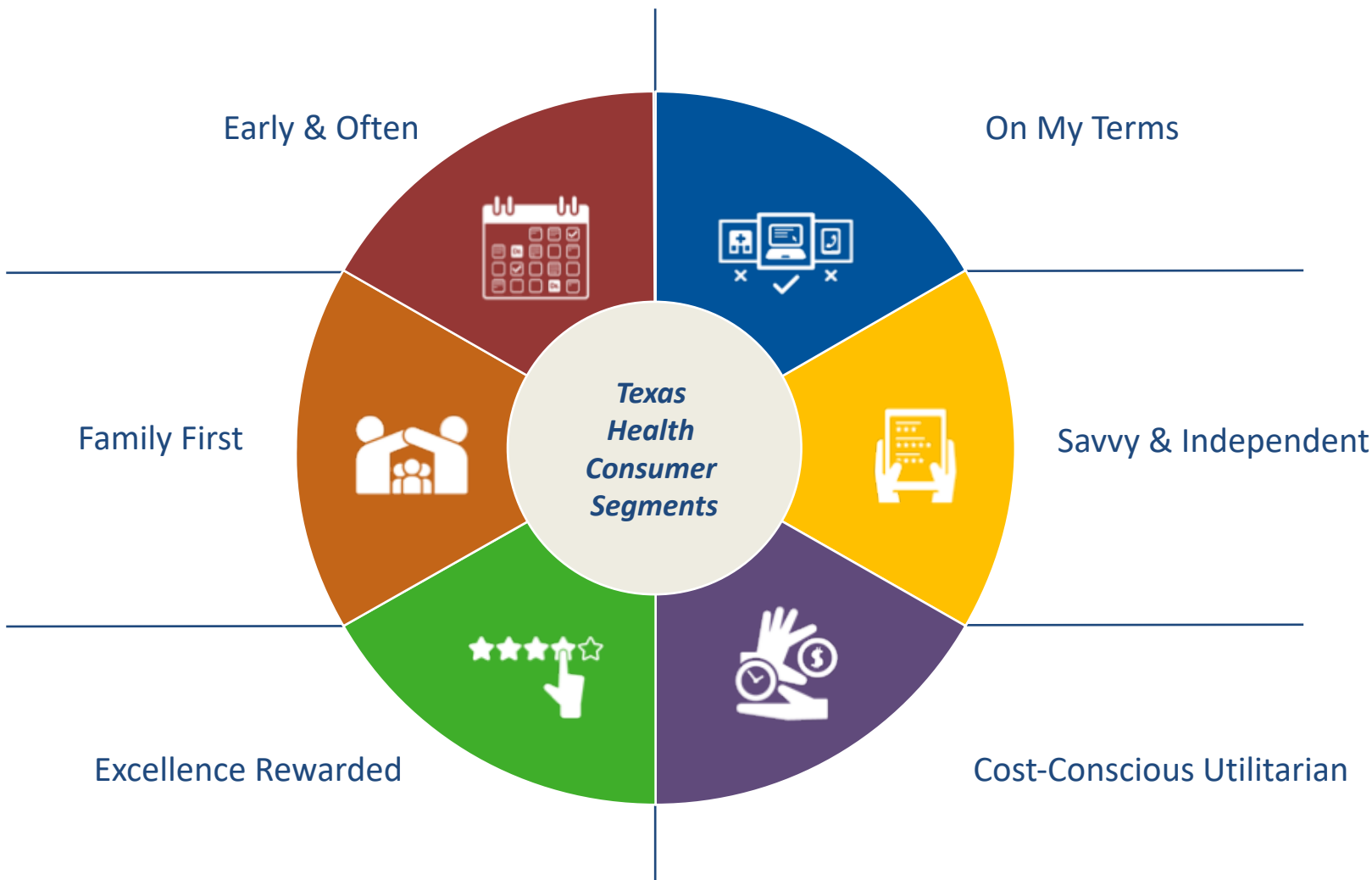
Consumer and Care Team Experience Transformation



The ability to identify factors that drive value makes needs-based segments an ideal way to connect with consumers



Texas Health has identified six distinct consumer segments, each representing the different needs of our community



The foundational Stage One consumer experience will be delivered through three key efforts



Core Consumer Experience

Standardization of the consumer experience across the consumer journey to achieve best practices at current care venues

Includes enhancements to **consumer tools, products and services, the Texas Health brand, consumer communications, and care team experience**

2018 focus: Develop consumer standards, pilot select solutions and deliver quick wins

2018 total cost	2018-20 cost
\$ 11 M	\$ 53 M



Health Platform

Develop a connected health platform that **is ubiquitous and provides access** to information and services through consumers' preferred channels across the system

Delivers a **personalized and connected experience** across consumer interfaces

2018 focus: Expand contact center and EDW capabilities; design & plan technology architecture

2018 total cost	2018-20 cost
\$ 4 M	\$ 40 M



Align & Activate Consumer Across TH¹

Infuse consumer culture, insights, and implications across the organization through Zone 2.0 deployment and align Care Team of the Future with the delivery of our Core Consumer Experience

Apply a **consumer lens toward future investments** to ensure that the needs and preferences of focus consumer segments are addressed

2018 focus: Ensure alignment of zone planning with consumer strategy

2018 total cost	2018-20 cost
\$ 2 M	\$ TBD

However, barriers exist that will need to be overcome to allow us to deliver this experience to our consumers



CARE TEAM

Consumer has not been an **organizational focus** and hence has not been reflected in our ask of the care team

Opportunity to **improve processes and workflow** to refocus time towards activities that add value to consumers

Need for developing mechanisms that **emphasize high performance** and accountability to all staff and partners



ORGANIZATION

Need to **activate Zone 2.0**

- Ensure a consumer lens is included in strategic planning
- Limited ability to orchestrate integrated deployment and execution

Ecology of Decision Making

- Need for more strategic and operational integration across key partners

Add a **consumer lens to capital and operational decision-making process**

- Financial decision making heavily weighted towards financial measures, rather than strategic opportunities



PROCESSES

Assets are **not currently orchestrated in the zone** to maximize the consumer experience

Value props for consumer and care team need to be **integrated into the organization's strategic decisions**

Processes and interactions aren't accounting for an **increasingly complex ecosystem that requires a consumer focus**

Constant state of **learning and innovation** needs to be built into how we perform day-to-day



TECHNOLOGY

Data infrastructure to support connectivity across channels and care continuum is **fragmented**

Technology is not optimized and inconsistently used and adopted

- EMR solutions are not streamlined to workflow
- Not all technology is consistently used by all staff

Need to build **predictive and prescriptive analytics** capabilities to ensure Texas Health is able to collect, utilize and capitalize on consumer data

A number of these barriers are being addressed through consumer initiative design and deployment.