

TUFTS Health Plan Business Diversity Strategy

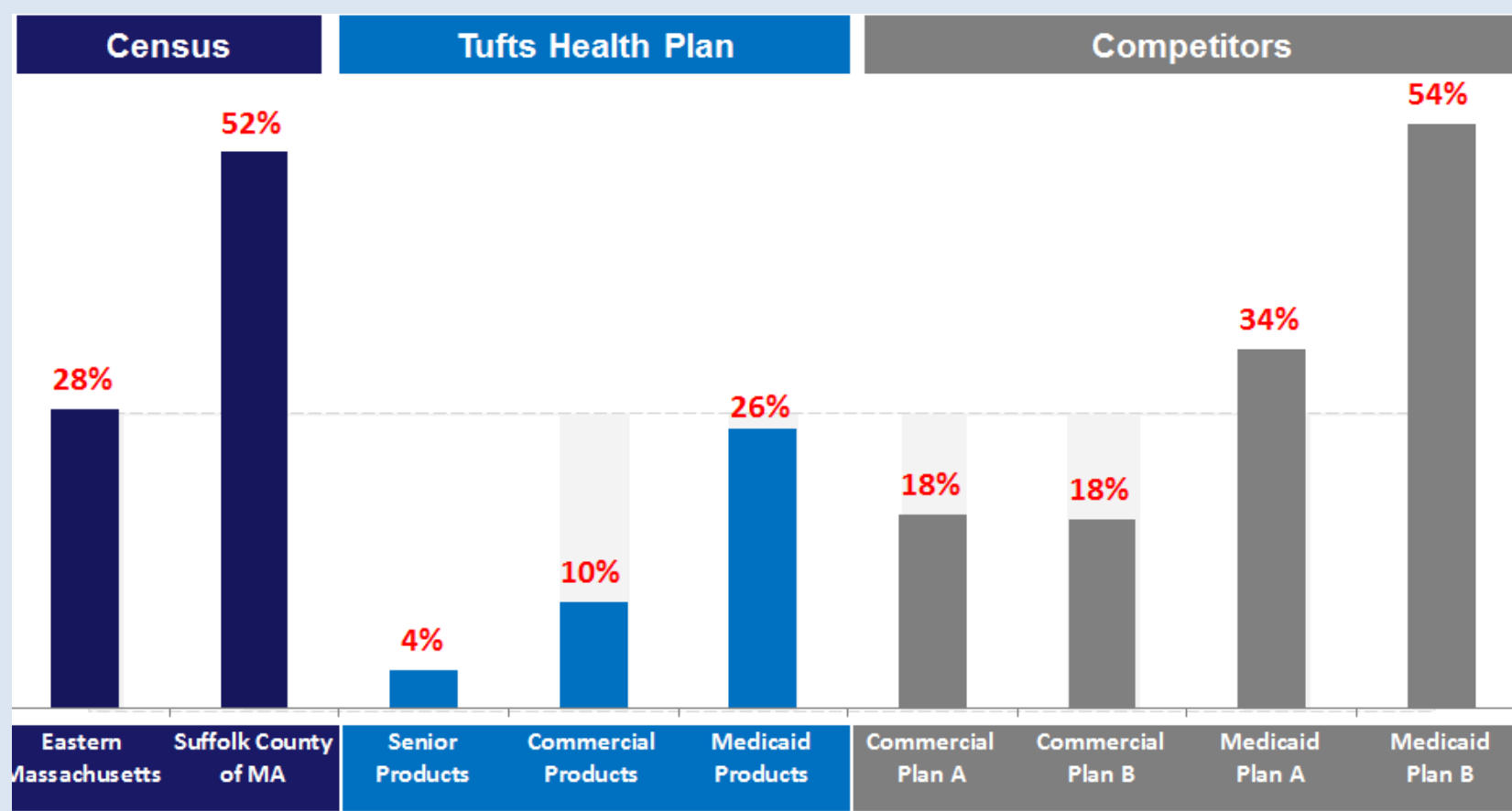
Objective: Establish Business Diversity as a corporate-wide priority contributing to revenue and membership growth and in alignment with the company's mission

