THE BEST MINDS

WORLD CLASS EXPERTS

QUALITY OUTCOMES

THE BEST CARE

PERSONAL GUIDANCE

CONFIDENT CONSUMERS

THE BEST RESULTS

1/1/13-12/31/13

ANNUAL REPORT

MICHIGAN STATE UNIVERSITY
EXECUTIVE SUMMARY

PROGRAM IMPACT

- Michigan State University Member Experience
- Member Satisfaction
- Financial/ROI

UTILIZATION RESULTS

- Actual vs. Target
- Cross-Referral Activity
- InterConsultation Cases by Reason
- InterConsultation Cases by Specialty
- FindBestDoc Cases by Specialty
- InterConsultation Cases in Process

MEMBER ENGAGEMENT STRATEGY AND RESULTS

- Calls by Member Engagement Activity
- 2014 Member Engagement Plan
Michigan State University’s utilization of the Best Doctors benefit in 2013 surpassed 2012 utilization in all categories:

<table>
<thead>
<tr>
<th></th>
<th>Calls</th>
<th>ICs</th>
<th>FBDs</th>
<th>ATEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>403</td>
<td>86</td>
<td>147</td>
<td>19</td>
</tr>
<tr>
<td>2012</td>
<td>297</td>
<td>76</td>
<td>129</td>
<td>18</td>
</tr>
</tbody>
</table>

Additionally, recommended diagnosis and treatment changes were higher than in 2012, and member satisfaction rose from 91% to 97%.

**UTILIZATION**

- Best Doctors received 403 calls from Michigan State University members, resulting in:
  - 86 completed InterConsultation cases (85% completed for employees; 15% completed for dependents)
  - 147 FindBestDoc referrals
  - 19 “Ask the Expert” services
  - 1 Critical Care case

**CLINICAL IMPACT**

- Diagnosis Change
  - 31% of Total Cases
- Treatment Change
  - 74% of Total Cases

**MEMBER SATISFACTION**

- 97% of survey respondents gave the highest rating for Best Doctors’ overall ability to meet their needs and would recommend Best Doctors services to their co-workers

**FINANCIAL RESULTS**

- $433,119 cost avoidance, resulting in a 1.26:1 ROI
"I had my appendix removed, and I am still having abdominal pain. I would like a second opinion."

CASE OVERVIEW – 96121

This member is a 20-25 year-old woman with persistent severe right lower quadrant abdominal pain following an open appendectomy performed earlier this year. Her symptoms have prompted numerous physician visits with a variety of medical specialties including her primary care physician, multiple surgeons and a pain medicine physician. All of the physicians were unable to identify any cause for her pain. She has had numerous laboratory tests, multiple abdominal and pelvic CTs, pelvic ultrasound and a small-bowel series without any identifiable cause of her pain. She has been treated with narcotic analgesia with some relief and has had a thoracic epidural steroid injection and a nerve block. She also received a steroid injection into her right hip. None of these treatments have provided any relief in her abdominal pain. She has most recently been referred to a gastroenterologist for further evaluation. The second surgeon that she saw is considering an exploratory laparoscopy. The member has come to Best Doctors seeking a cause for her symptoms and recommendations for optimal management.

BEST DOCTORS EXPERT FINDINGS

The Surgery Expert indicated that the member’s symptoms are likely from nerve entrapment at the incision site and advocated for continued conservative management in lieu of surgical intervention.

The Best Doctors Expert clarified the diagnosis.

- The most likely cause for the pain is a nerve entrapment related to the suturing too close the abdominal incision at the time of the appendectomy.

The Best Doctors Expert changed the treatment plan.

- A laparoscopic surgery at this time is unlikely to identify the exact source or improve pain and is not recommended.
- The Expert noted that these types of pain syndromes after surgery tend to go away with time.
- The Expert outlined a conservative treatment plan consisting of non-steroidal anti-inflammatory medication taken on a regular schedule for two weeks to reduce the pain and inflammation, followed by use of a nerve pain medication.
- The Expert recommended the member consider a repeat injection with an anesthetic at the incision site. If this improves the pain, then a steroid injection would be given for long term relief.
- If the medications and local injections fail and the member continues to have extreme pain, then consideration for laparoscopy is appropriate.

IMPACT

The Expert report provided the member with conservative treatment recommendations that would avert the need for another surgery.
MEMBER SATISFACTION

Based on members with closed cases in 2013, 97% of survey respondents gave the highest rating for Best Doctors’ overall ability to meet their needs and would recommend Best Doctors services to their co-workers.

