



VALUE OF VIRTUAL HEALTHCARE REPORT

Raising the bar

How health plans are using virtual solutions to meet member demand for accessible whole-person care, increase engagement, drive better clinical outcomes and deliver cost savings.

Health plan study methodology

Teladoc Health® conducted a longitudinal analysis of a cohort of 24 U.S. health plan clients (some of which have been Teladoc Health clients since 2013) to understand exactly how our partnership affects outcomes for their members and learn how we can continue to improve members' lives.

Total member population



20M+
members

Lines of business and populations:

- Commercial ASO/ Fully Insured
- Medicare/Medicare Advantage
- Medicaid
- Exchange

Health plan data



Analyzed using an

average savings methodology

Dates reviewed



2013-2023

Coverage map

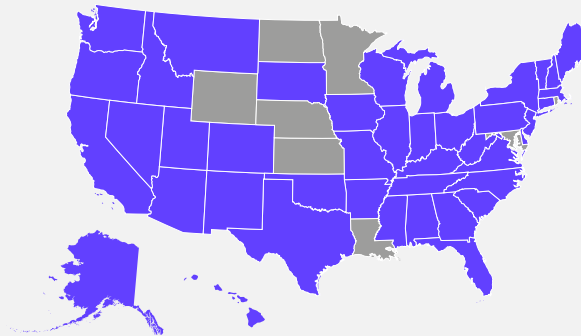


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Executive summary

Health plans are helping to drive healthcare forward. Health plans have diverse, widely distributed populations located all across the U.S., but they share the same objectives: delivering the highest-quality care and member experience while controlling costs for both members and their organizations.

The healthcare landscape continues to evolve rapidly, with increasing competitive pressures, rising economic headwinds and growing consumer demand for simple, convenient access to a broader range of health services. In response to these challenges, many health plans have been at the forefront of virtual care adoption, **partnering with Teladoc Health to help push the boundaries** of what comprehensive, whole-person virtual care can deliver.

We analyzed virtual care adoption and solution performance across 24 nationally affiliated health plans to identify key trends, successes and value drivers. The insights shared here can **help health plans identify opportunities to take the next step in their virtual care journeys.**

Research findings: 5 key trends

How high-performing health plans maximize the value of their virtual care offerings:



Early adoption



Scaling successfully



Supporting whole-person health



A unified approach to managing multiple conditions

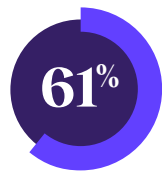


Optimizing engagement with a data-driven strategy

Health plans benefit from a commitment to innovation

Early adoption of virtual care solutions helps health plans gain a competitive advantage.

The plans in our study cohort (many of whom have partnered with Teladoc Health for as long as 10 years) are on the leading edge of virtual care adoption — eager to expand their offerings as new services emerge:

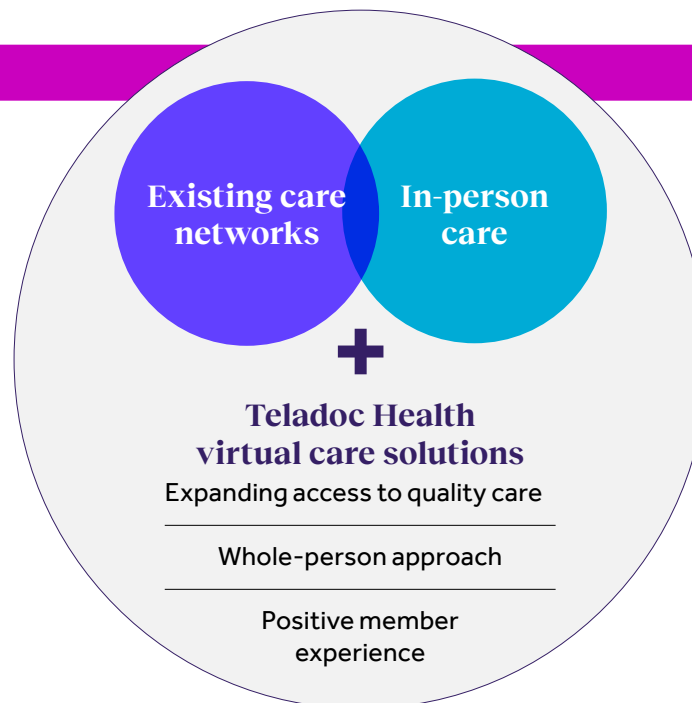


61% of plans have telehealth AND chronic condition management services from Teladoc Health¹