Making the Case

Significant opportunity based on (1) composition of diverse membership vs. local market, (2) expected growth of minority-owned businesses and (3) health disparities resulting in avoidable medical cost

(1) Diverse Membership Comparison

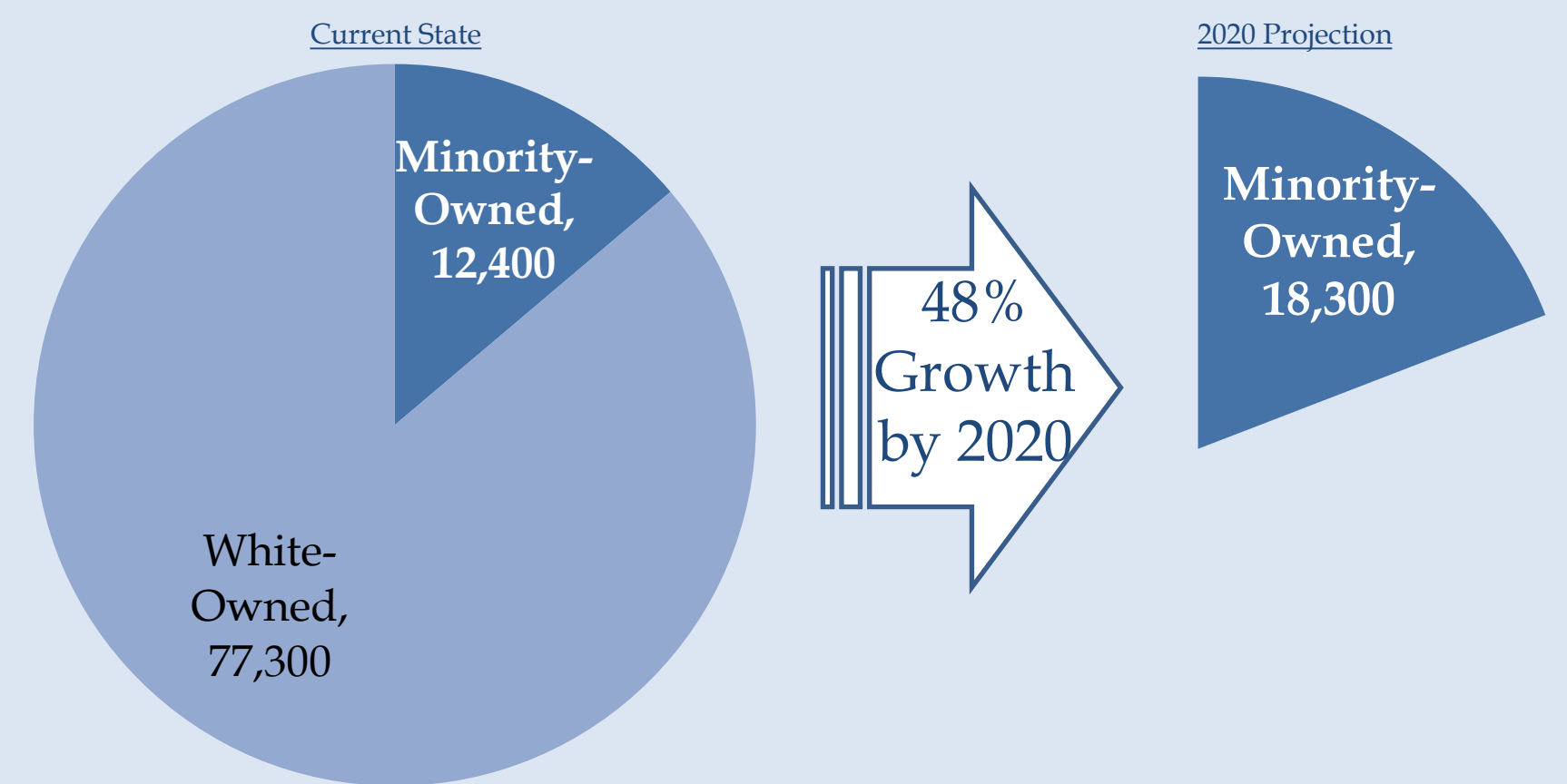
% of the population in Eastern MA/Suffolk County and the % of members who are racial and ethnic minorities



