



—  
Committed to a  
**healthy Tennessee.**

**It's our privilege to work with the State to serve Tennesseans who rely on TennCare. We work to honor this trust, and deliver value to our members, every day.**

**Thank You**



We strive to honor each member's individual goals, needs and values. Although we're a large organization, we tailor our efforts to the State's specific priorities, with an abiding sense of quality and sound fiscal stewardship. We are committed to our community in the broadest possible sense. We employ 3,800 people in Tennessee enterprise-wide, and invest time, money and resources to serve our communities. Our health plan is rooted in Tennessee, and we are committed to helping Tennesseans live healthier lives.

Keith Payet

President and CEO – UnitedHealthcare Community Plan of Tennessee

Explore and learn about the contributions we make in our communities.



Company  
Overview

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Tennessee  
Snapshot

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Our Top  
Priorities

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Community  
Involvement

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Tennessee  
Resources

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HEALTH PLAN PROFILE

UnitedHealthcare Community & State is the business segment of UnitedHealthcare that provides health care coverage for beneficiaries of Medicaid and other government health care programs. These health plans operate locally as UnitedHealthcare Community Plan.



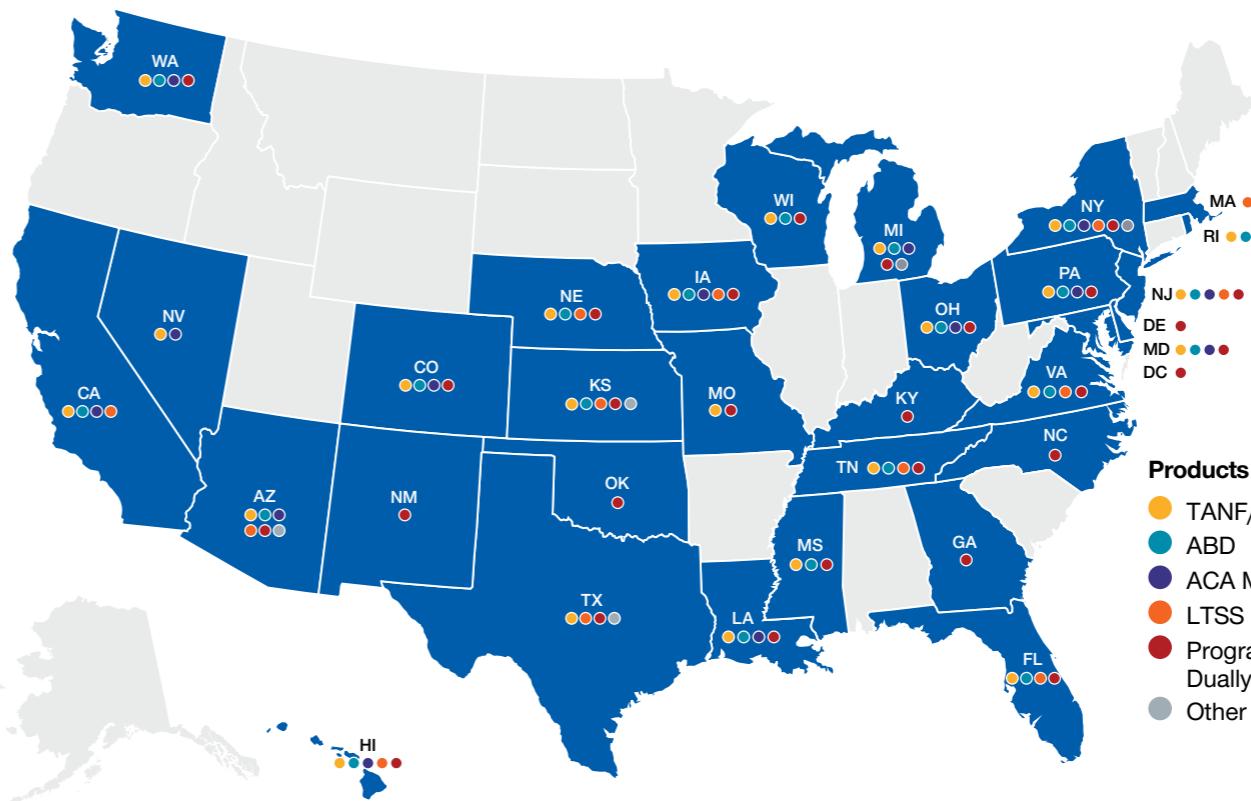
UnitedHealthcare Community & State is dedicated to providing states **diversified solutions** to care for the **economically disadvantaged**, the **medically underserved** and those **without the benefit of employer-funded health care coverage**.