VERY HELPFUL EXPERIENCE

“My overall experience was very helpful and, although my problem has not been resolved, the information provided is helping with my current and future treatment. I've also shared the report with my ENT specialist who provided essentially the same diagnosis but not in the same detail. Having the second opinion has now given me the tools to make more informed decisions on my care.”

VERY EASY PROCESS

“It was a very easy process. It made me feel confident in my doctor’s current plan of action and gave me additional things to take care of on my own.”

VALUABLE SERVICE

“Best Doctors is a great and valuable service. I had a great experience with all employees.”

WOULD REFER TO OTHERS

“All in all, Best Doctors is an excellent service. I would refer them to others.”
Michigan State University realized cost avoidance of $433,119 in 2013, resulting in an ROI of 1.26:1.
TARGET VS. ACTUAL

In 2013, 403 calls were received from Michigan State University members, resulting in 147 FindBestDoc referrals, 19 “Ask the Expert” services, 86 completed InterConsultations and 1 Critical Care case.

At the time of this report, there are 15 InterConsultations in process.

ACTUAL UTILIZATION VS. TARGET

Target utilization is calculated using Best Doctors 2012 average rates of utilization by each service line, using an employee per 1000 measurement. Targets are quantified for each client using their employee population size, pro-rated for the specific reporting time period.
### 2013 ANNUAL UTILIZATION RESULTS

#### ACTIVITY BY GROUP

<table>
<thead>
<tr>
<th>Group</th>
<th>Calls</th>
<th>FBDs</th>
<th>ATEs</th>
<th>ICs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>79</td>
<td>28</td>
<td>5</td>
<td>27</td>
</tr>
<tr>
<td>Other</td>
<td>54</td>
<td>8</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Retirees</td>
<td>168</td>
<td>81</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>Union</td>
<td>102</td>
<td>30</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>403</strong></td>
<td><strong>147</strong></td>
<td><strong>19</strong></td>
<td><strong>86</strong></td>
</tr>
</tbody>
</table>
CROSS REFERRAL ACTIVITY BY QUARTER

Of total member calls, 1% were callers referred by Michigan State University benefit providers.
Of total member calls, Best Doctors referred 16% to benefit providers.

<table>
<thead>
<tr>
<th>Vendor</th>
<th>Q1 Total</th>
<th>Q2 Total</th>
<th>Q3 Total</th>
<th>Q4 Total</th>
<th>YTD Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>IN</td>
<td>OUT</td>
<td>IN</td>
<td>OUT</td>
<td>IN</td>
</tr>
<tr>
<td>BCBS MI</td>
<td>1</td>
<td>9</td>
<td>0</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>BlueHealth Connection/Health Coach Hot Line</td>
<td>0</td>
<td>12</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Caremark</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>On-site Clinics: Michigan State University</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Legend:
- Inbound
- Outbound
2013 ANNUAL UTILIZATION RESULTS

INTERCONSULTATION CASES BY REASON

- Symptoms not improving: 32% (MSU), 26% (BDBOB)
- Need help deciding among multiple treatments: 35% (MSU), 30% (BDBOB)
- Questioning need for surgery: 19% (MSU), 9% (BDBOB)
- Skeptical of their doctors: 9% (MSU), 7% (BDBOB)
- Don't understand diagnosis: 32% (MSU), 10% (BDBOB)
- No diagnosis: 11% (MSU), 9% (BDBOB)

Michigan State University
Best Doctors Book of Business
2013 ANNUAL UTILIZATION RESULTS

HOW MICHIGAN STATE UNIVERSITY MEMBERS HEARD ABOUT BEST DOCTORS

- Letter with Magnet: 19%
- HR/Benefits Staff: 18%
- Member unsure/can’t remember: 16%
- Newsletter: 15%
- Returning Caller: 8%
- Postcard: 6%
- www.bestdoctors.com: 4%
- Employee/Website/Intranet: 3%
- Co-worker: 2%
- Health/Benefits Fair: 1%
- Poster/Table Tent: 1%
2013 ANNUAL UTILIZATION RESULTS

