



Clinical Programs in The New Front Door to Health Care

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The Leadership Institute
Washington, DC
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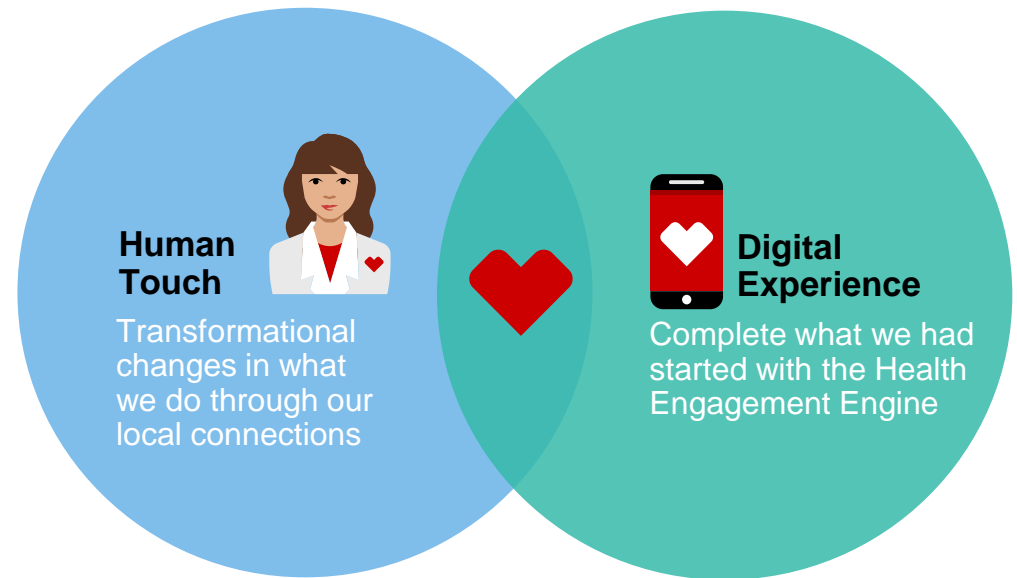


What are we building?

Simple Model We Have Been Building For Years

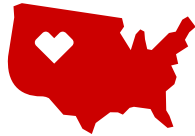
- ✓ Treat beneficiaries like consumers: **empowered**
- ✓ **Encourage** and **advise** them to make good choices and gain better health

Two Major Strategies Drive the Engaged Consumer Model:



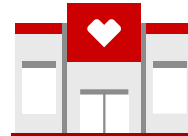
CVS Health is truly unique in opportunities to interact with and engage consumers

1/3



of Americans interact
with CVS Health annually

75%



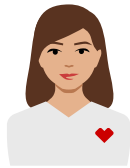
of U.S. within five miles
of a CVS Pharmacy

4.5M



customers visit CVS
Pharmacy every day

45K



clinical professionals
across enterprise

69M



patients enrolled in
text messaging

~400



health plans supported
by CVS Health

Source: CVS Health Analytics, 2018.