## The leading choice for quality public-sector health care.

UnitedHealthcare Community & State offers health plans in **30 states plus Washington D.C.** We serve more than **6.8 million members** across the country.

We believe compassion and respect are essential components of a successful health care company. We contract with care provider networks and employ a diverse workforce with varied backgrounds and extensive practical experience, which gives us a better understanding of our members and their needs.



### We operate state-based health plans

that meet the unique needs of the people we serve, while leveraging the national resources, medical knowledge and efficiencies of UnitedHealthcare.

### We work with health care professionals

and other key partners to expand access to quality health care so that people can get the care they need close to home.

### We support the relationship between care providers and members,

and empower people with the information, guidance and tools they need to make personal health choices and decisions.

**We are dedicated** to providing state partners and the people we serve with practical innovation, accountable performance and quality in everything we do.



We have in-depth experience and knowledge of the Tennessee market. **We live here. We work here.**

Our strong local presence enables us to **see the opportunities as well as the issues**, so we can **deliver effective solutions** to address the specific needs of Tennesseans.

We offer TennCare and Dual Special Needs Plans in  
**ALL 95 COUNTIES**



 **474,000**  
MEMBERS

TennCare Members: **414K**

Dual Special Needs Plan Members: **60K**



UnitedHealthcare Community Plan of Tennessee was awarded the Multicultural Health Care Distinction by the National Committee for Quality Assurance (NCQA). This distinction identifies organizations that lead the market in providing culturally and linguistically sensitive services and working to reduce health care disparities.



Our benefits and services support cultural values as well as healthy lifestyles.



Transitional Housing

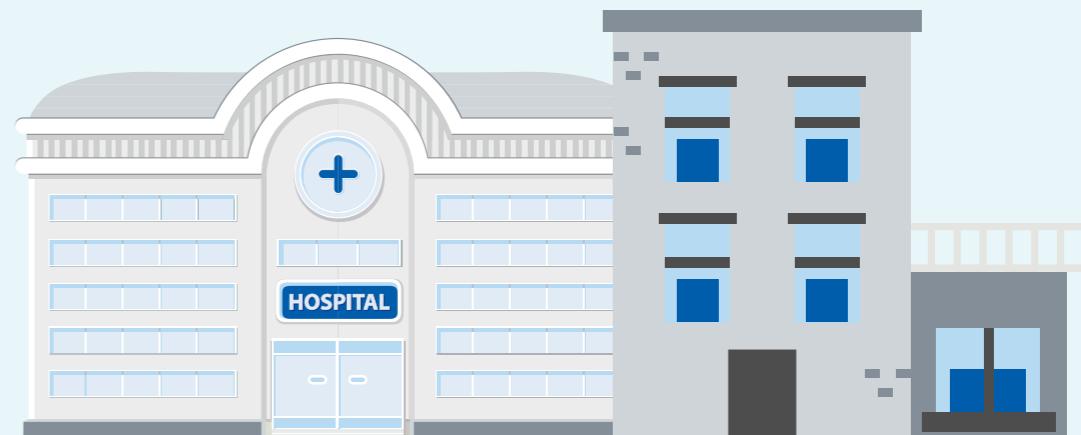


Peer Support



Enhanced Transportation Services

At UnitedHealthcare, we are committed to community involvement. By working to make our health care system more sustainable, we are helping our communities break the cycle of poverty and poor health on their own terms.





We know that **significant challenges** exist in health care. And we are committed to **helping our state partners meet those challenges.**

We've highlighted our key priorities that we believe will **make a big impact** in helping to **move health care forward** in Tennessee.

- > WHOLE PERSON CARE
- > EXPANDING VALUE-BASED CARE
- > MAINTAINING PROVIDER COLLABORATIONS
- > ADDRESSING THE OPIOID CRISIS

## Putting greater emphasis on Whole Person Care.

**Many of our more than 400,000 members are among the state's most vulnerable, with social determinants that add additional complexity to their clinical needs. We work to engage in preventive and whole person care coordination to reduce illness and improve overall health.**

Effectively supporting the care of our Medicaid members means moving towards “whole person care.” It means recognizing and responding to social and environmental factors along with medical ones, and getting out ahead of the risks, rather than responding when the worst has already come to pass.