Cohort plans tend to be early adopters, often adding new virtual solutions within the first year of product launch¹

A HYBRID APPROACH

By complementing in-person care and existing care networks, Teladoc Health's virtual care solutions help health plans expand access to quality, whole-person care, when and where members need it. This hybrid approach to healthcare makes the best use of resources while creating a positive member experience.



KEY TAKEAWAYS

Health plans that add virtual care see many benefits

Providing a competitive edge for employers

Addressing more healthcare needs for people with comorbidities

Improved access to high-quality care

Increased engagement in care management programs

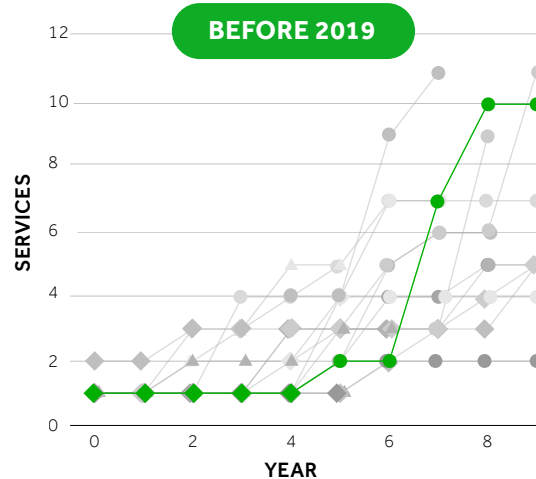
Improved affordability with more connections to cost-effective care

Health plans expand capabilities based on unique populations and priorities

Cohort plans implement and scale their offerings quickly to address evolving challenges. While each of the 24 health plans followed a different trajectory in their service expansion, the trends are clear:

SERVICE EXPANSION PATHS¹

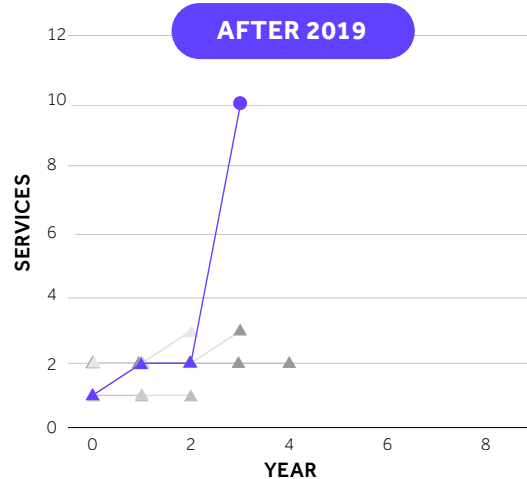
(client tenure by year) ◊ Telehealth ◻ Chronic Condition Management (CCM) ○ Telehealth + CCM



76% of plans started with **General Medical**¹



Most plans then expanded into a **mix of telehealth or chronic condition management services**, with Mental Health and Diabetes Management being the most common second services



55% of plans started with **Diabetes Management programs**¹



Most plans then expanded in their second year into **other chronic condition management services** before growing telehealth services

KEY TAKEAWAYS

A trusted virtual care partner can deliver long-term value

Teladoc Health helped these health plans successfully implement and scale solutions to:

- Serve the unique health needs of their populations
- Deliver safe, effective and affordable care during the pandemic
- Meet consumer demand and address competitive pressure

We can be your virtual care partner, no matter which implementation path you take.