Our audacious goal is to support better engagement

Human Touch

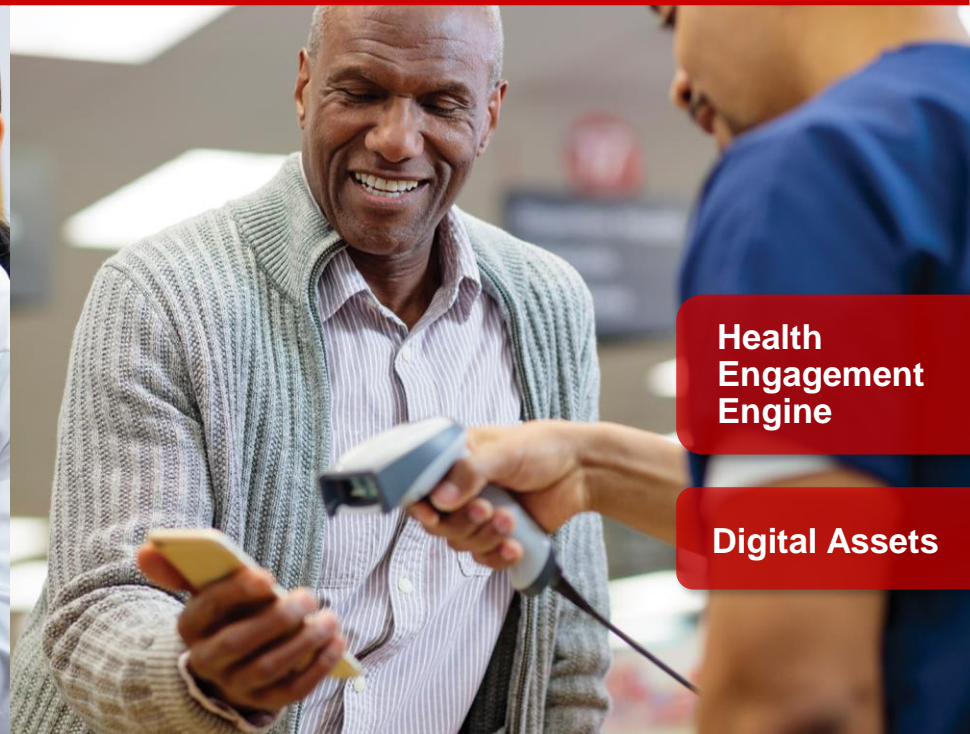


MinuteClinic

Pharmacist

HealthHUB

Digital Experience



Health
Engagement
Engine

Digital Assets

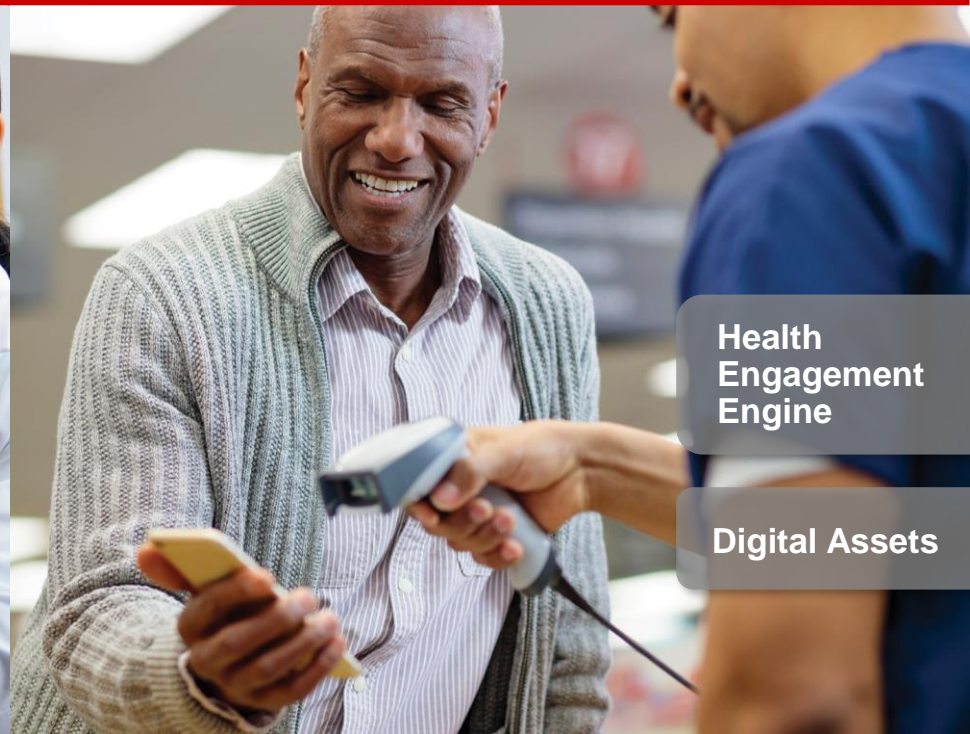
Coordinator services may not be available in all states.

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Human Touch

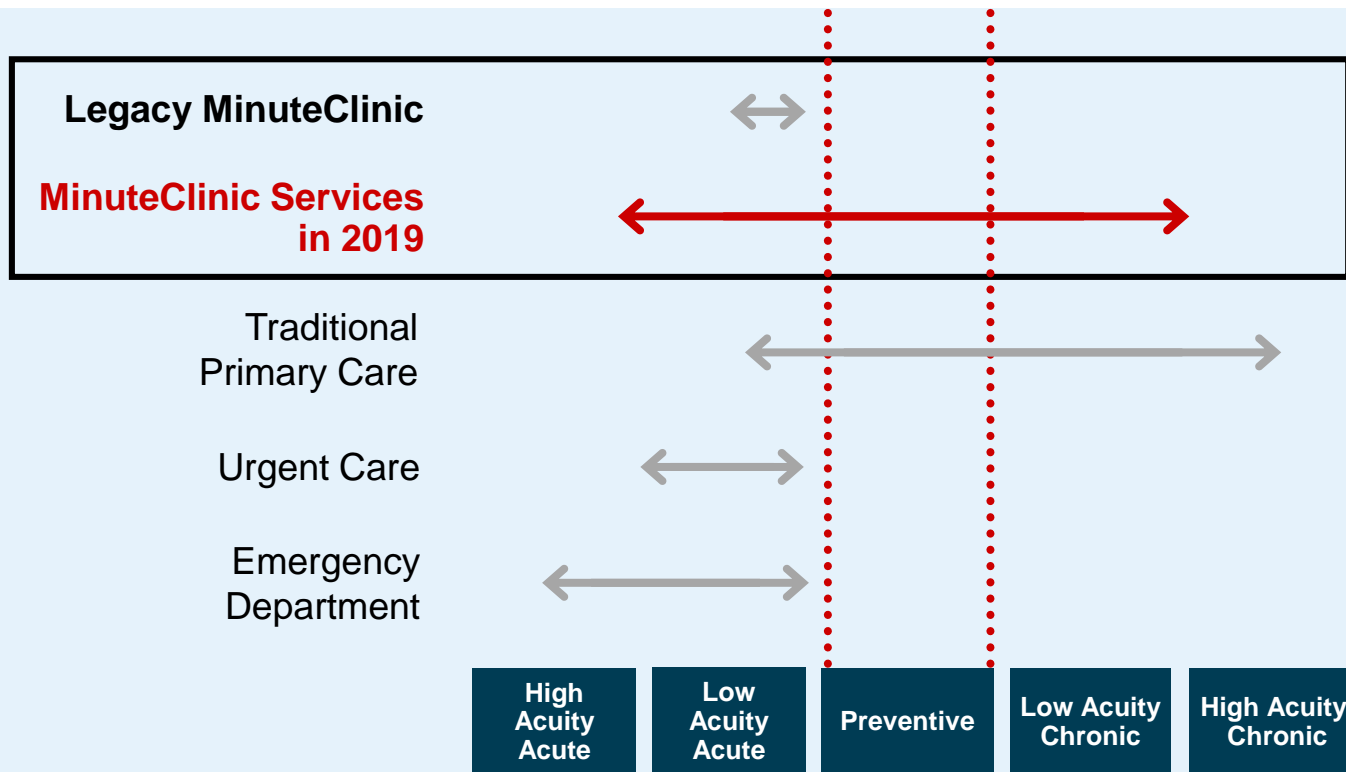


Digital Experience



Coordinator services may not be available in all states.

We are steadily migrating MinuteClinic into full service care, improved human touch, focus on chronic disease



We will engage in complementary primary care with Accountable Care Organizations and Medical Homes

MinuteClinic chronic disease management

Chronic Disease Suite



Hypertension

Type 2
Diabetes
Management

Weight
Management

Hyperlipidemia

Medication
Initiation/
Management

Coronary
Artery
Disease

New Services

Phlebotomy

Diabetic
retinopathy

Obstructive
sleep apnea

Chronic
obstructive
pulmonary
disease



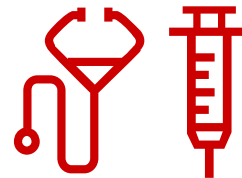
Image source: CVS Health Creative Resource Library, accessed 2019.

New offering for MinuteClinic: Millennial health



MinuteClinic's University Health Suite of Service Offerings:

Identify locations and services based on patient and geographic requirements near university campuses



University-Focused Expanded Services Include:

