

CIGNA COLLABORATIVE CARE

Making the connections to improve how care is delivered.

Full Year 2013 Performance

Specific to large physician groups that have participated in Cigna Collaborative Care for at least one year.

Macro Results:

For large physician groups that have participated in Cigna Collaborative Care for two or more years:

- 73% (8 of the 11) have seen success in total medical cost.*
- 73% (8 of the 11) have seen success in quality.**
- 55% (6 of the 11) have seen success in both total medical cost and quality.
- On average, this subset has demonstrated 3% better than market average total medical cost and 2% better than market average quality.
- On average, this subset trended 0.5% better than market total medical cost trend, and 0.2% better than market quality trend.

For large physician groups that have participated in Cigna Collaborative Care for at least one year (in aggregate):

- 50% (23 of the 46) have seen success in total medical cost.*
- 63% (29 of the 46) have seen success in quality.**
- 37% (17 of the 46) have seen success in both total medical cost and quality.
- On average, this subset at par with market average total medical cost and 2% better than market average quality.
- On average, this subset trended flat to market total medical cost trend, and 0.2% better than market quality trend.

* Trend 1% or more below market OR maintenance of 4% or better than market average

**Average or better trend OR 4% better than market

Results for individual physician groups

- Of all groups that have at least one year of experience, 23% (11 of 46) delivered total medical cost performance 8% or better than market.
- Of all groups that have at least one year experience, the best total medical cost performance was 19% better than market.

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- Of all groups that have at least one year experience, the best quality performance was 6% better than market.
- One group demonstrated professional surgery costs 13% better than market after implementation of steerage to low cost outpatient surgery centers.
- Six groups demonstrated an emergency room visits per thousand rate between 21% and 44% better than market.
- One group demonstrated emergency room medical cost spend of 72% better than market.
- One group demonstrated an ambulatory care emergency room visits per thousand of 59% better than market.
- Five groups demonstrated an avoidable emergency room visits per thousand rate between 27% and 40% better than market.
- Three groups demonstrated a high utilizer of emergency room visits per thousand rate between 50% and 58% better than market.
- One group demonstrated a referral rate to Cigna Care Designated specialists of 81.3%.
- One group demonstrated inpatient costs on a per patient per month basis 13% lower than market.
- One group demonstrated an 11% better than market performance in breast cancer screenings.
- One group improved their gaps in care closure rate by 4.1%, performing 10% better than market.
- One group demonstrated an inpatient admission rate of 31% better than market.

[Click below for region-specific results by individual physician group:](#)

<p>New England Connecticut, Maine, New Hampshire, Vermont</p>	<p>New York & Mid-Atlantic New Jersey, New York, North Carolina, Virginia</p>
<p>Southeast Florida, Georgia, Louisiana, South Carolina, Tennessee</p>	<p>Texas & Mid-West Indiana, Missouri, Ohio, Texas</p>
<p>West Arizona, California, Colorado, Nevada</p>	

Regional Performance: New England

- After implementation of extended office hours and patient education campaign, emergency room visits per thousand are 23% better than market.
- After implementation of a communication initiative redirecting patients to appropriate urgent care facilities:
 - Emergency room spend for overall visits per thousand improved from 6% to 12% better than market driven by a reduction in emergency room utilization
 - Avoidable emergency room spend has improved from 7% to 23% better than market
 - High utilizers of emergency room spend has improved from 8% to 72% better than market
- After implementation of a new walk-in clinic and extended clinic office hours, and care coordination:
 - Emergency room spend for overall visits per thousand improved from 9% to 12% better than market
 - Emergency room spend for avoidable visits per thousand improved from 26% to 30% better than market
- After implementation of extended office hours, embedded care coordinator outreach and the physician group's 24 hour triage phone line, emergency room visit visits per thousand decreased 17% compared to 2012, avoidable emergency room visits per thousand decreased 15% compared to 2012 and high emergency room utilizers visits per thousand decreased 30% compared to 2012.
- Achieved a 12% lower than market in total medical cost performance.
- Achieved a 5% lower than market total medical cost and 4% better than market quality performance.
- After implementing a focus on closing gaps in care, overall gap closure rate decreased 5.3%. Also, their gap compliance rate decreased 3.6%.
- Emergency room visits per thousand decreased 5.7% compared to 2012.
- After implementing a focus on steering to lower cost outpatient surgery centers, professional surgery costs is 13% lower than market.