Sources: 2010 Census; 2013 Scarborough survey data ; combination of self-reported REL and predicted REL using RAND

(2) Minority-Owned Businesses

Average size of minority-owned business is 6 employees



Sources: Geoscape 2013

(3) Health Equity



THP Commercial population showed disparities in:

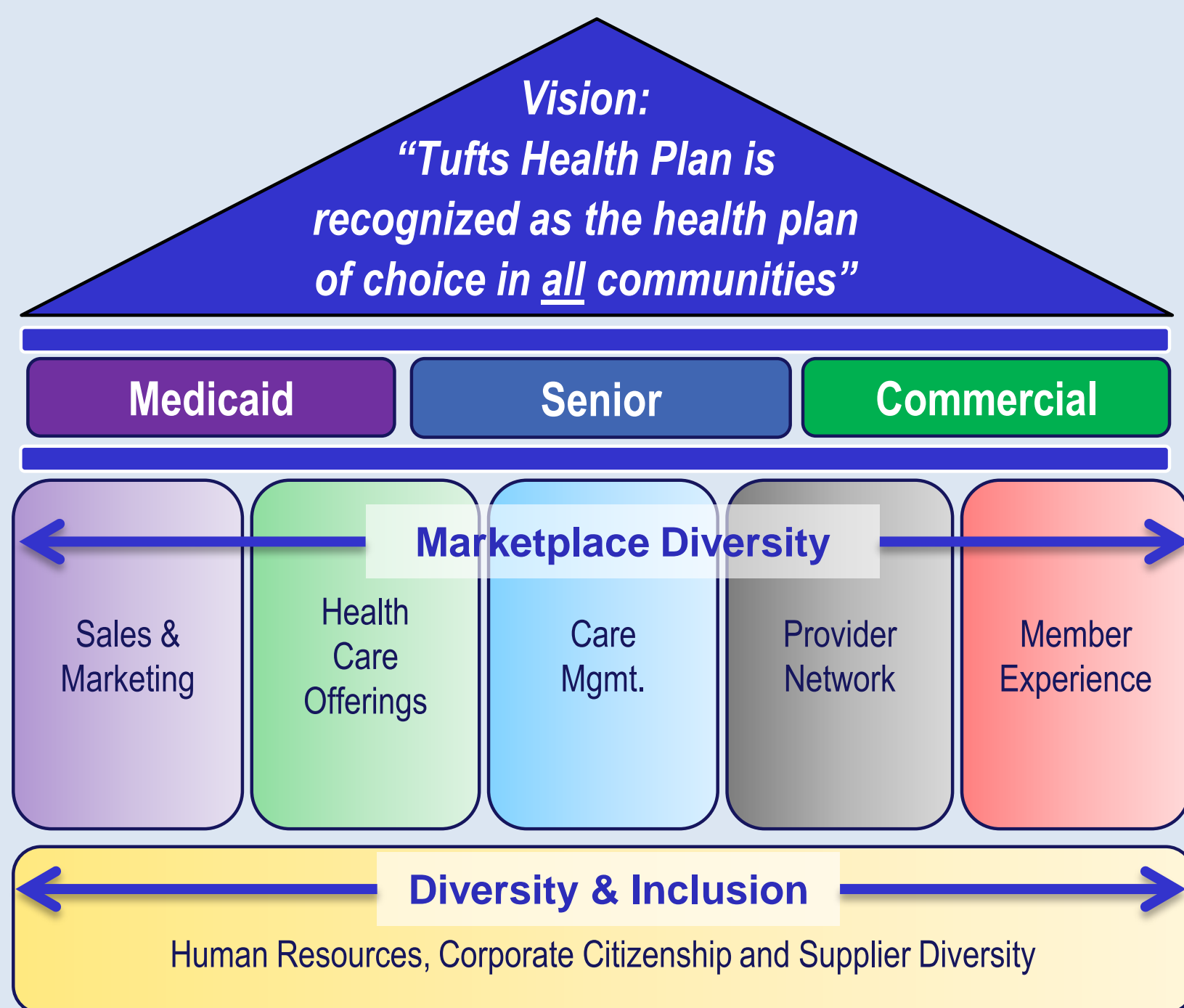
- Adolescent Well Care Visits for African-Americans and Hispanics
- Colorectal and Breast Cancer Screening for African-Americans