Sexual Health

Women's Health

Wound Care for Tattoo and Body Piercings

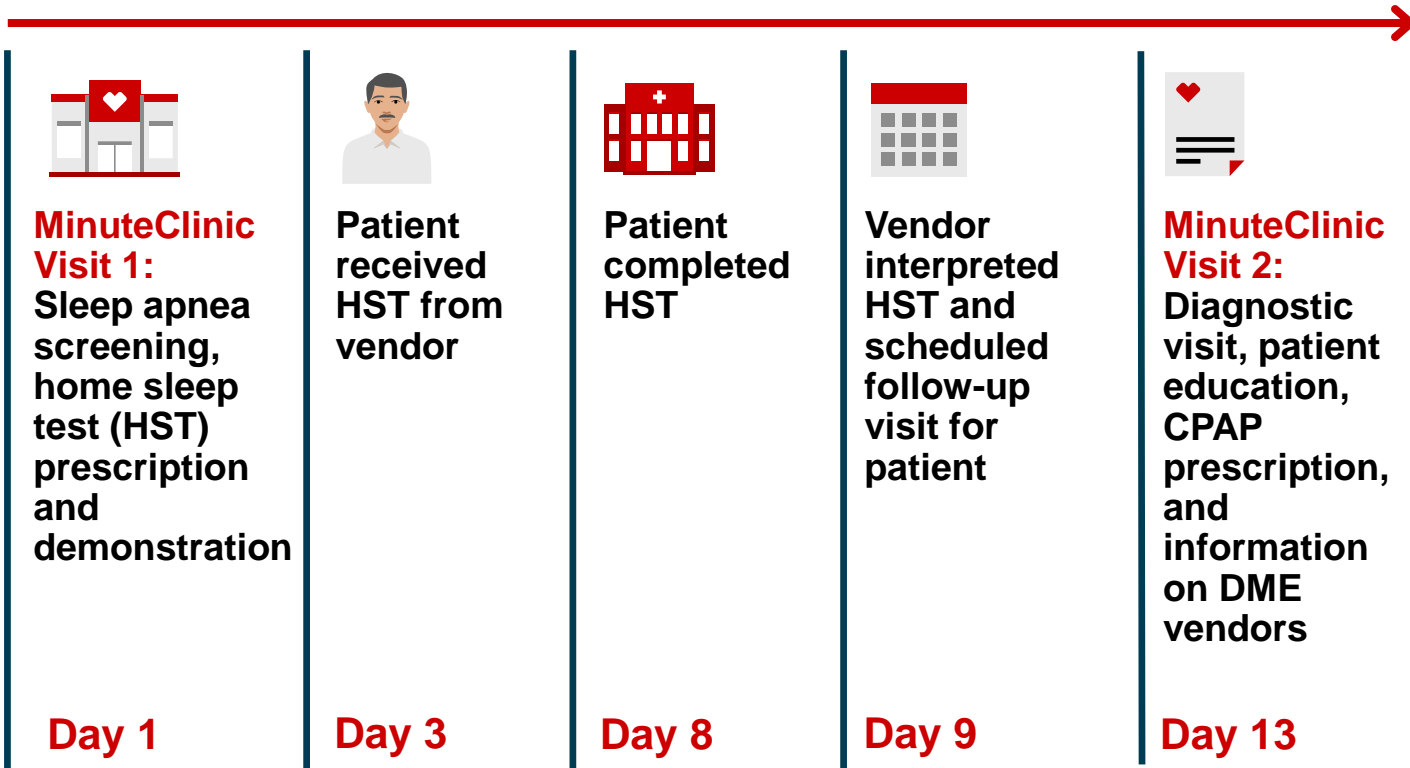
Well-Being Screening*

Phlebotomy Services

*Advanced provider training in the screening and recognition of behavioral health disorders in this population. Patients with identified behavioral health needs will be referred to the appropriate level of care.

New offering for MinuteClinic: Sleep apnea

MinuteClinic Sleep Apnea Journey

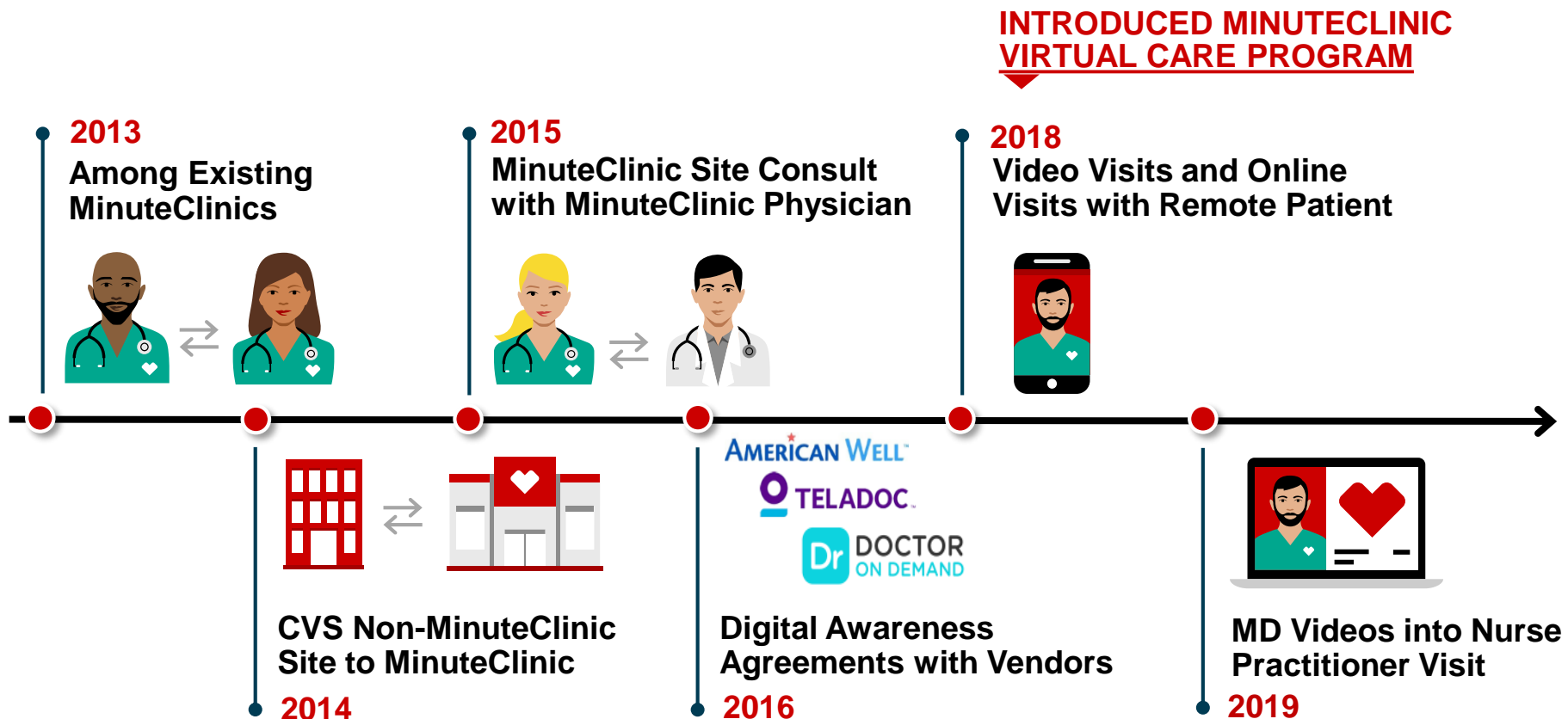


Treated Obstructive Sleep Apnea Can Reduce Overall Costs by

56%¹

1. SleepSafe Drivers, 2015. Savings will vary based upon a variety of factors including things such as plan design, demographics and programs implemented by the plan.