The COVID-19 pandemic accelerated virtual care growth for both pre- and post-2019 groups – and resulted in increased member comfort with virtual care for more use cases than just urgent care needs.

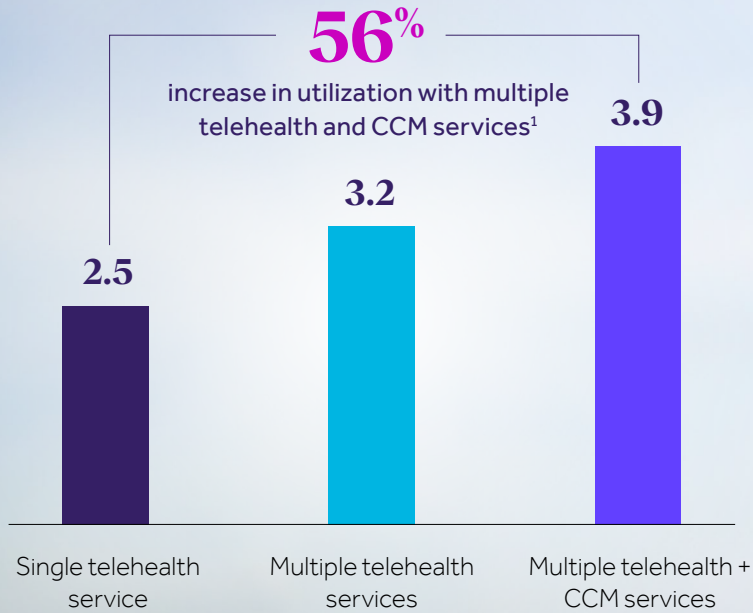


Health plans embrace the value of integrated, whole-person care

Cohort plans drive better health and business outcomes with a multi-service approach. Members are increasingly seeing virtual care as a way to address a wider range of healthcare needs and are more likely to turn to these benefits when offered. Health plans that meet this demand for virtual whole-person care by offering multiple programs see higher enrollment and utilization of services.

ACCESS TO MORE SERVICES = HIGHER UTILIZATION¹

(average number consults per year per member)



+10%
more likely to engage in CCM programs within the first 30 days¹
(members enrolled in multiple telehealth and CCM programs)

88%
of analyzed health plans have multiple services¹

5 services
average for plans with multiple services¹



DEEP DIVE

What is whole-person care?

Virtual care services that span every stage of a person’s healthcare journey provide health plans with more value from their investment. From wellness and prevention to expert medical advice to chronic conditions and acute care needs — Teladoc Health’s connected, whole-person care approach offers members more opportunities to engage with the health system, have positive experiences with care providers and see increasingly positive change in their health and quality of life.

KEY TAKEAWAYS

Whole-person virtual care delivers powerful benefits



Complete spectrum of care in one place



Data-driven personalization of the member experience



Cross-platform data integration to guide interactions

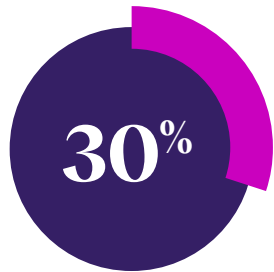
By making it easier to access a full spectrum of services from a single app, Teladoc Health enables health plans to deliver a seamless member experience that helps boost member satisfaction.



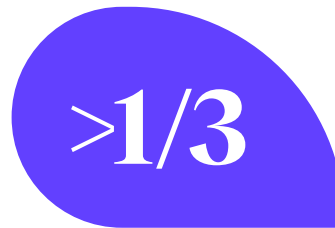
Health plans address the challenges of living with multiple chronic conditions

An enhanced member experience increases health engagement across the board. Chronic conditions don't exist in isolation — and they improve when treated together.

The health plans analyzed in this study understand this, and many offer multiple Teladoc Health programs that can be used together to deliver a better experience for members managing multiple conditions.



of analyzed plans that offer Chronic Condition Management also offer our Mental Health Digital program¹



of members with access to these two programs are enrolled in both¹

By effectively identifying and supporting gaps in care and providing personalized solutions, our integrated condition management programs drive behavior change — leading to a lower total cost of care for our health plan partners' populations.

