



An Innovative Prescription for Change:

**Thinking More Like a Retailer to Make
Healthcare a More Positive Experience**

Presenter:

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Introduction to Concentra

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- Subsidiary of Humana, Inc. based in Dallas, Texas
- Recognized leader in outpatient healthcare with over 1,100 primary care clinicians serving 25,000 patients per day
- Treats 1 of every 8 work related injuries in the U.S.
- Over 100,000 employer relationships
- 550 point-of-care locations in 42 states including 300 freestanding occupational and urgent care centers
- Positioned to become the premier urgent care provider in the United States
- Capitalizing on a national trend of increasing employer focus on employee health and wellness
- Recognized leader in bringing health care to the workplace

Concentra[®]

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Improving our Patient Experience

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Research

- Internal Assessment
- Primary -- Business and Consumer
- Secondary Research

Brand Changes

- Mission, Vision Values
- Logo

Infrastructure Changes

- Process
- Service Environment
- Service Delivery
- Measurement and Accountability

Culture Changes

- Internal Communications
 - Awareness Campaign
 - Knowledge and Skills
 - Reinforcement
 - Orange Book
 - NPS Dashboard
- External Communications
 - Public Relations
 - Sales Messaging

Research



<p>ENVIRONMENT Target Environment Communicates the Brand</p> <p>Target promotes better buy box merchandise</p> <p>Cleanliness is next to Godliness</p> <p>Layout is next to clearlines</p> <p>The combination says quality</p>	<p>OPERATIONS Starbucks Efficiency translates to image</p> <p>Mission is about coffee and customer service</p> <p>Roll operations and a customer to "grab a cup"</p> <p>Complex drinks made easier, quicker</p> <p>Inside and out</p>	<p>BUSINESS MODEL Minute Clinic Innovative model is quick, affordable and convenient</p> <p>Medical attention, 80mg-80d.</p> <p>Rapid growth and high customer satisfaction communicates their commitment</p> <p>Staffed by Board-certified practitioners</p> <p>The better approach to diagnosing and treating common illnesses</p>	<p>EXPERIENCE Curves Experiences expand audiences</p> <p>Typical gym goes up to hard bodies</p> <p>Play to psychology of out-of-shape women</p> <p>Remove the intimidation</p> <p>Make it simple, low-tech, inviting</p> <p>Accessible locations</p>
VISION	DISCOVER	CREATE	DELIVER

6% FREE BIRDS
Meaning 60K, Mean Age 44
Different minded, creative
Want to make things happen in their own way, including business and financial, but not necessarily the personal sector.

18% SETTLED ELDERS
Meaning 120K, Mean Age 67
Older, settled, engaged with their community, want to enjoy life, travel, enjoy their children.

7% RUGGED-TRADITIONALISTS
Meaning 110K, Mean Age 51
More conservative, more traditional, more conservative and lower income. Respect for their traditions and values, and more conservative in their financial decisions.

10% STRUGGLING SINGLES
Meaning 110K, Mean Age 37
Low income singles in single parent households, low education and high stress occupation. They like to spend with kids at home.

12% HOME SOLDIERS
Meaning 110K, Mean Age 44
Military veterans, military families, military spouses, military retirees, military and their families.
Most aligned with "U.S. Enlightened"

11% DYNAMIC DUOS & SUCCESSFUL SINGLES
Meaning 200K, Mean Age 45
Affluent, middle and upper middle class. Professionals who work and live hard. Make most of the financial and personal choices of their life.

8% RENAISSANCE WOMAN
Meaning 200K, Mean Age 47
Intellectual, educated, affluent, more with style and through values. Some interest in the arts. Professional women of the future and tomorrow. Moderate number of magazines.

7% TRIBE WIRED
Meaning 200K, Mean Age 31
Digital natives, digital natives, digital natives. Strong digital culture.

10% FUN-ATICS
Meaning 200K, Mean Age 31
Young, educated, affluent, strong financial background, and high income. They have the money.

12% PRIORITY PARENTS
Meaning 200K, Mean Age 41
Parents who are parents, with children of all ages. Traditional to the values of education, family and their community.
Most aligned with "Back to Basics"

- Conducted consumer focus groups
- Conducted Voice of the Customer, Patient, and Colleague focus groups
- Conducted messaging review for specific demographics
- Benchmarked best-in-class customer care organizations (both retail and medical)