MinuteClinic Telemedicine – virtual expansion of human touch



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Human Touch

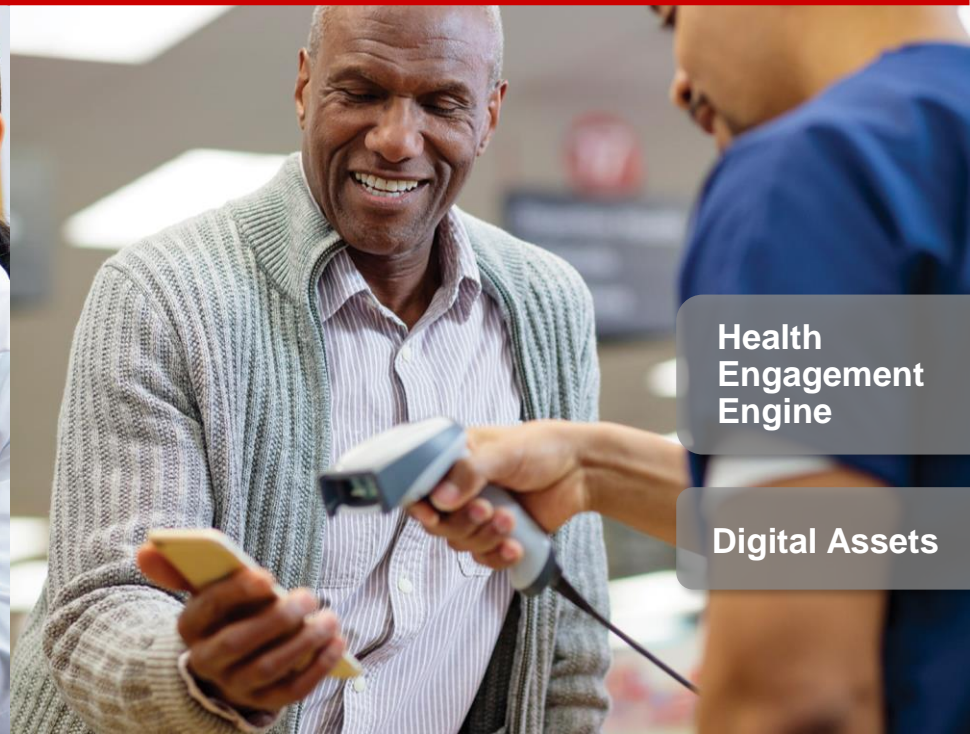


MinuteClinic

Pharmacist

HealthHUB

Digital Experience



Health
Engagement
Engine

Digital Assets

Coordinator services may not be available in all states.

Pharmacists redefine their work at CVS Pharmacy



Support adherence



**Establish an optimal
medication profile**



**Connect with care
coordinators**



**Recommend follow-up
care with practitioner**

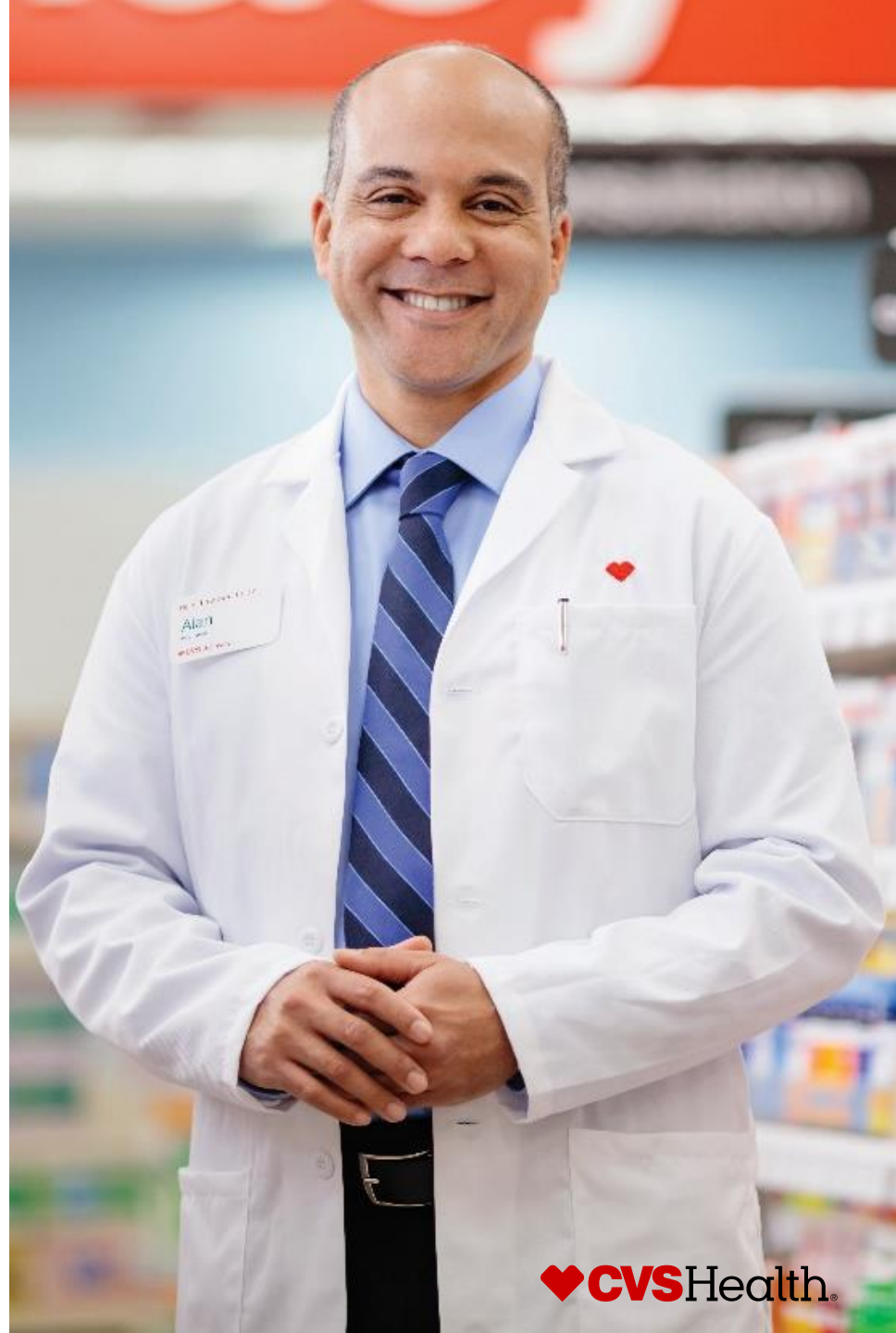
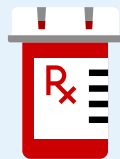


Image source: CVS Health Creative Resource Library, accessed 2019.

