



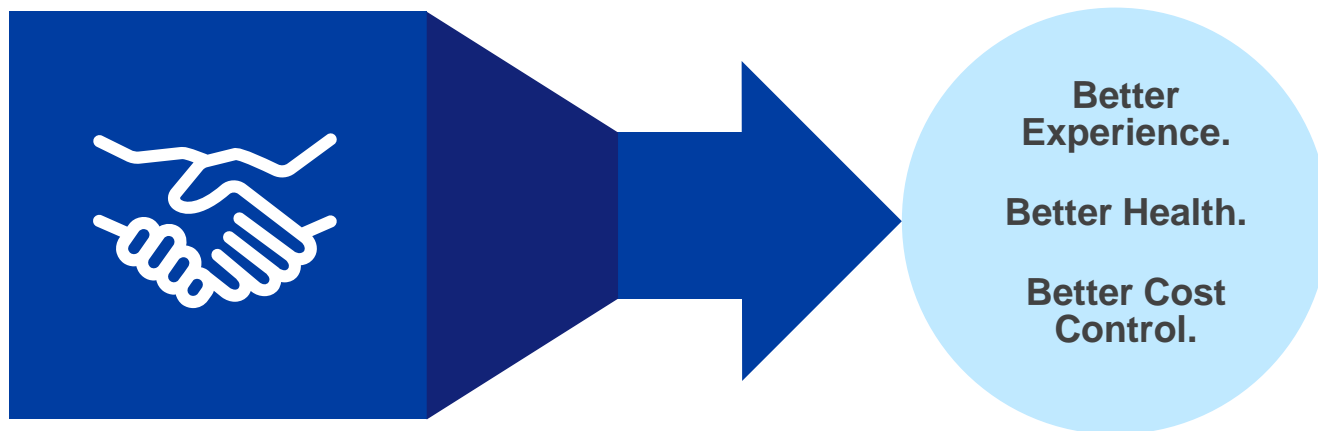
# **BHCG Shared Vision C-Suite Event**

Elizabeth Winsor  
Chief Executive Officer  
UnitedHealthcare National Accounts

June 5, 2017



## The power of partnership



### Our Values

Integrity

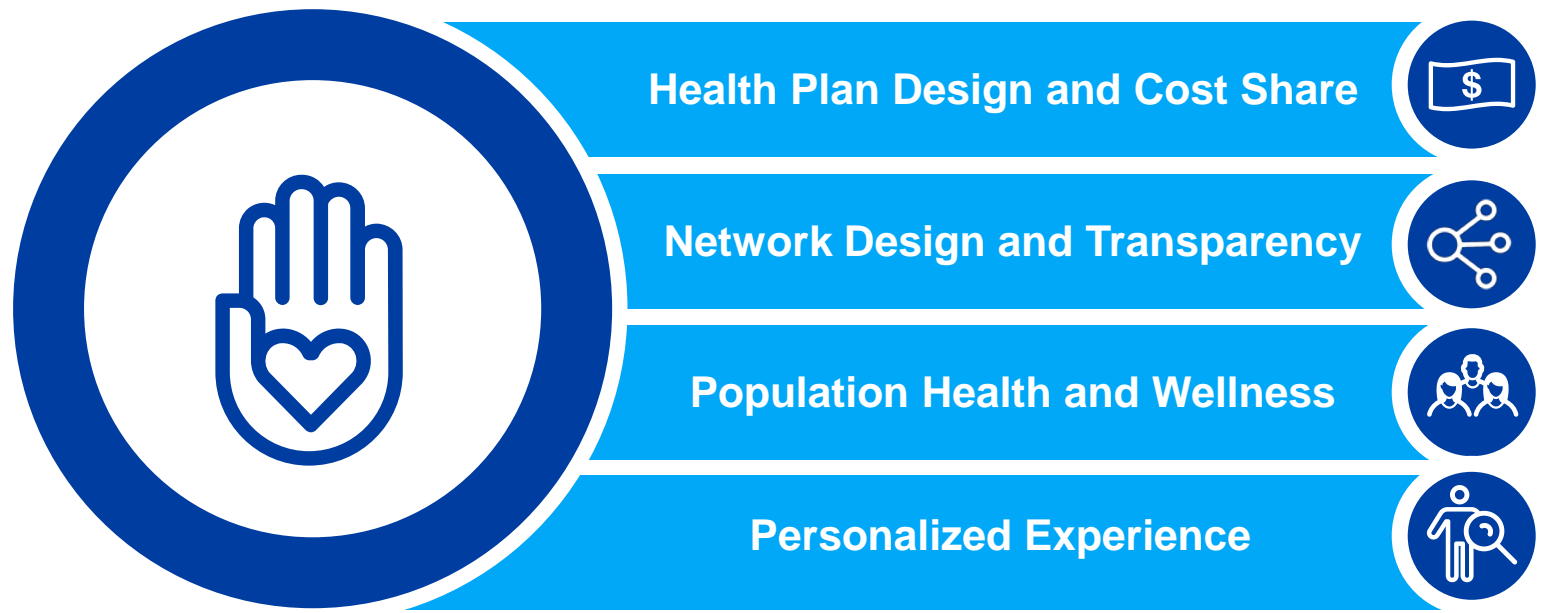
Compassion

Relationships

