

EVERNORTH[®]
HEALTH SERVICES



Conference Workbook

Elevate 2024

Rising beyond

September 10–12

We're glad you're here.

We have informative and engaging sessions ahead that will leave you with actionable strategies to help your plan grow.

As you get to know the people in the room and out and about, you should know that the lanyard on your name badge designates your area of expertise within your Plan as outlined on this page.

Sales and Marketing

Finance

Pharmacy/Clinical

Growth Team

Evernorth Health Services

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Session notes and action items

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Pressures and opportunities shaping the new pharmacy-network landscape

Key takeaways

- + There are a number of legislative efforts across the country that may impact your ability to manage the pharmacy benefit and influence how you go to market.
- + “Disruptors” in the market do not offer anything that you cannot. Be proactive in engaging your brokers and clients to educate them on the industry headwinds and your value story.
- + Pricing discussions are starting to shift as the market refines how we talk about value.

Next steps

- + Be proactive in engaging your state legislature alongside your PBM partner.
- + Create a plan to combat the noise from the marketplace and give guidance to your sales team on how to respond.
- + Think proactively about a pricing strategy that addresses transparency concerns and reinforces your value prop.



If you remember nothing else, remember this:

The market is creating pressures about how we talk about pharmacy networks and contracting – be proactive with a strategy and ready for questions.

Additional key takeaways:

Additional next steps:

Based on what I learned in this session, what will I now start doing differently?

Additional notes:

Evolving dynamics of the pharma landscape

Key takeaways

- + The drug pipeline and regulatory landscape will continue to impact how we think about rebates.
- + More high-cost specialty drugs will see their market share reduced through the introduction of new biosimilars in the coming years, and being ready to react is vital to your success.
- + It is crucial that you maintain flexible go-to-market strategies for quoting rebate guarantees to account for these market events to create market-leading offers while protecting your financial risk.

Next steps

- + Review reservation of rights and rebate credit language to ensure it best accounts for potential market events.
- + Work with your Express Scripts by Evernorth® Growth Team to develop a consistent go-to-market strategy to ensure competitive rebate.



If you remember nothing else, remember this:

As the pipeline of new drug production continues to focus on high-cost specialty medications and biosimilars, and the future of rebates is often the focus of proposed legislation, it is essential to have a consistent strategy to both protect potential downside risk while capturing value in RFPs as you work to renew existing clients and win new ones.

Additional key takeaways:

Additional next steps:

Based on what I learned in this session, what will I now start doing differently?

Additional notes:

Value Prop Workshops: A year of finding your differentiation

Key takeaways

- + The value prop workshop will help you uncover your differentiators and allow you to unlock the full power of great marketing.
- + We can learn as much from the process of the workshop as we can from the output.
- + Alignment is critical; in the end it's people who help uncover the differentiators and deliver your sales messages.

Next steps

- + If your plan has not started the workshop, reach out to your Growth Team to get started.
- + Have your marketing teams visit the Health Plan Hub to watch this session replay and last year's workshop overview.



**If you remember
nothing else,
remember this:**

You must be able to back up every differentiator with examples and proof points and show why it matters to your audience.

Additional key takeaways:

Additional next steps:

**Based on what I learned in this session,
what will I now start doing differently?**

Additional notes:

Risk to group retention or a growth opportunity? You be the judge.

Key takeaways

- + Large ACA competitors are investing significant resources to continue their growth trajectory.
- + ICHRA is a growth opportunity from an ACA lens and a retention risk for existing commercial group business.
- + Whether you see this as a group retention issue or a growth opportunity, you need to have a strategy to win.

Next steps

- + Finalize your 2026 Marketplace offering, if applicable.
- + Talk to your Marketplace Growth Team to discuss ICHRA strategy.



If you remember nothing else, remember this:

ICHRA will disrupt traditional group coverage in the coming years. There is tremendous opportunity in this space: Do not let your competitors steal your membership.

Additional key takeaways:

Additional next steps:

Based on what I learned in this session, what will I now start doing differently?