New At-Risk Patient Program focused on personalized adherence solutions



Joan, 83



ADHERENT BUT AT RISK DUE TO MULTIPLE COMORBIDITIES

8 medications
Multiple disease states

**Joan lives alone
and doesn't drive**

☐

90 day

☐

Automatic
refill program

**Her daughter,
Donna, is her
adult caregiver**

☐

ScriptSync
through patient
care team

☐

Text
message

**Her arthritis makes
it hard to open
prescription bottles**

☒

Pharmacy
Health Rewards
to save money

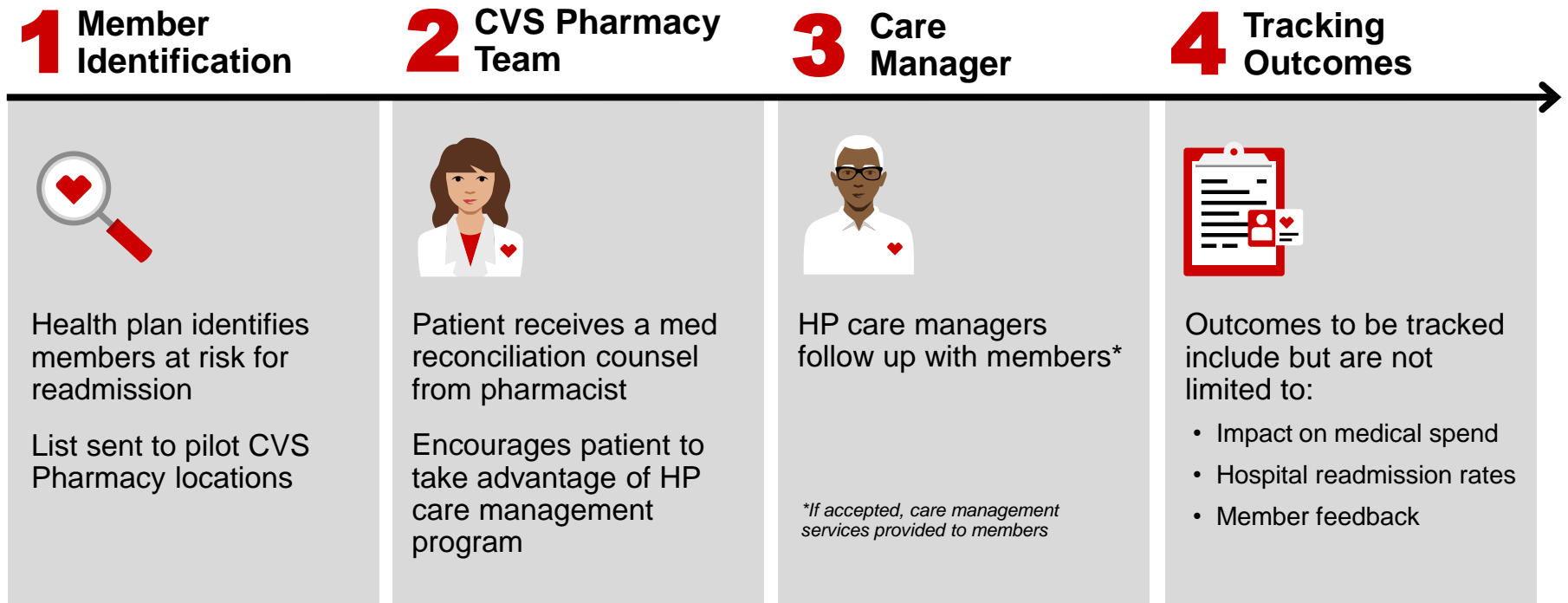
☒

Offering multi-
dose packing

Patient description is illustrative only. Program will also account for adherent patients at risk of becoming non-adherent. Image source: CVS Health Creative Resource Library, accessed 2019.

New pilot: Readmission prevention

Post-discharge Medication Reconciliation Process Flow



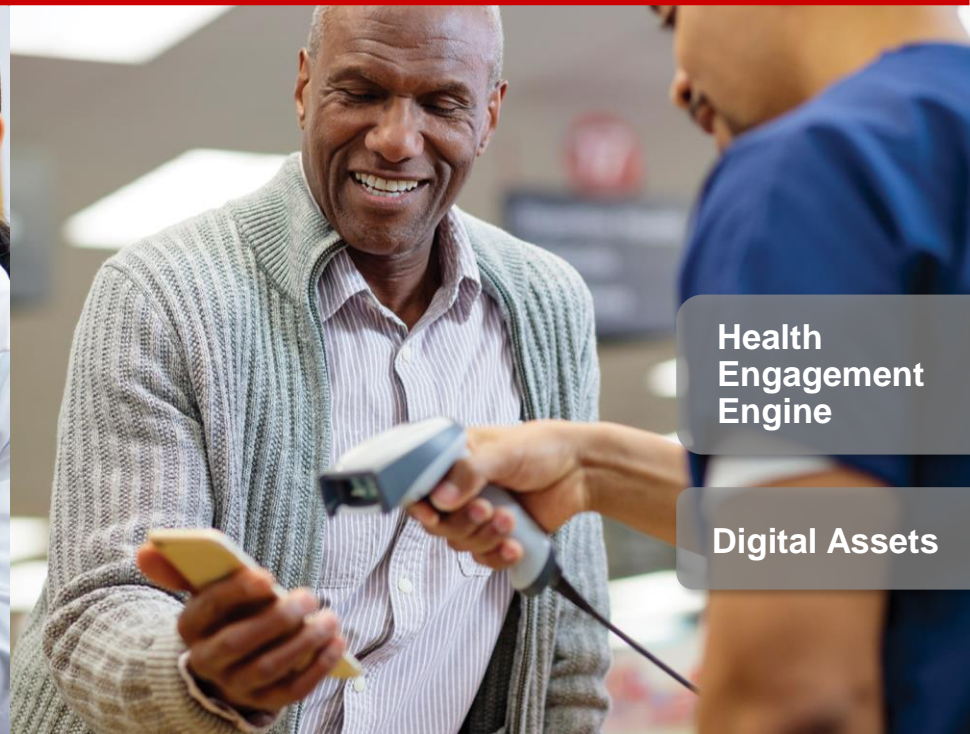
CVS Health uses and shares data as allowed by applicable law, and by our agreements and our information firewall.