We accomplish this by coordinating across multiple providers including community-based organizations and agencies. We have also developed incentive payment models that increase preventive services and screenings and reduce emergency department and inpatient service needs.

Policymakers and advocacy organizations agree – people are happier, healthier, and their care is less expensive when they can live in the community as opposed to an institutional setting.

Our Home and Community Based Services (HCBS) are functional supports that allow individuals the support needed to live safely at home or in an integrated community setting. The community-based, whole-person approach allows individuals to live in the least restrictive setting while helping to control costs.



### Brian's Story.

Brian is a member with behavioral health and medical issues. Because he lives in a rural area, he was having a hard time finding a provider and was not receiving the care he needed. Brian became a recluse in his room, glued to video games day and night. In 2017, Brian joined the Employment and Community First (ECF) CHOICES program. With the help of his Support Coordinator, Brian has gotten access to the care providers he needs, gained independence, and become more active in the community. He recently joined an exercise club and has begun exploring job opportunities.

Brian's sister applauded his Support Coordinator as having “enriched his (Brian's) life beyond our hopes.” She added that she “cannot express our gratitude for the (ECF CHOICES) program and all the wonderful people involved in all of its aspects. It is thrilling to have my happy and active brother back.”

Brian's story is an example of why treating the whole person is so important. By taking this approach, we are succeeding in our mission to help people live healthier lives.



[See another story about our members here.](#)



[Download Brian's Story](#)



## Whole Person Care makes a difference one member at a time.

### Alexandria Brown, Behavior Supports Specialist

“When the ECF CHOICES program launched in 2017, Pam Wood was one of the first referrals that the UnitedHealthcare Community Plan of Tennessee received for the East Tennessee Region.

Pam had been served with an eviction notice from her apartment, where she was living independently without support for some time. She was given 30 days to leave the premises, and by August 2017, Pam was homeless.

Medical issues only compounded Pam’s situation. She was managing complications from hypothyroidism, irritable bowel syndrome and some newly discovered kidney issues. It was clear to our team that Pam would benefit from a Whole Person Care approach to address her medical issues, extensive behavioral health and daily care needs.

To overcome these barriers for Pam’s success in the community, our team established permanent housing for Pam near her hometown, and acquired assistive technology to aid in safe medication administration. She began receiving personal assistance from two individuals that help her with daily living skills, getting integrated back into the community and maintaining a safe and stable environment. Beyond their support, she also receives Applied Behavior Analysis services from a Behavior Analyst.

Because of this support, Pam has learned to maintain a clean environment, take care of hygienic needs more thoroughly, express medical, physical and emotional needs more appropriately.

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*A testament to how a team focused on person-centered care can provide help, while maintaining the dignity and respect of the individual in need.*

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Pam is currently enrolled in the ECF CHOICES Program (TN CHOICES DUALS ECF CHOICES 6), and with the aforementioned supports, she has been able to maintain the same residence for over a year.

When I asked Pam how she was doing she expressed contentment. She has made new friends with fellow neighbors, enjoys exploring in the community, and hopes to eventually be able to work with animals in a local shelter. Her positive statements and significant reduction in challenging behaviors is a testament to how a team focused on person-centered care can provide help, while maintaining the dignity and respect of the individual in need.”

**This ECF CHOICES team includes:**

**Alexandria Brown**, M.Ed., BCBA, Behavior Supports Specialist  
**Sandy Fortner**, Support Coordinator  
**Angie Eads**, Statewide Manager  
**Wendi Patterson**, Support Coordination Manager  
**Jovanna Emerson**, PhD., Director of Behavior Supports



## Expanding Value-based Care (VBC) to improve health and lower costs.

**Value-based care is a new approach to delivering better health, better care and lower costs.** Rather than compensating physicians, hospitals, Federally Qualified Health Centers (FQHC) and other providers based on volume, VBC programs reward physicians for keeping people healthy, enhancing care coordination and following clinical best practices.

Medicaid members face some of the most complex care challenges in the health care system. But putting greater emphasis on proactive, coordinated and integrated care that addresses not just symptoms but also the social and environmental factors related to a person's well-being can reverse this trend.

