



# Innovating the Care Delivery Model

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October, 2023

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# Truly Changing the Production Process



2004-2007

MEDICAL REPORT | JANUARY 24, 2011 ISSUE

## THE HOT SPOTTERS

*Can we lower medical costs by giving the neediest patients better care?*

BY ATUL GAWANDE



2011-2021



Sept 2021-  
2023



Mar 2023-

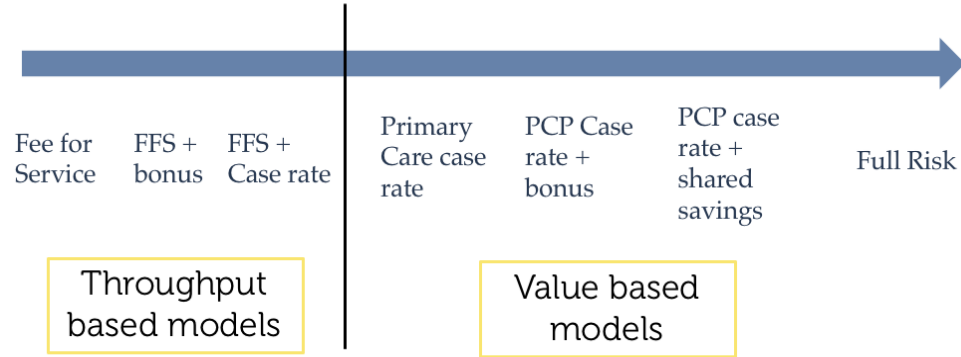
# 2022: 30 Markets\*, 198 Offices, Commercial + Senior Health



- Legend**
- One Medical Market (124)
  - Enterprise On-Sites (17)
  - Iora Health Market (47)
  - ParetoHealth Market (5)
  - PeakMed Market (5)

\*Total of 30 markets include announced upcoming new markets of Milwaukee, Dallas-Fort Worth, Miami and Connecticut, and PeakMed addition of Colorado Springs.. Office counts as of 05/12/22, and includes 17 enterprise on-site clinics.