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Human Touch



Digital Experience

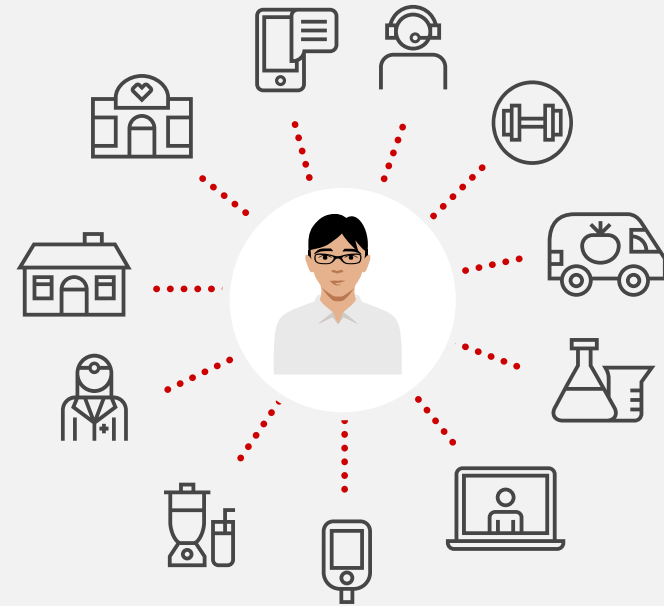


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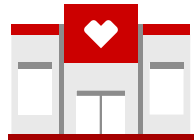
Next step in evolution of human touch: HealthHUBs



Our goal is to build **“HealthHub” concepts** in which we can **explore new clinical and social services** aimed at **improving patient outcomes and lowering cost of care**



Initial HealthHUB offerings: Supporting chronic conditions



**STORES FOCUSED
ON TAILORING
SERVICES TO
THE NEEDS OF
PATIENTS WITH
CHRONIC
CONDITIONS**

Pharmacy

Pharmacist-led interactions for chronic condition management



Front Store

Care Concierge, sleep apnea and other key services



MinuteClinic

Chronic condition suite of services



Health Services / Nutrition

New categories and product segments



ENABLERS



EMR-
Pharmacy
Integration



In-Store
Experience



Defined
Outcomes

EMR (Electronic medical record).

Note: Some programs, or elements thereof, cannot be offered to government beneficiaries; not all programs/products can be, or will be, offered to all customers/patients.

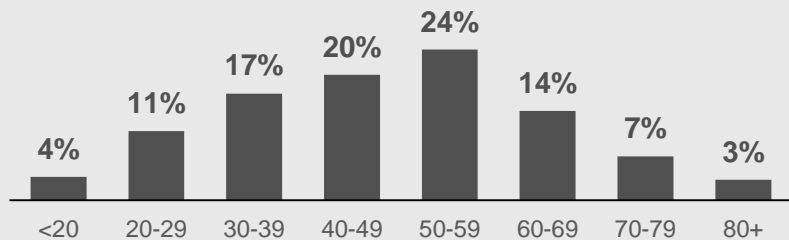
The store experience concept: Emphasis on health



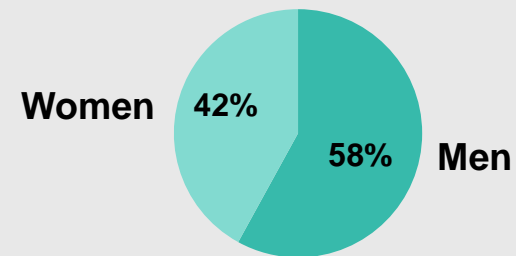
Health kiosk information suggests we have lots of engagement work to do

Demographics

PATIENT AGE

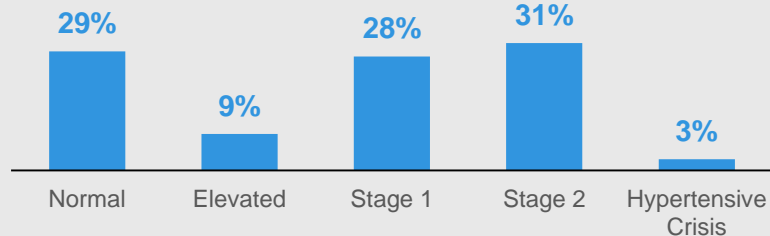


GENDER

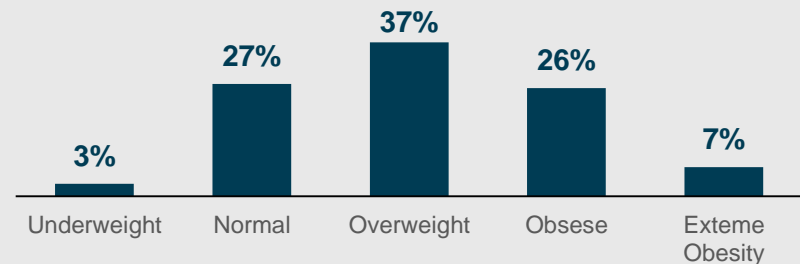


Biometrics

BLOOD PRESSURE



WEIGHT



Footnote: Health Kiosks, Houston locations, 2019. BP readings normal: <120/<80, Elevated: 120-129/<80, Stage 1 Hypertension: 130-139/80-89, Stage 2 Hypertension: >140/>90, Hypertensive Crisis: >180/>120, BMI readings underweight: <18.5, Normal: 18.5-24.9, Overweight: 25-29.9, Obese: 30-39.9, Extreme Obesity: >40. Patients in hypertensive crisis receive messaging to wait a few minutes and test again, if still high seek immediate emergency medical treatment or if having specific symptoms like chest pain or shortness of breath to immediately seek emergency treatment. CVS Health uses and shares data as allowed by applicable law, and by our agreements and our information firewall.

Developing a new collaborative model to support complementary primary care

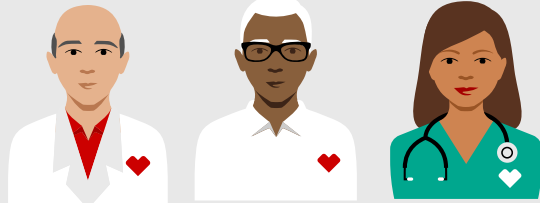
Two choices for insurers relating to the health care system



Buy or build an entire layer of ambulatory care



Develop new programs to provide basic preventive and primary care



Complementary primary care integrates with the medical home and the accountable care organization.