### Our value-based programs

#### Episodes of Care

Our episodes based payment seeks to align provider incentives with successfully achieving a patient's desired outcome during an "episode of care." An episode of care is acute or specialist-driven health care delivered during a specific time period to treat a physical or behavioral health condition. Episodes reward high-quality care, promote the use of clinical pathways and evidence-based guidelines, encourage care coordination and reduce ineffective and/or inappropriate care.

#### Patient-Centered Medical Home (PCMH)

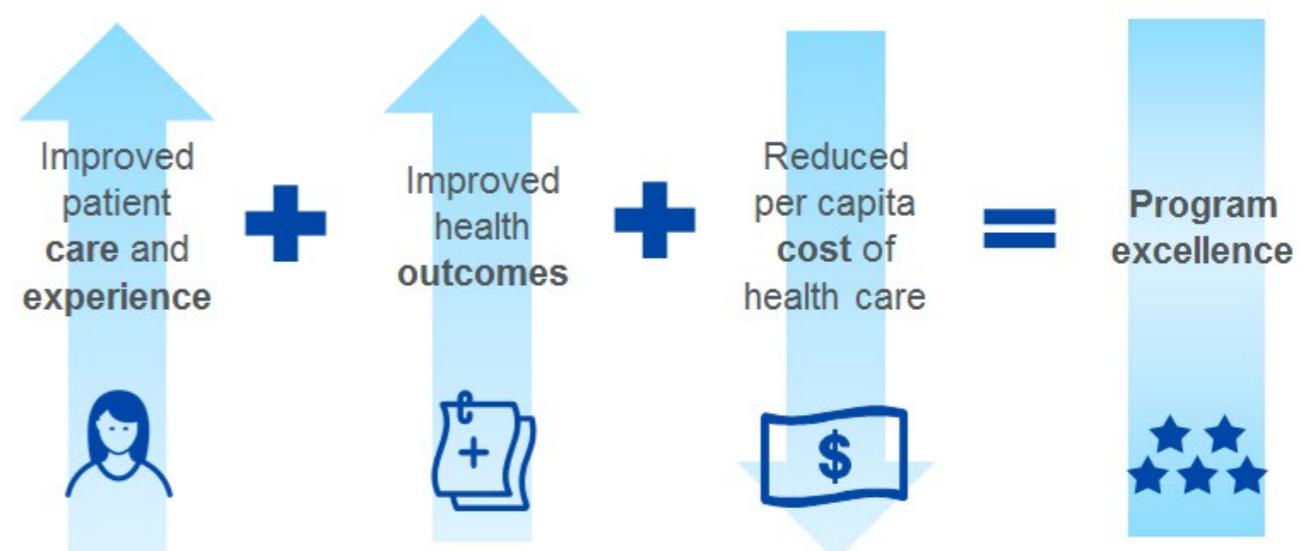
PCMH is a comprehensive care delivery model designed to improve the quality of primary care services for TennCare members, the capabilities and practice standards of primary care providers and the overall value of health care delivery to the TennCare population.

#### Tennessee Health Link (THL)

The primary objective of THL is to coordinate health care services for TennCare members with the highest behavioral health needs. Through better coordinated behavioral and physical health services, THL is meant to produce improved member outcomes, greater provider accountability, flexibility when it comes to delivery of appropriate care for each individual and improved cost control for the State.

#### TennStar

TennStar serves as a value-based incentive opportunity that uses quality performance measure compliance. TennStar is intended for any of our providers who carry a combined product (i.e. Medicaid/DSNP) member assignment of at least 100 members. The performance measures of high interest to our plan and population are identified on an annual basis for inclusion.



### NEXT STEPS

We'll continue working with care providers to encourage greater adoption of Value-based Care models.

## Maintaining strong, cross-specialty provider collaborations.

At UnitedHealthcare, we're working to create a system that is connected, aligned and more affordable for all involved. This includes a system that delivers high-quality care and is responsive to the needs of each person as well as the community in which they live. A key component of this work involves strong collaboration with providers.



To help maintain and enhance these collaborations, and ensure that providers are getting access to the information and answers they need, we've established some ongoing opportunities for more in-person collaboration.