Findings

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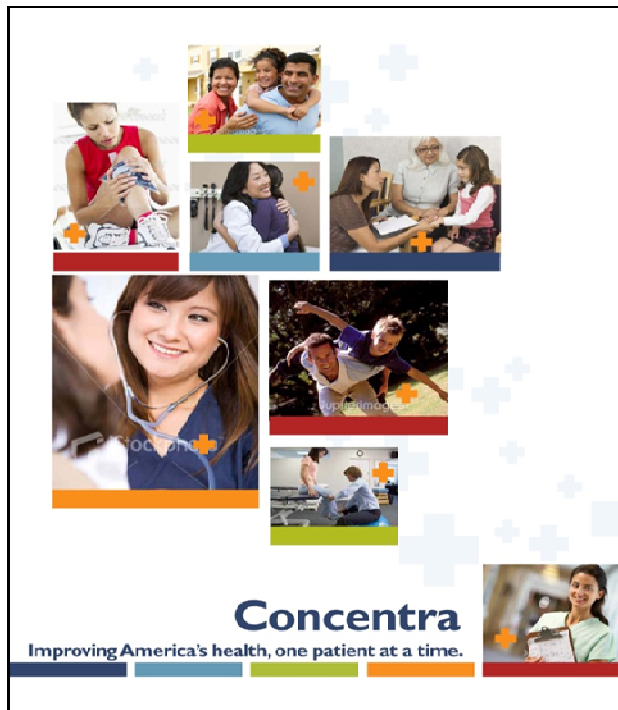
Research suggests consumers feel health care companies focus too much on their financial bottom lines, rather than a dedication to individual patient care. And they want a better patient experience.



The combination of a retail experience with quality health care is a unique offering

Concentra's Mission, Vision, Values

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Our Mission

Improving America's health, one patient at a time.

Our Vision

We will redefine patient care by treating individuals to a welcoming, respectful, and skillful experience.

We will raise the standard of health by putting individuals first, treating them with clinical excellence, and focusing on their ongoing wellness.

We will succeed through innovation and the expertise of our colleagues in an environment of trust, support, and community.

Our Core Values

A healing focus
A selfless heart
A tireless resolve

Changing the Mark

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Infrastructure Changes

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Process	Service Environment	Service Delivery	Measurement and Accountability
<ul style="list-style-type: none">● Redefine/Reengineer Process● Take Non-Patient-Related Activity Out of the Centers● eScreen Drug Screen Automation Process● Centralize, Automate	<ul style="list-style-type: none">● Facility “Look and Feel”● In-center Marketing● New Uniforms● Patient/Lobby Room Initiative● External Signage	<ul style="list-style-type: none">● Hiring/Firing (Predictive Index)● On-boarding● Training/Modeling● Coaching● Recognition & Reward● Job Redefinition	<ul style="list-style-type: none">● NPS™ Measurement● Dashboard

Cultural Transformation: Key Events



Winter, 2007:
•Voice of the Customer
•Voice of the Colleague

Winter, 2008:
•Mission, Vision, Values

Regional focus groups exploring customer and colleague wants, needs, and satisfaction.

Creates a baseline of organizational strengths and opportunities for improvement.

Winter, 2008:
•Define Service Standards
•Encourage “Fresh Eyes”

Senior leadership defines Concentra’s purpose, strategic direction, culture and priorities.

Mission, Vision, and Values provides a standard against which all future initiatives are aligned.

Spring, 2008:
•New Logo Design
•Communication Plan
•Brand Launch

Service standards are defined and introduced to area leadership in national meetings demonstrating the need for change.

Managers at all levels are empowered to “challenge the status quo” by evaluating every aspect of the operation from the patient’s perspective.

New brand identity reflects strategic direction with service that is caring, welcoming and efficient.

Senior leadership “road show” introduces cultural transformation and builds momentum in the field.

Colleagues interact with the brand through new uniforms, point of sale materials, and signage in the centers.



Cultural Transformation Key Events, cont'd.



Spring, 2008:
 •Patient Survey
 •Net Promoter Score



Patient survey is launched providing real-time data on patient satisfaction.

Net Promoter Score is adopted as a standard for benchmarking and accountability.

Summer, 2008
 •Colleague Engagement Survey
 •Predictive Index

Realizing the importance of listening, measuring, and responding to employee feedback:

•Colleague Engagement survey tracks level of commitment and identifies problem areas.

•Predictive Index assesses “soft skills” to assure the “right candidate” in the “right job.”

Autumn, 2008:
 •Facility Prototype

To create a physical environment consistent with the brand promise, national retail design firm creates prototype for facility relocations, renovations, and additions.

Summer, 2009:
 •Orange Book

The Orange Book—a pocket-sized guide carried by front-line staff—provides testimonials and examples for applying the MVV in everyday encounters.

The Orange Book has won multiple national concept and graphic design awards.



The Orange Book



The Orange Book is a little book with a big goal: to redefine the patient experience by performing welcoming, respectful, skillful actions -- every colleague, every day, every location -- for the over 7.5 million patients Concentra sees every year.



National Prototype Facility



Concentra's new retail-facing locations combine visible exterior signage, open interior spaces, eye-catching graphics and contemporary décor to create an efficient and functional environment.