Regional Performance: New York & Mid Atlantic

- Achieved a 3% lower than market total medical cost performance.
- After implementation of a new patient education program, this group increased Generic Dispensing Rate by 3.7% from 2012, bringing the rate up to 81%.
- Decreased Inpatient Admits per thousand by 11.4% from 2012.
- Achieved an 8% lower than market total medical cost and 3% better than market quality performance.
- After implementation of a hospitalist program, this group decreased hospital admissions per thousand 7.3% compared to 2012, performing 5% better than the market.
- After implementing a focus on advanced imaging, this group decreased total scans per thousand by 7.8% compared to 2012, performing 3% better than the market.

- After implementation of additional clinic hours and urgent care patient education, spend on avoidable emergency room visits per thousand improved from 25% better than market to 29% better than market.
- Overall, risk adjusted total medical cost on per member per month basis is 6% lower than market, and trending 2% lower than the market. Also 3% better than the market quality.
- After implementation of specialized software that incorporates Cigna Care Designation data to refer to specialists, Cigna Care Designation specialist utilization improved from 67.8% to 81.3% compared to prior year.
- By collaborating with urgent care clinics and extended office hours this group achieved the following:
 - Emergency room visits per thousand is 27% lower than the market
 - Emergency room avoidable visits per thousand is 9% lower than the market, and trending 14% lower
 - Emergency room high utilizer visits per thousand is half that of the market – 50% better
- Through embedded care coordinator outreach to patients discharged from the hospital, admission utilization is 23% lower than the market.
- Achieved a 5% better than market quality performance.
- Demonstrated a 90% compliance rate on evidence based medicine measures and maintains that trend for 2013.
- Through embedded care coordinator work on Cigna's daily census and outreach, inpatient admits per thousand are 31% lower than market.
- Achieved a 9% lower than market total medical cost and has maintained a flat total medical cost trend in 2012 and 2013.
- After implementing a focus on emergency room patient education, decreased avoidable emergency room visits per thousand by 13% compared to prior year.
- Achieved a 5% better than market quality performance.
- Through embedded care coordinator engagement with high risk patients:
 - Inpatient costs on a per patient per month basis trended 15% lower than market
 - Inpatient costs on a per patient per month basis is 13% lower than market
- After integrating evidence based medicine measures into their electronic medical record system, they maintained a 4% better than market quality performance, with an overall compliance rate of 91.5% for all patients.

Regional Performance: Southeast

- After implementation of increased patient education about urgent care availability and care coordination between physicians post hospitalization, overall spend on emergency room visits per thousand is 12% lower than market.
- Cervical cancer and breast cancer screenings rate both 5% better than market.