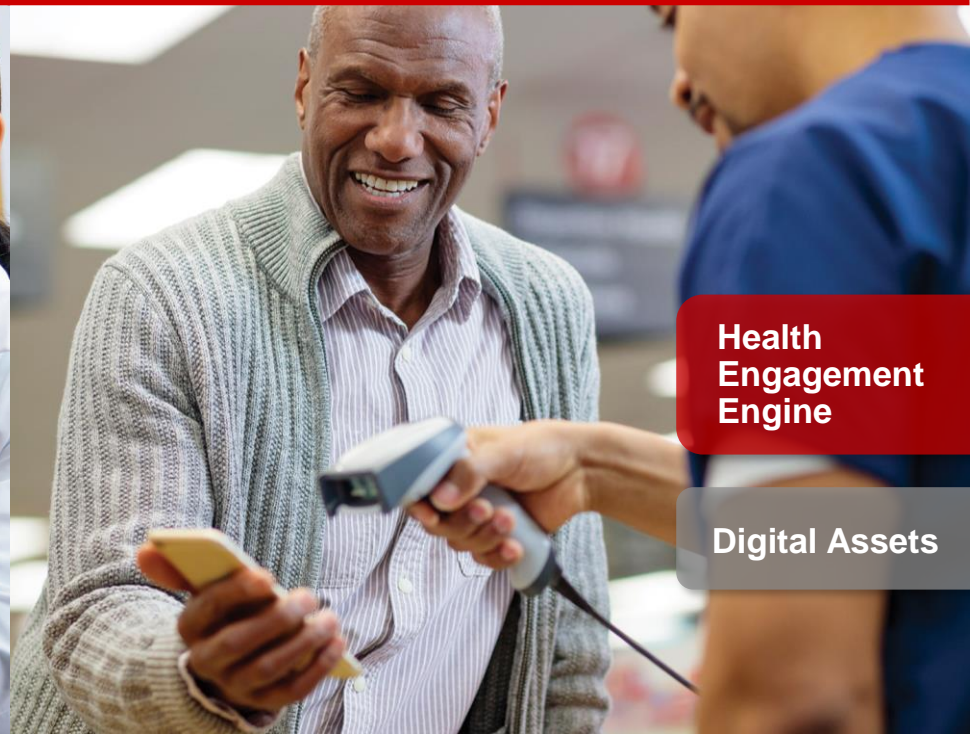
We share responsibility for **better health** and **lower costs** for patients.

Our audacious goal is to support better engagement

Human Touch



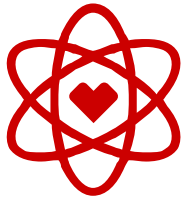
Digital Experience



Coordinator services may not be available in all states.

Our architecture to improve health through digital interaction

COMPREHENSIVE DATA



to assess patient
population

INTEGRATED CHANNELS



to reach and engage
members wherever is
most convenient for them

COORDINATED, PERSONALIZED



message to suit unique
member needs

CVS Health uses and shares data as allowed by applicable law, and by our agreements and our information firewall. Available locations and methods may vary by member.

Next generation Health Engagement Engine is far more intelligent and comprehensive



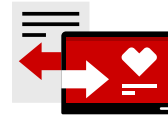
Clinical Analytics

- Quality monitoring
- Pharmacy analytics
- Health improvement (Care Considerations)
- Risk stratification and predictive models
- Health index



Data Types

- Claims (multi-payor)
- Consumer
- Admission/discharge/transfer (ADT)
- Clinical/EMR
- Labs
- Genomic
- Rx
- Device (medical and wellness)
- Financial
- Health assessment
- Provider feedback



Intelligent Outreach

Personalized messaging, based on consumer segments and insights

- Communication engine
- Campaign manager



Member Engagement

Omni-channel outreach and engagement, evidence-based behavior change framework and clinical programs

- Email, mail
- Member engagement platform
- Digital coaching
- Onsite coaching
- Physician care coordination
- Health coach (phone)

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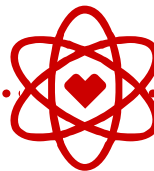
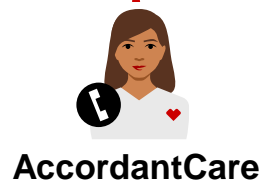
Digital experience: We have inserted Epic into our workflow, enabling EHR connectivity