Estimated Opportunity = 270K Members; \$2.2B in Revenue; Avoidable Medical Cost

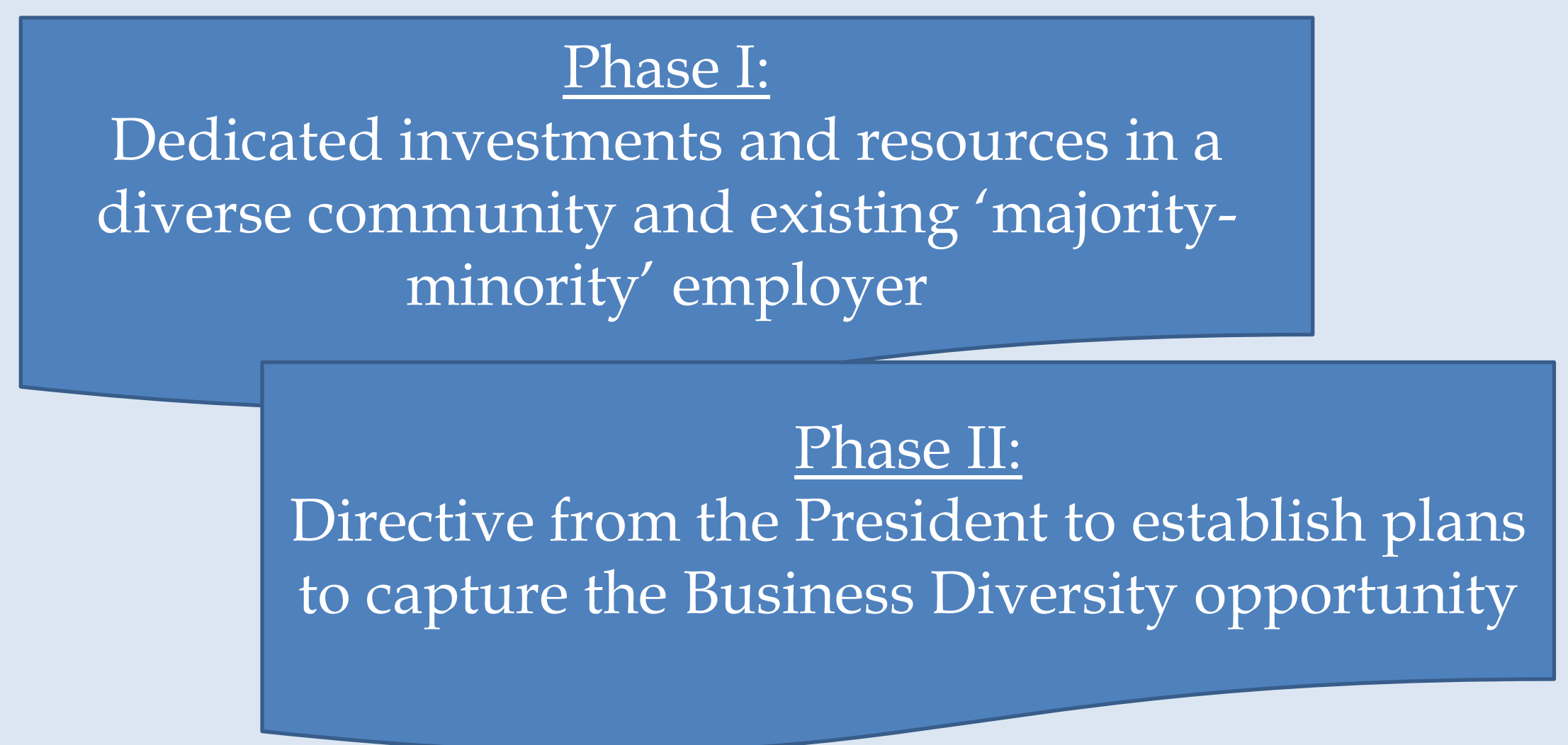
Establishing a Plan of Action

The Business Diversity strategy cuts across all products and builds diversity into the fabric of every core function and level of the organization