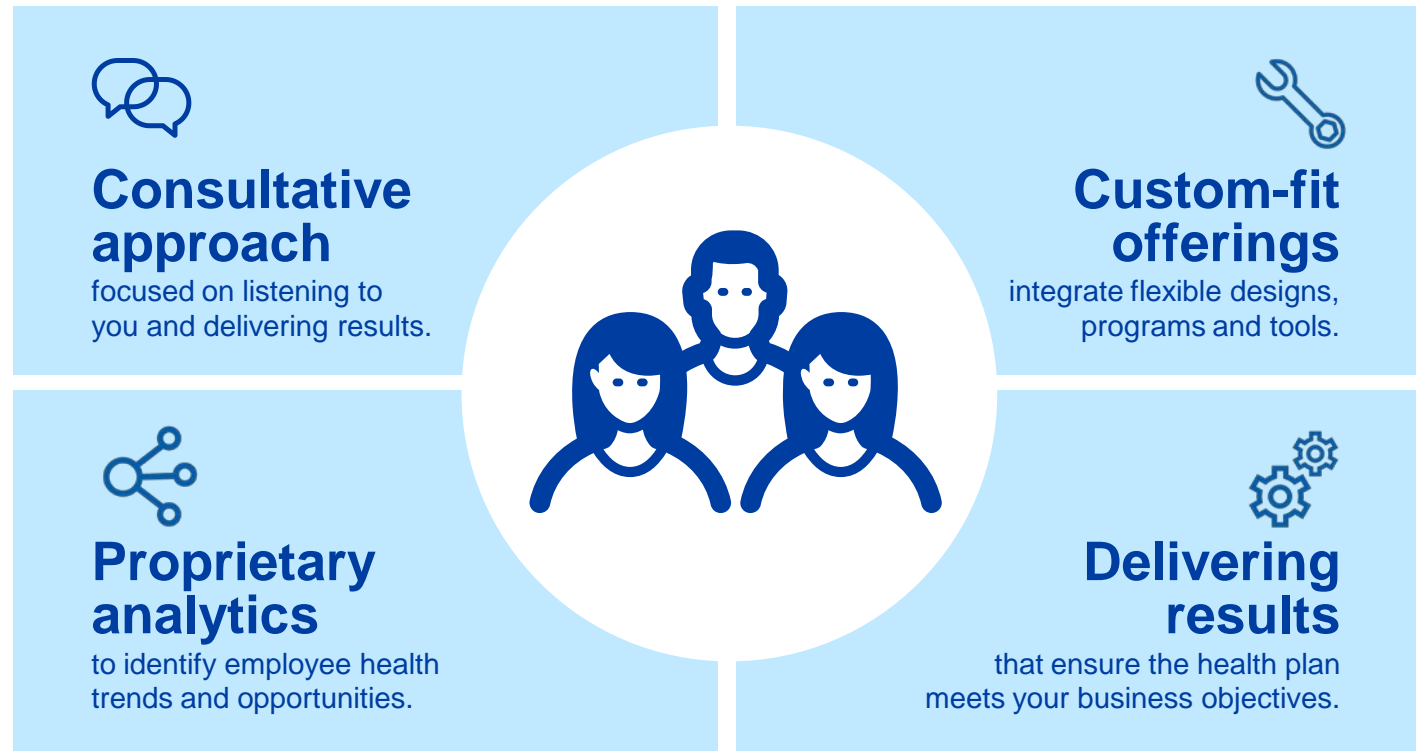
Innovation

Performance

# It starts with your strategy and business objectives



## ...and continues with collaboration



## Focused on quality

We take a consistent approach across the business to measure quality through the eyes of our customers:



# ONE

Enterprise-wide framework  
across UnitedHealth Group

# 100%

of business areas have  
continuous improvement goals

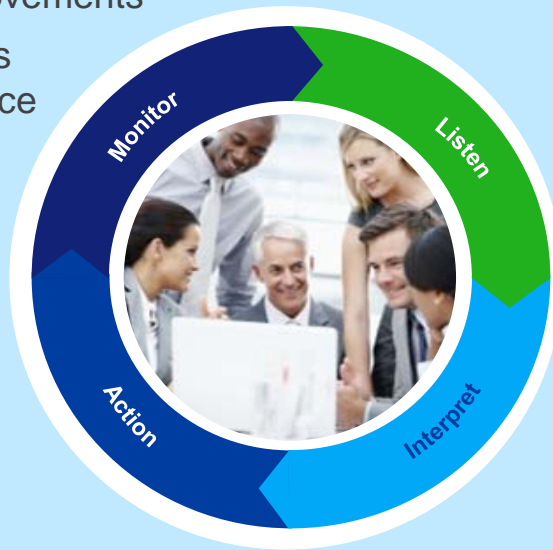
“We are engaging an actionable metric for our quality and growth movement: Net Promoter Score. Higher scores mean we listen, respond, fulfill expectations as customers define them, not as we define them.”

**Stephen J. Hemsley**, CEO,  
UnitedHealth Group

## Quality starts with customer feedback

### Net Promoter System:

1. Establish **listening** protocols; capture drivers of NPS®
2. **Interpret** feedback; identify insights that will drive action
3. Take **action** via both targeted and systemic improvements
4. **Monitor** results and performance against targets



### Net Promoter Score® Ultimate Question:

How likely are you to recommend UnitedHealthcare to a friend or colleague?

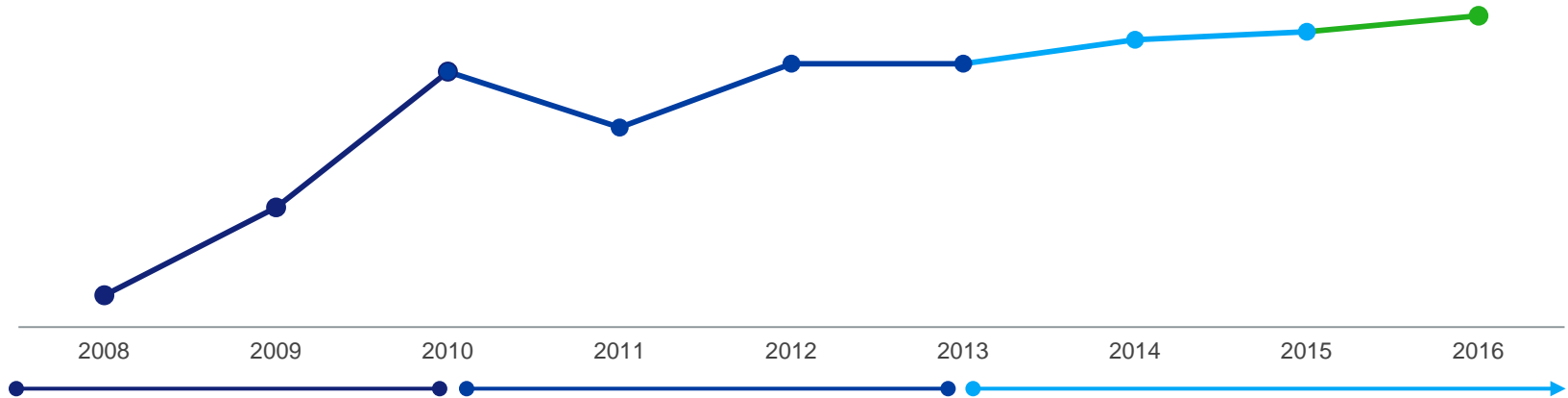


Promoters minus Detractors =  
**Net Promoter Score®**

# Feedback from National Account clients has driven broad business actions



## Client Assessment of our Net Promoter Score® Demonstrates Continuous Improvement<sup>1</sup>



### Focused on operations:

- Claim processing improvements
- Member call quality enhancements
- Provider network expansion