- Achieved a 6% lower than market in total medical cost and 4% better than market in quality performance overall.
- After implementation of new extensive hospitalist program, overall emergency room visits per thousand improved 15.1% since prior year, with the groups performing 44% better than the market. Also, avoidable emergency room visits per thousand improved 11.8% since prior year, with the group performing 27% better than market. Ambulatory Care emergency room visits per thousand improved 11.8% since prior year, with the group performing 59% better than market. Finally, high utilizer of emergency room visits per thousand improved by 38.7%, with the group performing 58% better than the market.
- Through a focus on closing gaps in care related to mammograms and cervical cancer screenings, delivered a breast cancer screening quality rate of 9% better than market and a cervical cancer screening rate of 5% better than market.
- Through using gaps in care reporting to identify and manage diabetes patients, this group has demonstrated a 9% better than market performance in diabetes measures.
- Through patient education classes, this group has demonstrated an 11% better than market performance in breast cancer screenings.
- With embedded care coordinator focus on transition of care and postcard program on appropriate use of emergency room and steering to urgent care with the physician group's 24 hour nurse phone line, emergency room visits per thousand is 29% lower than the market, half as many avoidable visits than the market, and overall emergency room costs on a per patient per month basis is 31% lower than the market.
- With a focus on reducing the number of advanced imaging scans through physician education, the spend on advanced imaging scans was 3% better than market. Overall advanced imaging costs on a per patient per month basis is 10% lower than the market.
- Achieved a 4% better than market quality performance by incorporating evidence based medicine measures into their electronic medical record system.
- Although the group has a higher total medical cost than the market, they've trended almost 4% lower than the market by having same day appointments, opening weekend and evening office hours, and collaborating with urgent care clinics.
- Through the use of triage nurses during office hours and offering same day appointments, this group has demonstrated emergency room visits per thousand of 9% less than the market.
- Achieved a 2% better than market quality performance.
- Through the offering of extended office hours, email patient outreach, and partnership with local clinics, reduced avoidable emergency room visits per thousand by 6% and reduced high utilizer emergency room visits per thousand by 15%. Overall emergency room costs on a per patient per month basis is 13% lower than the market.
- Achieved an 8% lower than market total medical cost performance.
- After implementing targeted outreach upon discharge by their Embedded Care Coordinators, their overall readmission rate decreased from 5.5% to 5.0% - lower than the market rate of 6.5%.

- Achieved a 4% lower than market total medical cost performance.
- After implementation of a concentration on mammograms and diabetic eye exams:
 - Mammogram rate is 5% better than market
 - Diabetic retinopathy rate is 9% better than market
- With a focus on educating primary care physicians with high utilizers of advanced imaging:
 - Utilization scans per thousand decreased 9%
 - Overall costs on a per patient per month basis decreased 10%
- With the physician group's 24 hour nurse phone line, weekend clinics, and urgent care centers:
 - Emergency room costs on a per patient per month basis is 16% lower than the market
 - Emergency room avoidable visits/1000 28% lower than market
- Maintained an 8% lower than market total medical cost performance, and maintained a 3% better than market quality utilizing clinical initiatives on evidence based medicine measures.
- After implementation of new patient education about urgent care availability, 26% lower emergency room avoidable visits per thousand, delivered a 15% lower than market total emergency room spend with a trend that is better than market.

Regional Performance: Texas & Mid-West

- Achieved a 9% lower than market total medical cost performance.
- Achieved a 5% better than market quality performance.
- With a focus on closing gaps in care related to mammograms including patient outreach, breast cancer screening rates 7% better than market. Their overall gaps in care closure rate is 10% better than market and improved 4.1% from prior year.
- With a focus on identification and closure of gaps in care through patient outreach and care coordination, overall gap in care closure rate is 6% better than the market.
- Through improved care coordination, all emergency room metrics improved from prior year:
 - Avoidable emergency room visits per thousand 4% better than market
 - Ambulatory Care emergency room visits per thousand 21% better than market
 - High utilizer emergency room visits per thousand improved by 8.9%; now on par with market
- Achieved a 3% better than market quality performance.
- Through a focus on physician education around preferred radiology vendors, and an increase in office hours, overall outpatient advanced imaging utilization decreased 6%.
- Through a focus on closing gaps in care through improving access and patient outreach, cervical cancer screening rate improved to 3% better than market and breast cancer screenings improved to 12% better than market.
- Achieved a 4% better than market quality performance.