EPIC Our EHR Connectivity Foundation

3.7M Records exchanged daily¹

329K Providers

~90% EHRs in the U.S. enabled¹

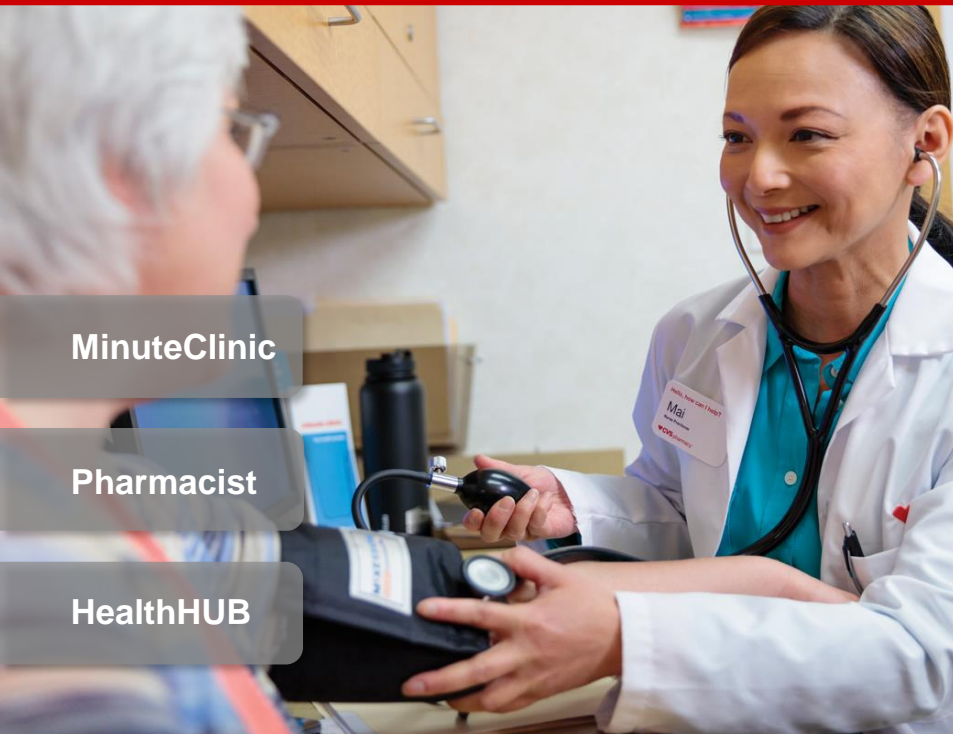


HEALTH ENGAGEMENT ENGINE

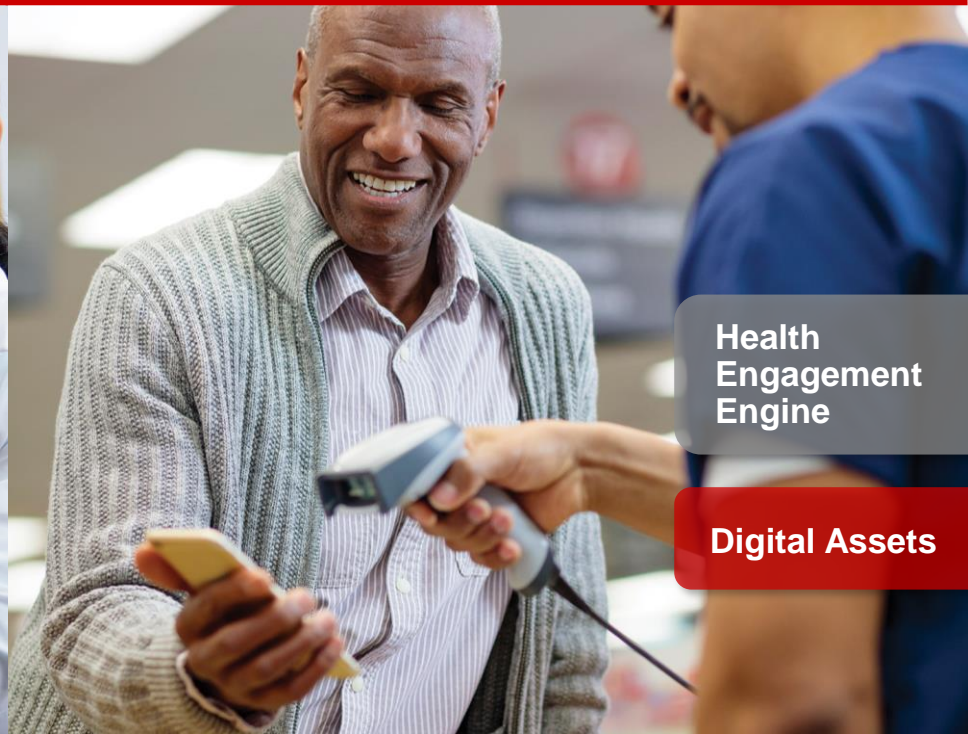
EHR (Electronic health record). 1. www.epic.com.
All data sharing complies with applicable firewall and privacy laws.

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Human Touch



Digital Experience



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Livongo digital intelligence and connectivity, integrated within CVS Health model of care



Transform Diabetes Care



Livongo

- Connected glucometer
- 24/7/365 blood glucose monitoring
- One-on-one diabetes coaching informed by patient analytics
- Ability to share reports with care teams
- Additional testing supplies for patients, available at no out-of-pocket cost

**1 point A1C
improvement^{1*}**

CVS Health

- Face-to-face counseling at CVS Pharmacy
- Pharmacist-led enrollment at retail
- Diabetes preventive monitoring visits at MinuteClinic
- Ability to connect with care teams, including EHR integration

Coming soon: Expansion of program with hypertension and pre-diabetes

1. Maintained over 12 months. Enterprise Evaluation and Population Health Analytics; TDCI, July 2018. *On average, among members with uncontrolled diabetes (HbA1c > 7).

The first digital therapeutic offered by CVS: Sleepio, by Big Health

Fully automated digital therapeutic program based on Cognitive Behavioral Therapy (CBT)

To overcome insomnia and alleviate symptoms of anxiety & depression^{1,2,3}

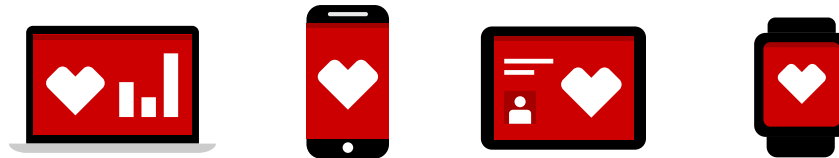
CBT is recommended as first line by the American College of Physicians⁴



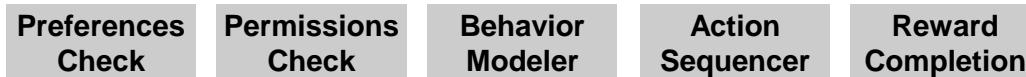
1. Freeman et al. (2017). The Lancet Psychiatry; 2. Cheng et al. (2018). Psychological Medicine
3. www.bighealth.com/outcomes; 4. Qaseem A. et al. (2016). Ann Intern Med.

Next level of digital experience: AI from the health cloud

Presentation layer



Service layer



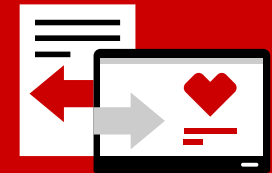
Object domain layer



Technology layer



Hadoop data layer



Robust ability to render a tailored message to the individual that can be reiterated in the HealthHub

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Reaching consumers with next best action via their smartphone, at the pharmacy, and at MinuteClinic

NEXT BEST ACTIONS 2019

Back Surgery

Provide alternate treatment options before serious procedure

Diabetes Gaps

Close gaps in care for members with diabetes

Breast Cancer Screening

Recommend preventive care visits

Cardiovascular Disease

Close heart health gaps in care

Medication Adherence

Promote home delivery and generic medications

Post Acute Discharge

Ensure members follow discharge instructions

Teladoc Utilization

Promote telemedicine

Dental PCP

Promote dental visits for members with long lapses in care

Behavioral Health

Create a suite of NBAs around behavioral health conditions and gaps in care

Rewards Experiment

Test rewards on NBA; iterate on PCP campaign

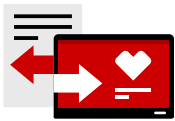
Colorectal Screening

Prompt preventive screenings

Heart Failure

Target members with and at-risk for heart failure with specific gaps in care

Summary: Our unique assets can transform population health management



Our new, asset-wide goal is to engage consumers in their health care and thereby improve their lives and lower overall costs

We bring unique assets and unrivaled ability to provide cohesive human touch, industry-leading digital information and analytics

We are building this to work in tandem with the doctors and nurses in accountable health care organizations and medical homes

CVS Caremark customers will be able to access this exciting range of new products through an open source model

We will no doubt find new enterprise synergies, as we did with Caremark, based on better health for our beneficiaries

Thank You