# The Move to Value Based Payment



Retail



Employers/  
Union Trusts



**UNITE  
HERE!**



Medicare  
Advantage

**Humana.**

**United  
Healthcare**



Direct  
Contracting



# Requires a Very Different Model



## Differentiated patient experience

**24 / 7 PCP access**

**30-60 minute average visit**

**Chronic condition management**

**“Iora Plus” home visits**

**Health coach / personalized health plans**

**On-site and virtual care**

**Programs and group events**

**Behavioral Health services**

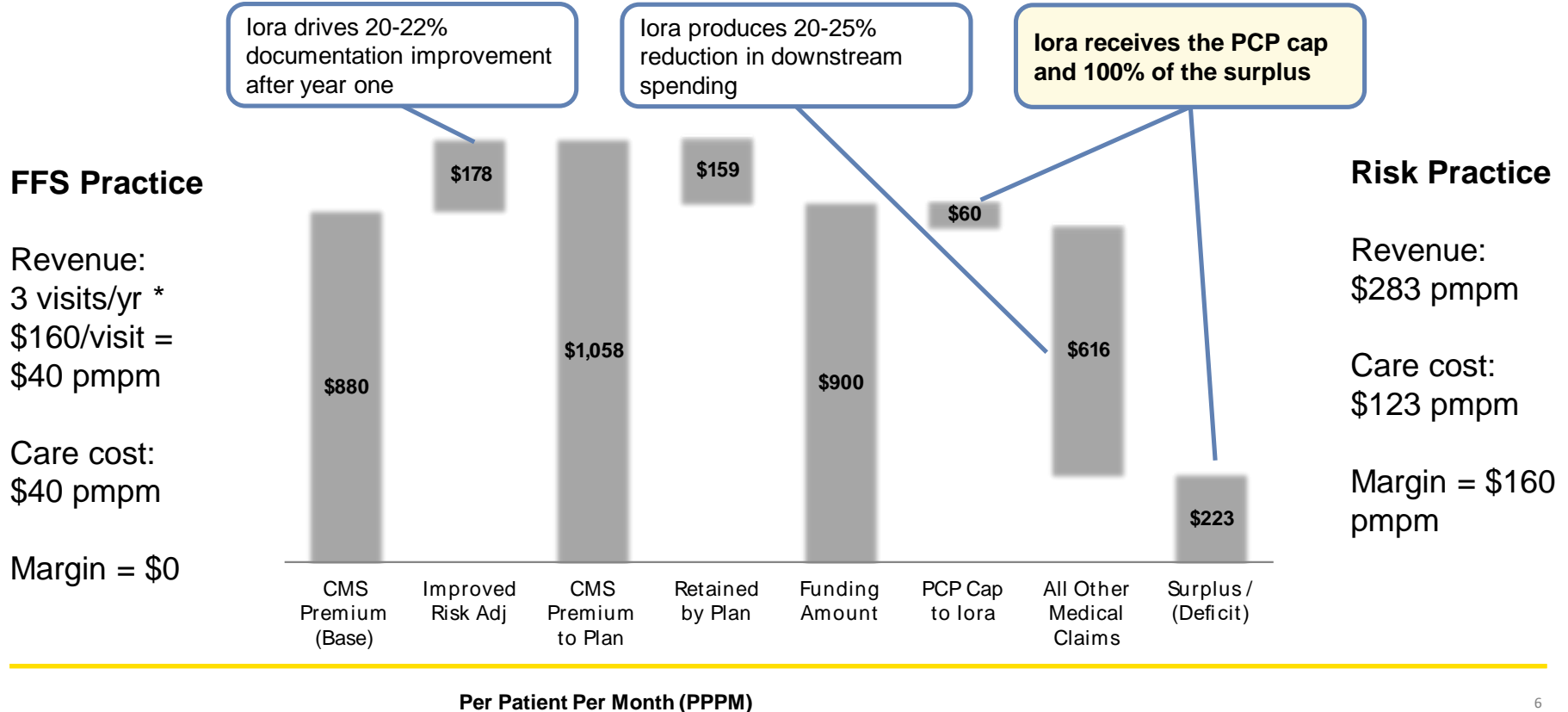
**Transportation (Uber / Lyft)**

**Drive-through immunization clinics**

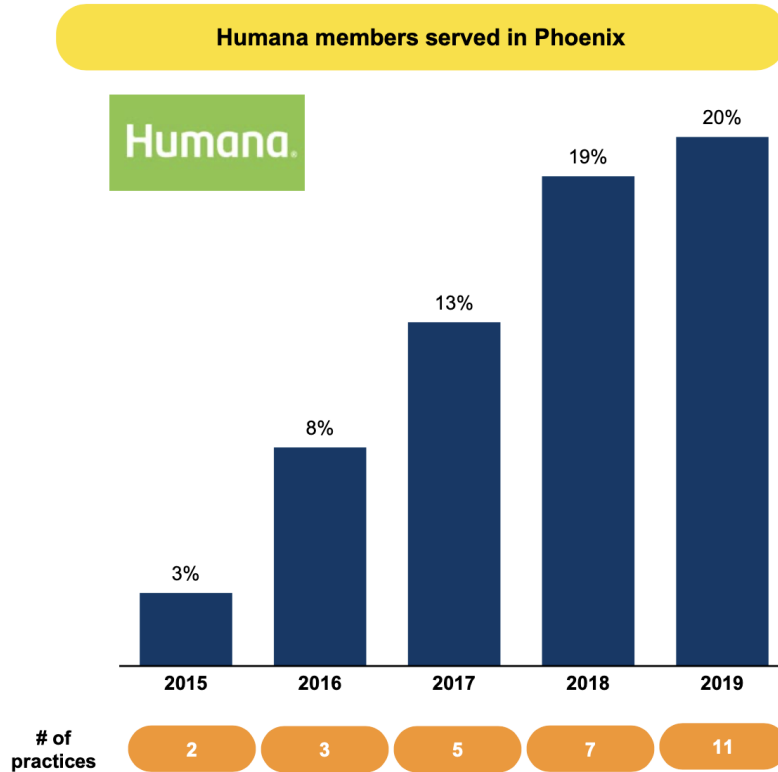
**Fully transparent patient health records**

**Family and caregiver engagement**

# A Powerful Tool for Medicare Advantage



# In the End, Consumers Prefer This



- First Phoenix practice opened in 2014
- Currently 12 practices serving 20% of Humana's Phoenix MA members
  - Out of ~2,400 PCPs in the county
- Iora's Humana membership has grown at a 61% CAGR
  - Humana's overall membership growing 9% CAGR
- ~30% of new patients come through existing patient referrals
- Participates in narrow network MA plan in partnership with Humana and Banner Health
- Overall, Iora represents less than 2% of county Medicare eligibles