### Focused on employer service:

- Best practices for account teams
- Consumer Activation Index (CAI) analytics & reporting
- Health Plan Manager analytics and reporting

### Focusing on health ownership:

- Consumer tool enhancements (Rally, apps, integration)
- Flexibility with third-party vendors
- UnitedHealthcare/Optum integration
- Health Plan Manager for clients

## 2017 areas of focus

<p><b>Account teams</b> that are proactive, strategic, responsive, stable over time</p>	<p><b>Flexible systems</b> and processes that meet your needs</p>	<p>Innovative, <b>integrated solutions</b> that deliver measureable results for your business</p>	<p><b>Strategic analytics and reporting</b> that inform your decisions</p>	<p><b>Employee engagement</b> through best-in-class tools, resources and member service</p>
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Source: 1. UnitedHealthcare National Accounts Client Scorecard Survey, 2008-2016;

# Case Study: Health is a business performance strategy

## Hypothesis: A healthy employee is a more productive employee

### ABC Customer

Multi-year journey  
Data-driven decisions  
Next-level analytics

### UnitedHealthcare

Health ownership framework  
Sophisticated analytics

### NBGH

Engage the C-suite  
Speak their language





## Measuring engagement by consumer decisions

### Measurement: Decision Making in Three Categories



#### Clinical Decisions

Wellness Exams  
Diabetes and other  
chronic illness Monitoring  
Cancer Screenings