Additional notes:

Pharmacy hot topics: Helping you better understand and navigate a complex ecosystem

Key takeaways

- + As GLP-1s continue to evolve, plans need to proactively demonstrate how they are managing the class today while staying abreast of continuing developments balancing cost and access.
- + As network pressures continue, Express Scripts is helping identify opportunities for pharmacies to broaden their frontline services to patients while also diversifying their revenue streams. This will play a role in your value-of-integration messaging.
- + Accredo by Evernorth® continues to actively manage specialty costs through benefit designs and manufacturer engagement that address increasing federal and regulatory restrictions.

Next steps

- + Stop by Elevated Engagement to dive deeper into these topics and ask your specific questions to our clinical and specialty subject matter experts.
- + Evaluate your coverage and solutions not only from a competitive landscape perspective but also from the lens of your spend and trend perspective for both the short term and long term.



If you remember nothing else, remember this:

Your Express Scripts Clinical and Specialty Teams are here to support you and help you navigate this ever-changing landscape.

Additional key takeaways:

Additional next steps:

Based on what I learned in this session, what will I now start doing differently?

Additional notes:

Your complete consultant-engagement strategy

Key takeaways

- + Tracking bid activity and measuring results by broker will help you generate insights for your go-to-market strategy.
- + Proactively engage your brokers and pharmacy consultants outside of the procurement process for optimal outcomes.
- + Constantly solicit feedback. Never be afraid to ask a question.

Next steps

- + Review your consultant dashboard to identify themes and opportunities.
- + Continue engaging the Growth Team to support your strategic bids.
- + Contact your growth consultant to schedule your broker engagement workshop.



If you remember nothing else, remember this:

You need to understand where you are placing your time and energy when engaging brokers—it matters! Be proactive and strategic for optimal results.

Additional key takeaways:

Additional next steps:

Based on what I learned in this session, what will I now start doing differently?

Additional notes:

Visit the new Health Plan Hub.

Elevate eventually ends.
But the insights continue
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We're committed to driving your growth and providing insights across all lines of business year-round. That's why we provide online access to the ongoing support you need, including:

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Get on the list to be notified when new content has been posted. Reach out to your Growth Team, sign up at the Marketing Elevated Engagement station, or email HPRMResources@express-scripts.com.

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PBM best practices and gap analysis

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PBM Best Practices and Gap Analysis

Pricing

Does your health plan make pharmacy carve-out difficult?

- + Does your organization prohibit pharmacy carve-out for self-funded business below 500–1,000 lives and all fully insured business?
- + For groups that carve out, does your organization charge a fee of at least \$5.00 PMPM?
- + Does your organization provide a pharmacy carve-in credit for groups that stay carved in?
- + To the extent you allow plans to carve out a portion of pharmacy (UM, specialty, drug conversion program), do you adjust the pricing accordingly for remaining services?

Does your organization guarantee pricing to all clients that meet the size threshold above?

- + Does your organization provide client-specific guarantees for discounts, dispensing fees and rebates?
- + Are pricing guarantees set for a three-year period with year-over-year improvements?
- + Does your organization allow auditing of your pricing guarantees and proactively tout that right in RFPs and proposals?

Does your organization capture and store prevailing market rates and tactics?

- + Does your organization consistently solicit feedback from consultants on every deal?
- + Does your organization consistently solicit feedback from current/former clients and your PBM partner as well as FOIA requests on public sector bids?
- + Does your organization store this information (both rates and tactics) in a central location that can be accessed for analysis and strategy development?

Does your health plan deploy prevailing market rates and tactics in your bids?

- + Does your organization price every group to market-competitive rates, earning more margin on smaller cases and less margin on larger and more strategic cases?
- + Does your organization have a standard pharmacy benefit contract that incorporates prevailing terms and conditions (including exclusions such as biosimilars and 340B) that you use for the majority of your groups and consultants?
- + For top consultants and opportunities, does your organization negotiate and agree to “custom” terms and conditions outside of the RFP setting that can be used with those consultants for all mutual cases?

Does your organization structure ancillary funds and fees consistent with your competitors’?

- + Does your organization offer implementation funds for new clients and pharmacy management funds for existing clients?
- + Does your organization agree to pay all consulting fees when asked, underwriting those expenses into your financial offer?
- + Does your organization charge separate fees for ancillary services, allowing for deeper headline rates?