### Success Story.

Based on provider feedback gathered during one of our collaboration sessions, we identified an expert who developed a modified Dialectical Behavior Therapy (DBT) that has been adapted for people with intellectual and/or language challenges. We brought this expert to Tennessee to deliver a three-day training to approximately 150 clinicians and other support providers. The goal of these efforts was to help community clinicians and organizations take better care of these individuals in their communities so they don't end up in an emergency room, regional mental health institute or an expensive out-of-state placement, away from family and community. This benefits not only the individual, but the greater health care system, by reducing the cost of institutional care.

"Our therapists are so excited to put to use what they learned at the training. Please let us know if you have additional trainings, as we would love for more of our staff members to attend. Thank you for investing in providers! We look forward to our continued partnership in ensuring all persons supported can have their best life."

Shannon Durbin, Support Solutions



#### Listen and Learns:

We've implemented a Listen and Learn series as an informal way for providers to give us feedback and insight into the issues they're facing, so that we can work together to come up with solutions.



#### ECF CHOICES:

Our ECF CHOICES team has traveled across Tennessee to meet with community organizations and clinicians who serve people with intellectual and developmental disabilities to understand their top challenges. Out of those conversations, we launched a five-pronged strategy to give providers additional education and training to support people with complex behavior and mental health issues.



#### Provider Information Expos:

Our semi-annual Provider Information Expos serve as an opportunity for physicians, practice managers and staff to attend educational sessions and meet with their peers and representatives from UnitedHealthcare and our partners.



These additional touch points for collaboration are a result of our focus on holistically improving the lives of the people we serve by creating innovative programs and strengthening the connections between the medical community and social service organizations.

## The opioid crisis.

**While the opioid epidemic impacts individuals and communities throughout the country, regardless of socio-economic class, the impact seen within Medicaid programs is profound.**

Each individual comes to use opioids because of a unique set of circumstances and factors. While the specifics of the individual's journey to recovery is based on their particular situation, we recognize that a comprehensive strategy to combat the opioid epidemic must include components that support prevention, treatment, recovery and harm reduction.

### Prevention

We are working to raise awareness and educate our members, our staff and our provider partners on appropriate use and disposal, warning signs and resources for treatment. We have also extensively leveraged prior authorization to change provider and pharmacy prescribing and dispensing patterns — implementing or enhancing requirements for authorization to certain medications while removing or reducing barriers where enhanced access to services are needed. Additionally, we have implemented several monitoring tools that support efforts to identify inappropriate prescribing and utilization patterns.

### Treatment

Our care teams include behavioral health specialists — many of whom have experience working with individuals who have substance use disorders. While the care team represents an important component and a potential pathway to treatment, providing access to treatment — specifically Medication Assisted Therapy (MAT) — is essential. We have worked diligently to expand our MAT network and continue to develop strategies that build capacity to provide treatment and recovery supports.

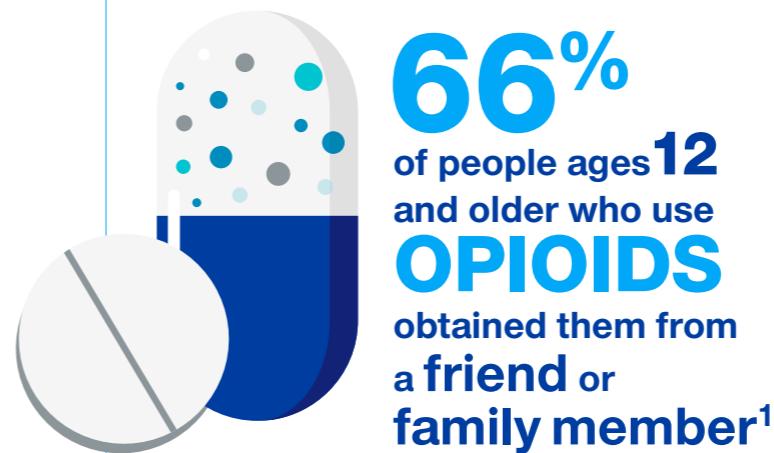
### Recovery

Recovery services and supports are an essential piece to a comprehensive strategy for addressing the opioid epidemic. We have intensely focused on developing strategies that integrate care and overcome the social barriers that often stand in the way of improved outcomes. These efforts are critical to supporting individuals in recovery and helping them find stability and resiliency.