KEY TAKEAWAYS

Whole-person virtual care delivers powerful benefits

People living with one or more conditions are twice as likely to report challenges in managing their healthcare compared to those without these conditions.² When a full spectrum of health programs is offered through a single virtual channel, our health plan partners see an enhanced member experience and better engagement.

78%

of consumers prefer a single unified experience for management of mental and physical health³

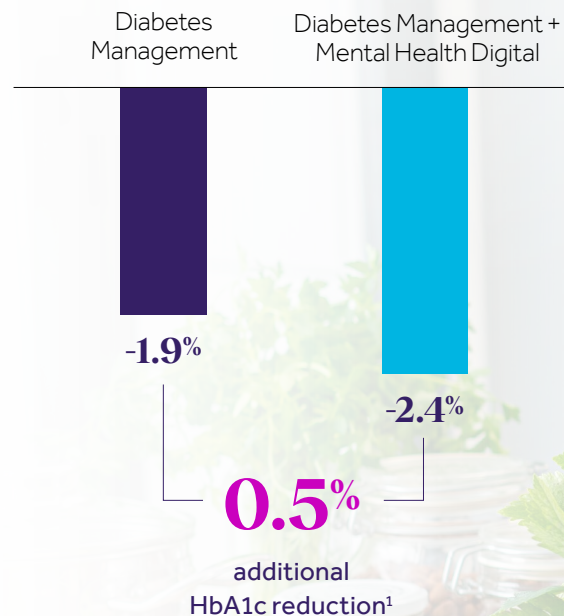
Members see improved clinical outcomes when engaged in multiple programs

Leveraging integrated virtual care can help members live their healthiest lives.

Plan members experience additional clinical benefits when participating in both chronic care and mental health programs.

ADDITIONAL REDUCTION IN ESTIMATED A1C^{*,1}

(starting at $\geq 8\%$ and after 6+ months in diabetes program)



More likely to improve blood pressure acuity level

(after 6+ months of enrollment in Hypertension and Mental Health Digital programs)¹

More likely to reach 5% weight loss goal

(after 12 months of enrollment in Weight Management/Prediabetes Management and Mental Health Digital programs)¹

* Starting average A1c for members enrolled in Diabetes Management and Mental Health Digital is 9.6%, and for those enrolled in Diabetes Management is 9.2%; values shown represent raw, unadjusted reductions in estimated A1c. ¹"Mental Health Digital" was formerly known as "myStrength".

Optimizing engagement strategies leads to higher enrollment

Personalized, timely and relevant outreach helps health plans drive results.

A comprehensive virtual care program doesn't work unless members use it.

Many of the plans we analyzed use Teladoc Health's data-driven, omnichannel outreach approach to help them understand when their members are most receptive to messages and how to tap into motivations to help drive behavior change.



Compared to health plans with single-channel marketing, plans that opted into Teladoc Health's omnichannel marketing approach achieved higher utilization and enrollment rates:

CHRONIC CONDITION PROGRAMS*

104%

higher enrollment rates in our standalone chronic condition management programs¹

74%

higher enrollment rates for our Chronic Condition Management Plus programs¹

GENERAL MEDICAL AND MENTAL HEALTH PROGRAMS

+1.6x

higher General Medical utilization rates¹

+2x

higher Mental Health utilization rates¹

(for plans that launched in 2021-2022)

* Our standalone chronic condition management programs enable members to improve their health related to a single condition. Our Chronic Condition Management Plus programs enable members to improve their health related to multiple conditions in a fully integrated experience.

DEEP DIVE

How to build a best-in-class engagement strategy

Teladoc Health’s outreach program can help health plans:



Drive higher member enrollment into new programs



Maintain high member engagement to keep more members on the path to better health

HOW IT WORKS

At Teladoc Health, we know that each member’s health journey is unique, that’s why our engagement program is focused on meeting members where they are today and developing personalized paths to better health.