Center Design: Maximize Efficiency, Quality Care, and the Patient Experience

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Transparent Pricing



Concentra[®] self-pay services and pricing
urgent care

<p>\$95 basic visit clinical visit with instant lab tests</p> <p>\$150 intermediate visit basic visit plus: x-ray (one body part)* administration of medications and vaccines*</p> <p>\$190 advanced visit* intermediate visit plus one procedure: burn care foreign object removal suture cuts intravenous (IV) therapy incision and drainage eye numb/wash asthma treatment splinting</p>	<p>\$95 consulta básica visita clínica con resultados de laboratorio instantáneos incluidos</p> <p>\$150 consulta intermedia consulta básica mas: rayos X (en alguna parte del cuerpo)* administración de medicamentos y vacunas*</p> <p>\$190 consulta avanzada* consulta intermedia mas un (1) procedimiento: atención de quemaduras remoción de objetos extraños suturas cortadas terapia intravenosa incisión y drenaje anestesiado/lavado de ojos tratamiento del asma entablillado (de fracturas)</p>
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*Additional charges may apply for lab tests, vaccines, medications, supplies, and complex procedures. Tests, prescriptions, and other services as deemed necessary by medical provider. Patient prices include discount for cash or credit card payment at time of service. Patient should report discount on any claim to third party payer.

*Los gastos adicionales pueden solicitar pruebas de laboratorio, vacunas, medicamentos, procedimientos y procedimientos complejos. Exámenes, fármacos médicos, y servicios de apoyo. * según los estándares necesarios al proveedor de servicios médicos. Los precios publicados incluyen los descuentos por pago de efectivo o pago con tarjeta de crédito en el momento del servicio. El paciente debe reportar el descuento en cualquier reclamación a un pagador externo.

Improving America's health, one patient at a time.

“No surprises” posted pricing for self-pay patients reiterates Concentra’s commitment to making health care affordable and accessible.



Service Delivery

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- Hiring/Firing (Predictive Index)
- On-boarding
- Training/Modeling
- Coaching
- Recognition & Reward
- Job Redefinition

Measurement: Net Promoter Score

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The Ultimate Question --“on a scale of 1 to 10, rank likelihood to recommend us to others.”



Undermines our future business.

0-6: Detractors



Easily wooed by the competition.

7-8: Passives



Extends our sales and marketing.

9-10: Promoters

The goal is to increase net promoter score by “neutralizing” detractors and “converting” passives.

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Accountability: NPS Dashboard

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WCL - Windows Internet Explorer
 https://portal.franklincovey.com/

File Edit View Favorites Tools Help

WCL

Concentra
VitalSigns

Dashboard | Coach Me | Print | Tools | Logout

Check My Scores | Connect With Customers | Engage The Team

Select a Name
 * My Unit

Enter unit # or name...

- ▼ National
 - ▶ AMS National
 - ▶ Midwest Zone
 - ▶ Northeast Zone
 - ▼ South Central Zone:
 - ▼ Colorado/Utah Area
 - Aurora North - 612
 - Aurora Southeast - ...
 - Boulder - 641
 - Downtown Denver - ...
 - Fort Collins - 618
 - Lakewood - 620
 - Littleton - 625
 - North Denver - 613
 - Redwood - 4603
 - Rockrimmon - 631
 - Sandy - 4602
 - South Academy - 632
 - South Broadway - 614
 - Stapleton - 644
 - Tech Center - 623
 - Thornton - 622
 - ▶ Houston/Louisiana A...
 - ▶ New Mexico/W. Texas...
 - ▶ North Texas Area

Check My Scores

Patient Experience Rating (%9.10)

Last 3 Months **64** (Sep-Nov)

Key Metrics

	Months	YTD
Ebitda	18%	25%
UC Net Rev	\$557.1k	\$5,496M
UC Education	64%	
# of Employers	414	
Avg Rev/ Employer	\$4,899	

Colleague Engagement Index

CEI 2 **79** 09/31/10

Connect With Customers

Call Status

1 Call to Make

1 Call Overdue

Calls

Colorado/Utah Area	0 Calls to Make
Houston/Louisiana Area	0 Calls to Make
New Mexico/W. Texas Area	0 Calls to Make
North Texas Area	0 Calls to Make
Oklahoma Area	0 Calls to Make

[View All Calls](#)

Engage The Team

Goal

Improve the Patient Experience Rating for the South Central from 62 to 67% with no center below 55% by January 15th, 2011 by maximizing ALT/CLT cohesion and PACE effectiveness.

[View Details](#)

Accountability

CLT PACE Meeting	12%
Colleague PACE Meeting	9%

Results

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Benchmark Companies



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- National NPS of 51% in December 2010
- 266 centers with NPS > 30%
- All five Zones with NPS \geq 40%
- 57 centers with PER > 70%
- Only 33 centers with PER < 50%

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Contact Information

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