

I wanted to first go over why health plans need to focus on network modernization in today's complex market. We'll be focusing on how we use analytics in creating a competitive network. But this is really important because as we think about our strategic mandate and what's required, network modernization is really increasingly important to be able to succeed in today's environment. No matter who you are or who you serve or how you've won in the past, due to factors like COVID-19, funding changes, member-directed care, provider competition in the market, there's an intense need for payers to really evolve their network designs, their provider relationships, compensation models, remediation initiatives, and operational excellence. And really not just stay in the game but really position themselves to win and be a game changer.

So these are some of the strategic mandates that are required. High-performing network, so looking at how do you have high-performing premium networks. Regulatory compliance, really being industry leading in process and standards to meet CMS and regulatory requirements across all of your lines of business. Having an innovative portfolio of value-based contracts. Beyond just the basic primary care physician and bundle payment arrangements, understanding your business needs and being able to really have game-changing, value-based agreements across the health care delivery from preventative care to primary care, acute care, post-acute and home. Also looking at network-aligned care delivery so how networks can really help to drive world-class population health and provider affinity, which is always a big need within our health plans and within network strategies is having groundbreaking collaborations. Retaining your providers, growing your high-performing providers, having those providers really select you for growth and ensuring that they're aligned for performance.