



Optum Market Performance Partnership

Accelerating health system performance
and mission achievement

The opportunity paradox

Health systems today face a paradox. As industrywide headwinds impacting cost and revenue create the most difficult operating environment in history, digital health and consumer engagement have created bountiful opportunities to improve quality and access to local care. It is a paradox of opportunity, and to remain competitive, health systems must look for new and effective alternatives to successfully navigate these market dynamics. The Optum® Market Performance Partnership model addresses these challenges for health systems prepared to partner broadly to accelerate their performance and strategic agendas.

A new alternative for health systems to accelerate through partnership

Historically, health systems have chosen between 2 options. The first, to go it alone and attempt to enable their performance and strategy by building from within and relying on point solution partners. Or second, merge with other health systems to pursue the scale necessary to achieve their operating and strategic objectives. As both options come with substantial risk, it can be challenging to determine the right path. But a third option is now available, with decreased risk. The Optum Market Performance Partnership model is designed to ensure financial stability, improve community care, and accelerate both performance and strategy through collaboration with Optum.

Scale is essential to addressing the challenges that health systems face. The Market Performance Partnership allows health systems to invest and innovate by tapping into the broad scale, capabilities, workforce and capacity of Optum. Optum manages health care operations at the largest scale in the industry. This allows us to invest in the technology and talent necessary to accelerate the health system agenda.

For mission-driven local health systems, the opportunity to remain sustainably independent and drive growth is compelling. Horizontal mergers with other health systems have not delivered the cost, performance or advancement benefits that have traditionally been their main selling point. What has been proven, however, is that local decision-making and the flexibility to react and grow to local market demands is sacrificed when health systems lose their autonomy. The Optum Market Performance Partnership is specifically designed for health systems that want to remain sustainably independent, drive their mission locally and grow by accelerating their strategic agenda with the help of a strong partner.



Pressure from workforce shortages and rising labor costs have accumulated over the past decade. As these pressures continue to intensify, it's important to understand that they cannot be resolved overnight. Optum helps address workforce challenges with a global delivery network across North America, South America, Asia and Europe supporting operations 24/7, 365 days a year.

Our scalable operations tap into:

- **400,000+** employees who collaborate worldwide to serve our customers and consumers*
- **1,900+** research and consulting professionals with experience across health care
- **\$8.6B+** invested annually on technology development and innovation
- A database of over **286** million de-identified lives used to hone and train predictive models*

Accelerating performance and strategy

With the scale and resources at our disposal, the Market Performance Partnership model is built to accelerate both the performance and the strategy of the health system partner simultaneously.

There are 2 driving dimensions of a Market Performance Partnership: nonclinical services at scale to accelerate performance and create financial improvement, combined with a focused enablement to accelerate the health system's strategy.



The **core performance** agenda improves operating results and serves as a financial hydraulic to enable the health system to invest in its strategic opportunities. The investment by Optum to improve the health system's nonclinical infrastructure through tech-enabled managed services and insights brings capital preservation benefits, which combine with improved operating results. This significantly expands the investment capacity of our health system partners to accelerate their strategic agenda.

Optum takes on responsibility for delivering operations in a broad set of noncare delivery functions. Each partnership is custom designed to address opportunity in several areas, including revenue cycle operations, information technology, care and utilization management, analytics, supply chain and performance improvement. Optum commits to cost savings and performance improvement while investing to optimize these non-clinical functions.

From a **growth and innovation** perspective, Optum partners with the health system to define or refine the strategic agenda with a focus on the 3 primary opportunity areas of growth, consumer and caregiver experience and innovation. Optum provides support and partnership where desired by the health system, harnessing the innovation at scale occurring within Optum and our ecosystem of partners. As we bring emerging capabilities to market through our dedicated innovation and research arms, including Optum Ventures, Optum RX and Optum Health, our partners have access to these programs and their future evolution and impact throughout the terms of the partnership.



A California not-for-profit integrated health system leveraged an Optum consumer database as part of strategic planning to establish growth and new patient acquisition initiatives. As a result, new patient cohorts were created to align with service lines.

Through this unique partnership model, a health system can simultaneously achieve the financial outcomes of accelerated performance improvement while increasing the pace and scale of investment in strategic advancement.



Foundation of cultural alignment and engaged people

Health care is a mission-driven undertaking, and successful partnerships must be built on a foundation of aligned cultures of the partners. As Optum works with our prospective partners to evaluate the opportunity to partner broadly, we spend significant time together on this foundational dimension.

Both Optum and our health system partners are solely focused on improving health care for people in the communities we serve. This common focus helps us find alignment in our respective missions and values. We take the time to understand each other's cultures and priorities as we work to shape a partnership that directly enables the health system mission in a manner consistent with our respective values.

Mission alignment also includes preserving local talent through our labor transition approach and providing opportunities for existing health system employees that may not have existed otherwise.

The transition to Optum ensures performance continuity, retention of top talent and access to resources that comes with partnering with a Fortune 5 organization.*

Our partnerships are designed to deliver significant financial and strategic acceleration. We meet these objectives by ensuring that we align on mission and values to create a partnership culture that will engage our teams to deliver the opportunity.

Explore the potential

By partnering with Optum, today's health systems can directly address the paradox of opportunity found in today's environment. They can simultaneously harness the right tools to accelerate existing performance and create financial improvement while increasing the pace and scale of strategic advancement.

As a result, our partners can redefine what the health system of the future can look like through streamlined, modernized and efficient local care.



Partnership outcome examples:

- Administrative cost reduction
- Revenue improvement
- Cost of care reduction
- Capital expansion

*Designation represents alignment to United Health Group

To meet the unique needs and objectives of the health systems we work with, the Optum Performance Partnership model flexes to the organization's priorities. We deliver tech-enabled services, precision insights and process excellence for enterprisewide impact on operations and strategic acceleration.

California not-for-profit integrated health system

\$12M

in savings from competitive supply chain negotiations

June 2020-January 2023

3,587

new patients acquired through digital marketing efforts

2020-2021

567

employees transitioned to Optum

Colorado not-for-profit health system

100%

eligible patients received post-discharge counseling

Improved from 95% baseline in 2020

48%

reduction in ambulatory AR dollars aged older than 90 days

2022 compared to H1 2023 measurement period

28%

increase in new cardiology patients

Q1 2022-Q2 2023



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