- After implementation of patient education about alternative urgent care options, emergency room visits per thousand decreased by 6% and high utilizer emergency room visits per thousand decreased by 17%.
- Through a focus on improved transition of care activities, medical admissions per thousand decreased by 18% and surgical admissions per thousand decreased by 15%.
- Through a focused program on closing gaps in care for chronic conditions, the gap closure rate for coronary artery disease increased to 39% from 33%.
- Through embedded care coordinator care coordination and patient outreach and transition of care activities:
 - Emergency room visits per thousand were 21% lower than market
 - Emergency room avoidable visits per thousand were 26% lower than market, trending lower 5.9%
 - Emergency room high utilizer visits per thousand were 53% lower than the market
 - Overall emergency room costs on a per patient per month basis is 17% lower than market
 - Inpatient admissions per thousand were 13% lower than market
- Achieved a 19% lower than market total medical cost performance.
- Through a focus on collaboration with local urgent care clinics with triage process, avoidable emergency room visits per thousand decreased by 23% compared to 2012
- Maintained an 8% lower than market total medical cost performance by keeping emergency room and IP spend lower than the market.
- Through improved internal awareness of key gaps in care information, breast cancer screening rate improved by 2% compared to prior year. Also, the chlamydia screening rate was 10% better than market.
- Achieved a 3% lower than market total medical cost performance.
- Achieved a 6% better than market quality performance.
- After implementing embedded care coordinator patient outreach and transition of care activities:
 - Emergency room utilization visits per thousand 30% lower than market and maintains trend
 - Emergency room avoidable visits per thousand 40% lower than market
 - Emergency room costs on a per patient per month basis is 20% lower than market
 - Inpatient utilization admits per thousand 20% lower than market
 - Inpatient cost on a per patient per month basis is 20% lower than market

Regional Performance: West

- After implementation of patient education on urgent care facilities and transition of care activities:
 - Emergency room visits per thousand improved 17% compared to prior year, 1% better than the market
 - Emergency room ambulatory care visits per thousand improved 25.1% compared to prior year, 12% better than the market
 - Emergency room avoidable visits per thousand improved 4.9% compared to prior year, 10% better than the market.
 - Emergency room high utilization visits per thousand improved 29% compared to prior year, 14% better than the market
 - Inpatient Readmissions decreased 2% compared to prior year

- Total medical cost performance improved by 8% over prior year.
- Through an expansion of an afterhours nurse line, patient education and outreach and focus on reducing avoidable emergency room visits, overall emergency room visits per thousand improved by 8% and avoidable emergency room visits improved by 11% over the prior year.
- Achieved a 6% lower than market total medical cost and a 4% better than market quality performance.
- Through embedded care coordinator outreach and patient education, emergency room visits per thousand decreased by 5% and frequent utilizer emergency room visits per thousand decreased 16.6%.
- Through a focus on gaps in care and transition of care activities of patients with diabetes, delivered 5% better than market performance for diabetes evidence based medicine rules.
- Achieved an 8% lower than market total medical cost and 3% better than market quality performance.
- Through a focus on gaps in care related to diabetes and breast cancer screenings, performed 9% better than market in diabetic eye exam screenings and 14% better than market in breast cancer screenings.
- Achieved an 18% lower than market total medical cost performance with quality on par with market.
- Through the implementation of the physician group's 24 hour nurse phone line and patient outreach procedures, inpatient admissions per thousand are 10% lower than market and have improved 6.2% over prior year.
- Achieved a 14% lower than market total medical cost and a 3% better than market quality performance.
- Through embedded care coordinator outreach and patient education, emergency room visits per thousand are 4% better than market.
- Through a focus on patient education around avoiding hospital readmissions, overall admissions per thousand decreased by 12% compared to prior year.
- Through a focus on closing gaps in care through patient outreach, the overall gaps closure rate increased by 6% and the quality index for mammography was 7% better than market.
- With a focus on reducing high utilizer emergency room visits through patient outreach and care coordination, high utilizer emergency room visits decreased by 18.7% compared to prior year.

Cigna Collaborative Care, Large Group annual results for 2013 versus market average (2014). Comparisons to "market" are established using Cigna internal claims data. "Quality" is based on compliance with evidence based medicine guidelines.

Cigna Collaborative Care availability may vary by area and is subject to change.

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