We use **advanced data science** to deliver the outreach and communications that are most likely to drive the best health outcomes for our members



We leverage **primary research and clinical insights** to create and deliver highly effective nudges and health interventions



We’ve developed **powerful predictive and machine learning models** to help us determine:

- Who to contact
- What to say
- How to break through the noise and build connections with our members



We utilize **omnichannel messaging capabilities** that allow us to reach members while they’re making their healthcare decisions — wherever they are:

- Google searches
- TikTok and Youtube
- Podcasts
- Streaming platforms
- Email
- and more

KEY TAKEAWAYS

Whole-person virtual care delivers powerful benefits

Higher enrollment and utilization rates help health plans deliver:



Better member experience



Improved clinical outcomes



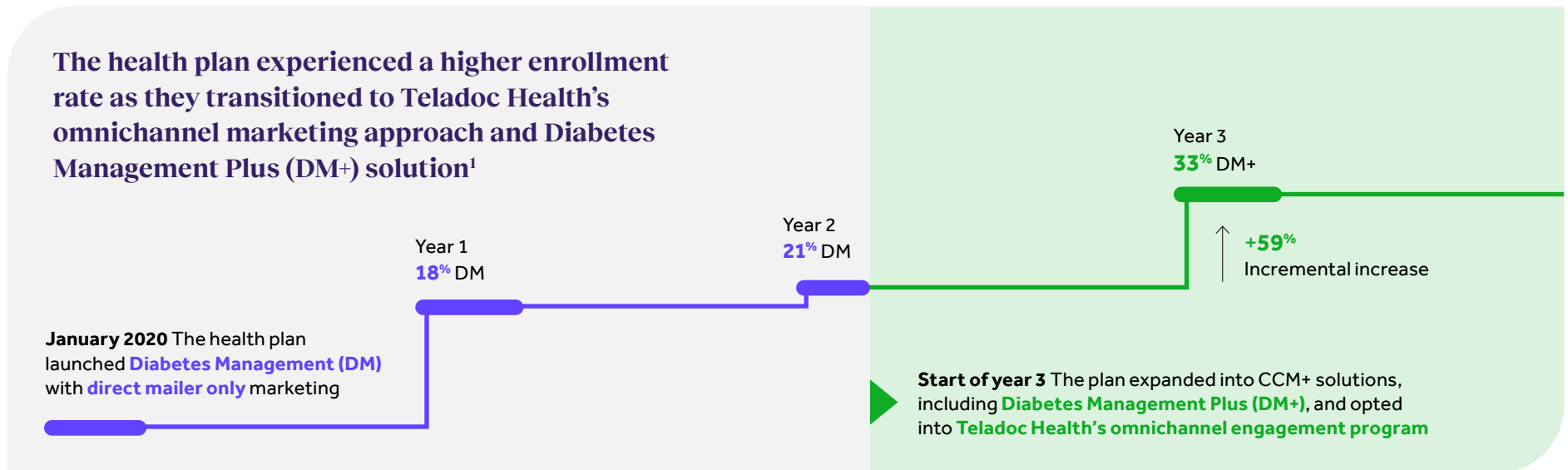
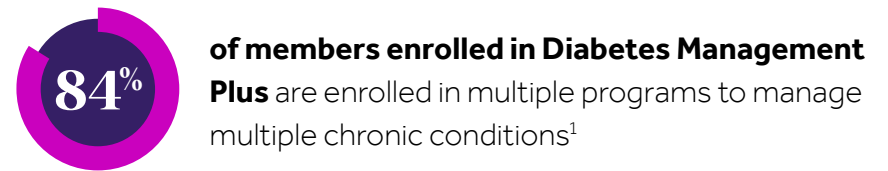
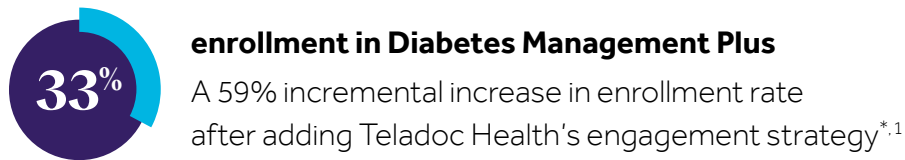
Cost savings