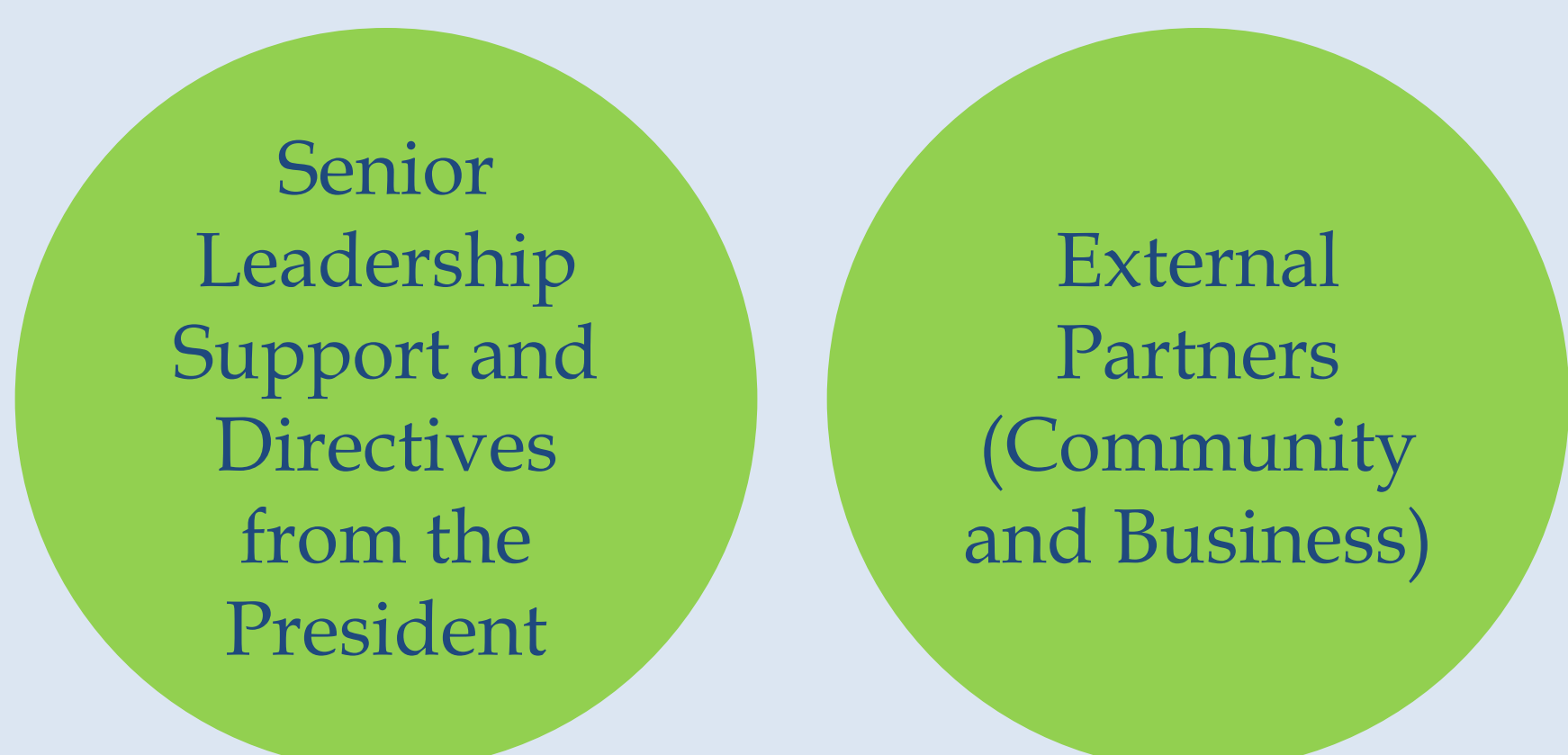
Ideal State Framework



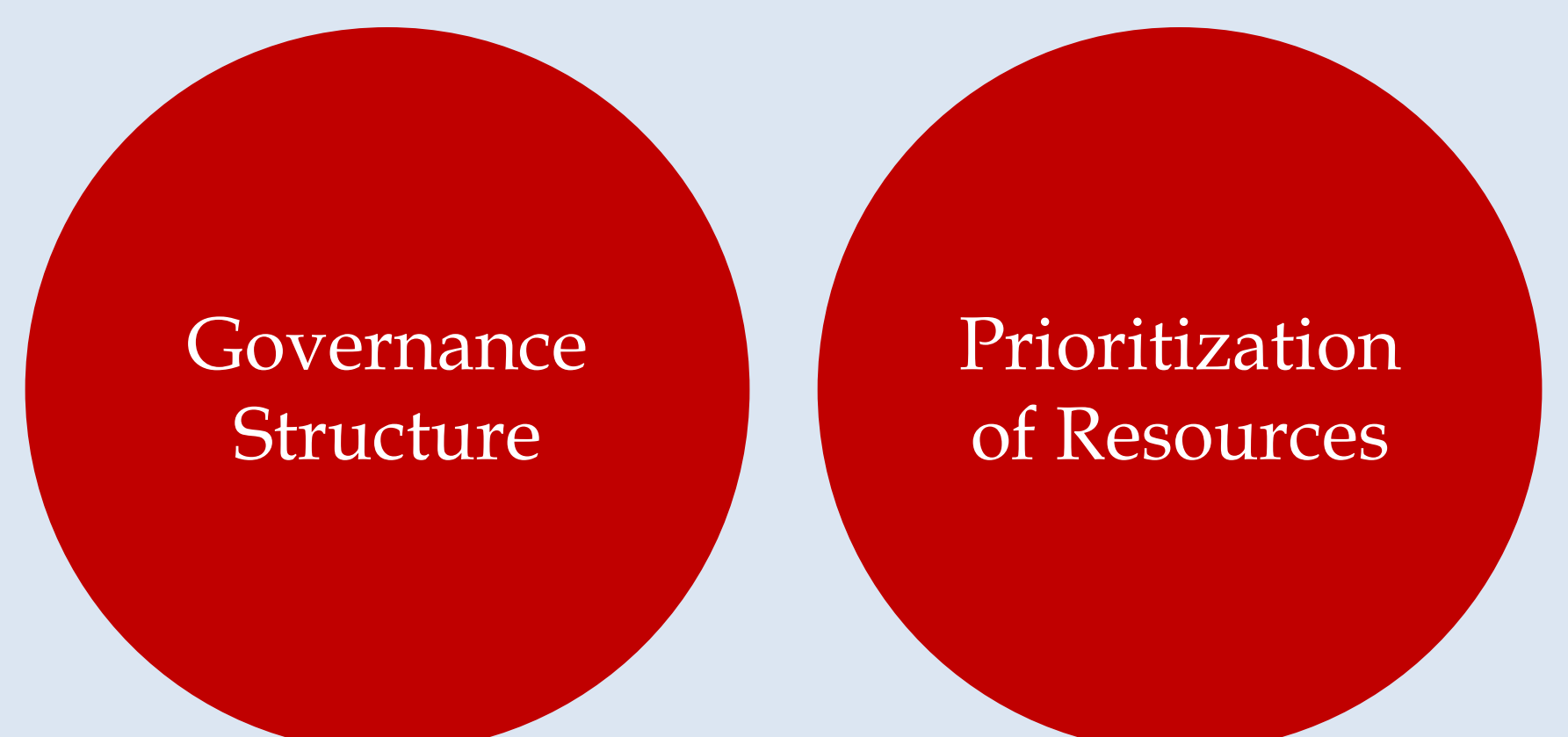
Phased Approach



Achievements and Highlights



Primary Challenges



Tufts Health Plan's mission is to improve the health and wellness of the diverse communities we serve