#### Service Decisions

myuhc.com Utilization  
NurseLine Usage  
Client Specific Programs



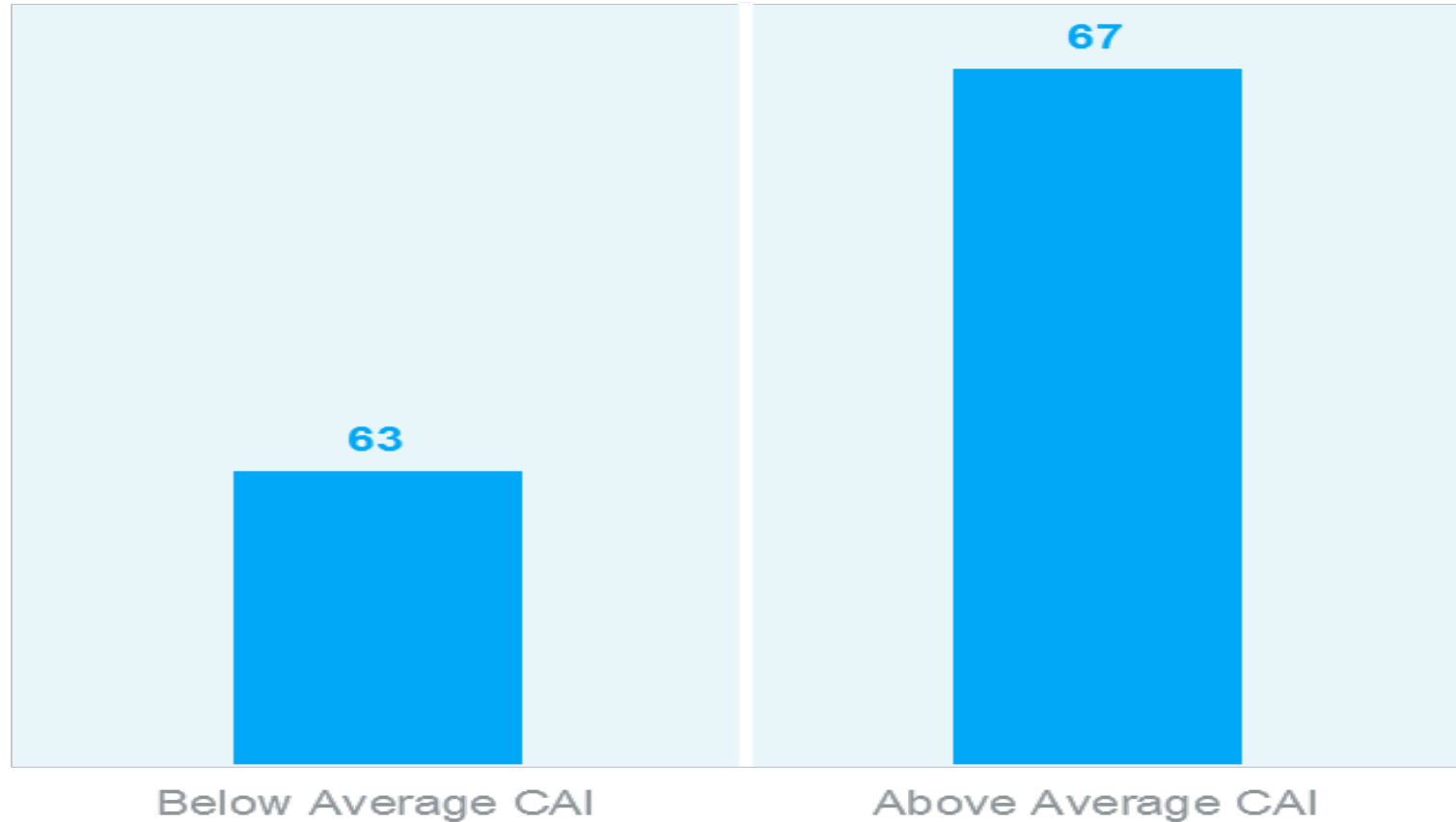
#### Financial Decisions

Network Utilization  
UnitedHealth Premium  
Providers  
Generic Utilization

# Correlating health decisions to KPIs: on-time departures

## Departures On-Time D0 Actual

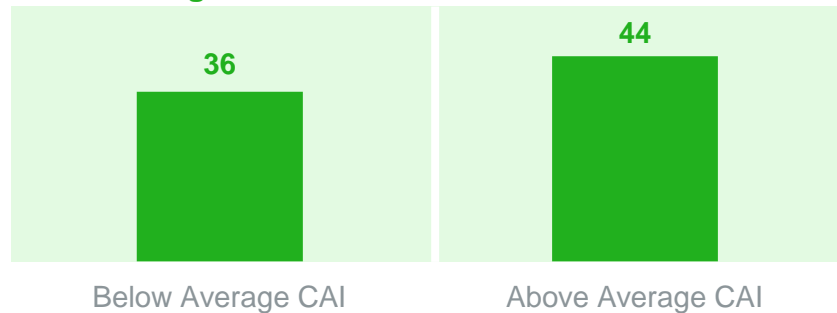
■ Departures On-Time D0 Actual



# Consistent correlation: better health choices, better results



## NPS 21% higher



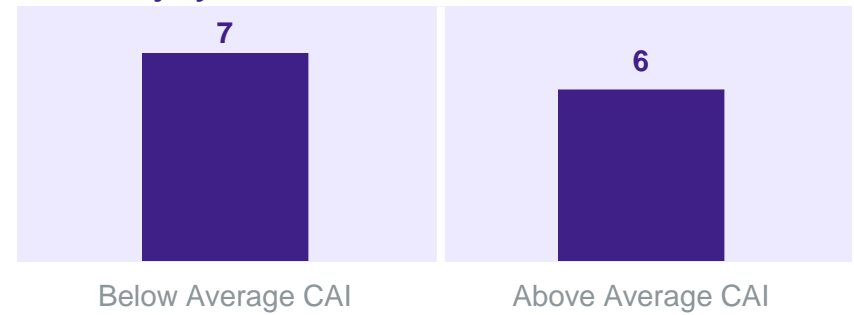
## Baggage mishandling 16% lower



## Service recovery NPS 56% higher



## Global injury rate 18% lower



## Sharing data and implications with leaders



### Leaders are paying attention

Airport Customer Service leaders

Executive team (June)



### Pilot makes it real

Health data identified specific opportunities

Focused plan

Results: increased CAI with strong correlation to improved business performance



### Advancing our agenda

Target continued executive support for health & wellbeing initiatives

Expand model to drive operational leader buy-in

**Thank you**