PLAN SPOTLIGHT

Driving higher enrollment

Adding a data-driven marketing program to their offering helped this health plan drive outsized enrollment. One health plan that leveraged Teladoc Health’s omnichannel engagement approach saw above-average enrollment rates across their Chronic Condition Management Plus solution compared to the other plans in this study:



* Compared to enrollment for the Diabetes Management standalone solution with only direct mailer marketing.

Capturing cost savings

Adding Teladoc Health's omnichannel engagement program to their offering could help a health plan with +200K members achieve higher utilization rates, allowing the plan to drive significant cost savings.

+\$2.2M

additional net savings from Mental Health Care visits⁴

+\$4.6M

additional net savings from General Medical visits⁵

KEY TAKEAWAYS

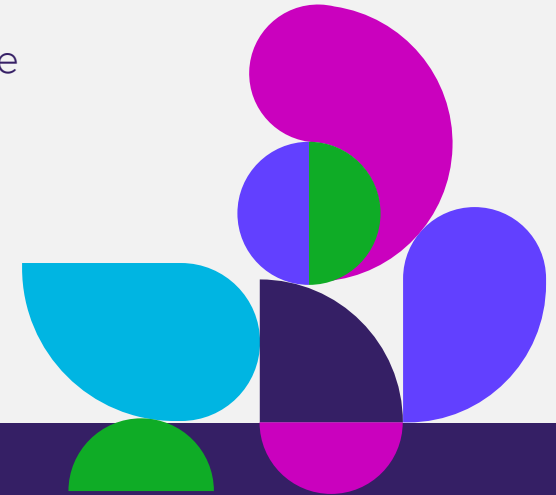
Optimizing enrollment leads to increased engagement across all populations and the full spectrum of Teladoc Health virtual care solutions.

Opting into a best-in-class engagement program helps more members benefit from these powerful solutions — empowering them to take a more active role in managing conditions and improving their health.

Quality virtual care helps health plans achieve their goals

Teladoc Health contributed significantly to an improved healthcare experience for health plan members.

The data is clear. High-performing health plans who partner with Teladoc Health are able to deliver the modern healthcare experiences their members want – and the clinical support and guidance they need to live their healthiest lives.



KEY TAKEAWAYS

Health plans looking to gain a competitive advantage in today's marketplace should consider:



Taking an innovation-focused approach

Virtual programs help health plans expand access to high quality care



Providing integrated, whole-person care

Offering full-spectrum care results in improved program engagement and participation



Utilizing multiple solutions

Treating conditions together delivers a better member experience and helps improve clinical outcomes



Building a trusted partnership with Teladoc Health

Working together to create customized programs helps health plans meet the unique needs of their populations

**Teladoc Health is ready
to help health plans take
their next steps toward
whole-person care,
no matter where they are in
their virtual care journey.**

To learn more about how Teladoc Health can help you meet your organization's goals and drive care forward for your members, visit:

[TELADOCHEALTH.COM](https://www.teladochealth.com)

About Teladoc Health: Teladoc Health is transforming the healthcare experience and empowering people everywhere to live healthier lives. Recognized as the world leader in whole-person virtual care, Teladoc Health leverages more than a decade of expertise and data-driven insights to meet the growing virtual care needs of consumers and healthcare professionals.

1. Teladoc Health health plan data from 24 health plans from 2013-2023 (DS-13089) 2. A 2022 Teladoc Health study of how people with chronic conditions experience the healthcare system. 3. Teladoc Health survey of over 2,200 consumers, April 2021. 4. Calculated using a per visit savings models, using the visit fees of \$87 for therapy visits, \$200 for initial psychiatry visits, and \$97 for follow-up psychiatry visits. 5. Calculated using a per visit savings models, using the visit fee of \$47.