### Harm Reduction

Our harm reduction strategies to date have primarily focused on collaborations that have been driven by community need and local collaborations. For example, we partnered with several organizations across the state to help facilitate the safe disposal of 15,402 pounds of potentially dangerous medications from Tennessee homes at National Prescription Drug Take Back Day events in 2018.

We've partnered with axialHealthcare, a leading pain and opioid care solutions company, to give providers access to resources that help monitor our members' overall opioid-related risks. This includes the member's medication and treatment history from other care providers, information to help them treat common pain complaints, support for managing complex cases, and the opportunity to consult directly with licensed axialHealthcare pharmacists when developing care plans for members.



As a result of the two Prescription Drug Take Back Days in 2018, UnitedHealthcare Community Plan of Tennessee, in partnership with several organizations across the state of Tennessee, helped to facilitate the safe disposal of **15,402 pounds** of potentially dangerous medications from Tennessean homes.

*“Prescription medications can represent a real danger when taken without a legitimate medical need or doctor’s supervision. Medications accidentally ingested or misused are a true public health and safety concern. UnitedHealthcare is grateful for the opportunity to host these take-back events to help Tennesseans live healthier lives and address the nation’s opioid epidemic.”*

Keith Payet,  
CEO of UnitedHealthcare Community Plan of Tennessee



**Every day, our Tennessee teams support  
their communities by:**

- Donating school backpack programs.
- Adopting families during the holidays.
- Collecting and boxing food and clothing items for those in need.
- Sending cards to uplift those battling cancer.
- Participating in walks with numerous state-based and national associations focused on health and wellness.

- VOLUNTEER EFFORTS
- HELPING PEOPLE LIVE HEALTHIER LIVES

## Volunteer efforts.

**Our strong spirit of volunteerism and giving back is a fundamental part of the UnitedHealthcare corporate culture.**

In Tennessee, UnitedHealthcare employees from all lines of business volunteer locally, serving their communities and organizations that share their values. In 2018 alone, our 3,800 employees across Tennessee volunteered nearly 40,000 hours.

**At UnitedHealth Group, our social responsibility mission is to help build healthier communities.** We combine our knowledge, experience and passion to improve the health of the communities where we work and live. We do this through our people and our partners. In Tennessee, that means contributing more than \$585 million in annual financial investments to the State, and giving nearly \$2 million in charitable contributions each year.

OUR IMPACT			
\$253 million given via the United for Giving program	23,000 charities supported around the world through United for Giving	1.5M employee volunteer hours in 2017	\$3.5 million United for Giving rewards awarded in honor of employee volunteers
\$700 million contributed since 2006	2,200 organizations supported annually	28 years America's Health Rankings	2,450 scholarships provided totaling \$18M



## Helping people live healthier lives.

UnitedHealthcare is at the forefront of numerous initiatives revolving around the social determinants of health in Tennessee communities. By working to make our health care system work better for everyone, we are helping our communities break the cycle of poverty and poor health on their own terms. From clinical care and prevention initiatives, to food delivery, transportation and educational programs, we are making a meaningful contribution to solving key challenges for the people we serve.