INTERCONSULTATION DISTRIBUTION BY SPECIALTY

MICHIGAN STATE UNIVERSITY TOP 10

Orthopaedic Surgery
Urology
Medical Oncology and Hematology
Physical Medicine and Rehabilitation
Pediatric Specialist
Neurological Surgery
Gastroenterology
Obstetrics and Gynecology
Endocrinology and Metabolism
Rheumatology

BEST DOCTORS BOOK OF BUSINESS TOP 10

Orthopaedic Surgery
Neurology
Physical Medicine and Rehabilitation
Medical Oncology and Hematology
Gastroenterology
Pediatric Specialist
Cardiovascular Disease
Obstetrics and Gynecology
Rheumatology
Urology
2013 ANNUAL UTILIZATION RESULTS

FBD DISTRIBUTION BY SPECIALTY

MICHIGAN STATE UNIVERSITY TOP 10

- Internal Medicine
- Orthopaedic Surgery
- Neurology
- Neurological Surgery
- Dermatology
- Ophthalmology
- Urology
- Surgery
- Obstetrics and Gynecology
- Gastroenterology

BEST DOCTORS BOOK OF BUSINESS TOP 10

- Internal Medicine
- Orthopaedic Surgery
- Obstetrics and Gynecology
- Dermatology
- Gastroenterology
- Neurology
- Pediatric Specialist
- Otolaryngology
- Endocrinology and Metabolism
- Psychiatry
INTERCONSULTATIONS IN PROCESS

INTERCONSULTATIONS

- Total Completed Cases – 86
- Current Open Cases – 14

SAMPLE OF CASES – MEMBER QUOTES

“My wife has been experiencing seizures. I am looking for a diagnosis of her condition and treatment options.”

“I am suffering from knee arthritis and my doctor would like to perform a knee replacement surgery. I would like to know if this is the best treatment option.”

“I have been diagnosed with a stomach ulcer, and the medicine that I am taking is not improving my condition. I am looking for an expert to provide an alternative form of treatment.”

“I was recently diagnosed with leukemia. I am looking for confirmation of my diagnosis and next steps regarding treatment.”

“I am suffering from a bone spur in my neck, and I am looking for the best treatment options.”

“My dermatologist diagnosed me with plasma cell vulvitis. The treatments that he has prescribed are not improving my condition. I am looking for a second opinion.”
CALLS BY MEMBER ENGAGEMENT ACTIVITY

2013 Call Activity

- 2/11/13 Re-launch
- 4/29-30/2013 Open Enrollment Meetings
- 5/28/13 Surgery Postcard
- 8/21/13 Cancer Postcard
- 10/15-17/2013 Open Enrollment Meetings
- 11/12/13 Member Quote Postcard
<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible</th>
<th>Target Date</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-Launch Kit Mailing</td>
<td>Best Doctors</td>
<td>January 2014</td>
<td>February 20, 2014</td>
</tr>
<tr>
<td>Refresh video content on client website (Best Doctors to provide 90 second animated video / Ask the Expert video)</td>
<td>MSU</td>
<td>February 2014</td>
<td></td>
</tr>
<tr>
<td>Utilize “Health Matters” flyers (Best Doctors to provide content)</td>
<td>MSU</td>
<td>As desired</td>
<td></td>
</tr>
<tr>
<td>Promote Best Doctors Mobile App (Best Doctors to provide link)</td>
<td>MSU</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Home mailing #2 (content TBD)</td>
<td>Best Doctors</td>
<td>April 2014</td>
<td></td>
</tr>
<tr>
<td>Include Best Doctors information in Open Enrollment</td>
<td>MSU</td>
<td>October</td>
<td></td>
</tr>
<tr>
<td>Promote Best Doctors to new hires</td>
<td>MSU</td>
<td>As Needed</td>
<td></td>
</tr>
<tr>
<td>Utilize Best Doctors digital campaign to promote Best Doctors (Best Doctors to provide content)</td>
<td>MSU</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Home mailing #3 (content TBD)</td>
<td>Best Doctors</td>
<td>July 2014</td>
<td></td>
</tr>
<tr>
<td>Opt-in Text Messaging (Best Doctors to provide update in June)</td>
<td>Best Doctors</td>
<td>Monthly</td>
<td></td>
</tr>
<tr>
<td>Home mailing #4 (content TBD)</td>
<td>Best Doctors</td>
<td>September 2014</td>
<td></td>
</tr>
</tbody>
</table>
Kim Rizzuti  
Account Executive  
krizzuti@bestdoctors.com  
Direct: 617-331-1806