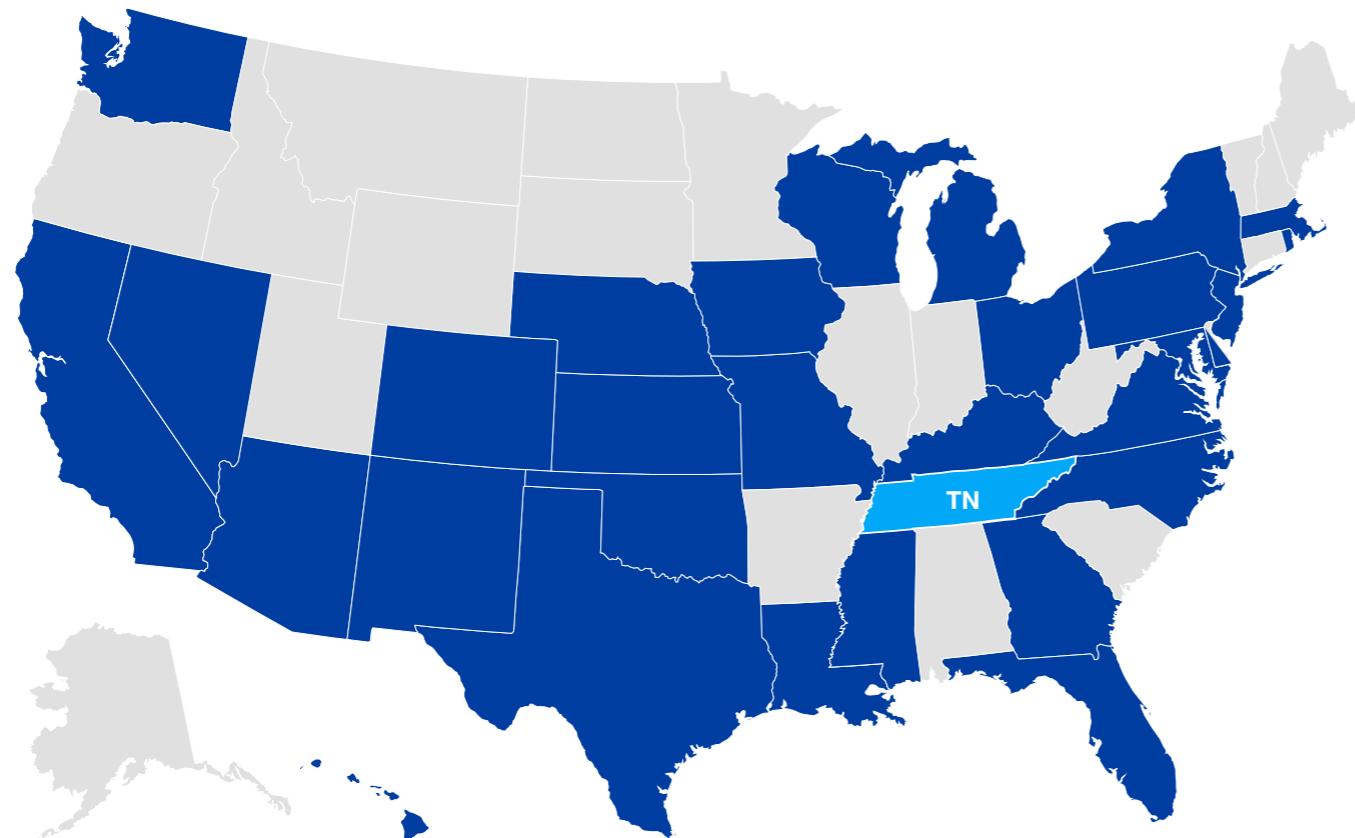
We also recognize that overall health goes beyond medical care, and that social factors such as housing, food and employment have a substantial impact on health. To impact overall health, we partner with a wide range of community organizations on a unified cause: improving the health and well-being of Tennesseans.

Through our partnerships with several food banks across the state, we are able to bring healthy foods to food insecure populations. In 2018, the UnitedHealthcare Community Plan of Tennessee provided more than 1.8 million pounds of food and participated in over 365 food bank events.

Our partnership with the non-profit organization Healthy Tennessee allows us to provide health education and community training opportunities through health fairs. In 2018, we collaborated with Healthy Tennessee and other local organizations to host health fairs in Nashville and Memphis, where attendees were provided with free health screenings, information from health-focused exhibitors, and more than 20,000 pounds of food.

To continue making progress addressing social determinants, we partnered with NashvilleHealth to sponsor the Nashville Community Health + Wellbeing Survey. This large-scale assessment is the first community health survey to be conducted in Davidson county in nearly 20 years. The results of the assessment will provide a more accurate picture of the current state of the population's health, which will help to inform future initiatives to better serve the needs of the community.





We welcome your **questions, comments and feedback.** To find out more about UnitedHealthcare Community & State, or to get in touch with us, please use the resources below. **We look forward to hearing from you.**



#### UnitedHealthcare Community & State Resources

- > [UHCCommunityandState.com](http://UHCCommunityandState.com)
- > [UHCCommunityPlan.com/Tennessee](http://UHCCommunityPlan.com/Tennessee)
- > [facebook.com/UnitedHealthcareCommunityPlan](http://facebook.com/UnitedHealthcareCommunityPlan)



#### UnitedHealthcare Community Plan of Tennessee Contacts

- > For more information about UnitedHealthcare Community Plan of Tennessee, our services and community outreach activities, please contact:  
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