Does your organization consistently and proactively articulate the financial value you provide?

- + Does your organization deploy a standard pharmacy-specific pricing proposal document and robust pharmacy-specific contract?
- + Does your organization proactively provide financial reporting and reconciliation reporting to your clients?
- + Does your organization proactively provide specific drug-spend reporting in addition to total health care-spend reporting to your clients and consultants on a regular (at least annual) basis?

PBM Best Practices and Gap Analysis

Solutions

Does your organization have a comprehensive strategy regarding your channel solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?
- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization offer a cash-pay solution?

Does your organization have a comprehensive strategy regarding your specialty solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?
- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization have a robust strategy to address alternative funding, copay assistance and copay maximizer solutions?

Does your organization have a comprehensive strategy regarding your pharmacy drug solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?

- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization offer a rebate-driven exclusionary formulary and utilization management offering?

Does your organization have a comprehensive strategy regarding your care solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?
- + Are your sales and account management teams knowledgeable enough to tell your solution story?
For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization provide a patient safety and protection program that leverages both your medical and pharmacy data to drive better patient adherence and improve health outcomes?

Does your organization have a comprehensive strategy regarding your engagement solutions?

- + Does your organization regularly review (at least annually) all available solutions? (That review must include feedback from your sales teams, consultants and clients as to what they are seeing in the market.)
- + For solutions identified not in your portfolio today, does your organization consistently secure a solution to compete or develop a robust sell-against strategy?
- + Are your sales and account management teams knowledgeable enough to tell your solution story?
- + For solutions offered today, do you have robust metrics, reporting and guarantees to articulate your value?
- + Does your organization offer a web-based tool that lets members compare drug prices to find the lowest-cost drug and pharmacy?

PBM Best Practices and Gap Analysis

Value Prop

Does your organization have a differentiated value story in the market?

- + Does your organization have a strong value proposition centered on the value of an integrated medical and pharmacy offering?
- + Does your organization's story include why your plan is different from and better than your competition's?
- + Does your organization regularly compare its story with competitors'/consultants' to confirm it's unique?

Does your organization support your value proposition with proof points?

- + Does your value proposition include data points that quantify the value of an integrated offer with your plan?
- + Does your value proposition include multiple and varied case studies or other proof points?
- + Does your organization provide reporting and/or guarantees for your differentiators, including the value of integration?

Does your go-to-market team have the expertise needed to tell your story?

- + Are your sales and account management teams able to flawlessly deliver your VOI and overall value story?
- + Is your health plan considered a pharmacy expert in your market?
- + Does your organization have ongoing education/training to ensure go-to-market teams are up to date on your value story and pharmacy expertise?

Sales/Prospecting

Does your organization proactively maintain a list of top pharmacy prospects and future renewals?

- + Does your organization maintain a list of existing medical-only clients that includes contract length, incumbent, relevant relationships and pain points?
- + Does your organization have a prospecting strategy spanning 18–24 months that is deployed on all cases and personalized for top cases?
- + Does your organization actively track and review win/loss results on a consistent basis?

Does your organization have a robust and targeted consultant engagement strategy?

- + Are your sales teams asking and receiving constructive feedback throughout the entire bid process (after each round and after the final decision)?
- + Does your organization meet with consultants regularly throughout the selling cycle independent of specific bid discussions?
- + Does your organization offer pharmacy benefit-specific broker compensation?

Does your organization have a robust competitive intelligence gathering process?

- + Does your organization collect and share competitive intelligence across the organization and use it to create strategy?
- + Does your organization store intelligence in a central accessible location that is regularly maintained/updated?

Does your organization have a defined proposal/RFP/finalist process?

- + Does your organization maintain a library of pharmacy-specific RFP responses? The library should be reviewed/refreshed at least annually and include client case studies and references.
- + Does your organization have a defined process for when a pharmacy RFP is received, including a kick-off call?
- + Does your organization attain at least 90% compliance with RFP requirements?
- + Does your organization maintain a robust pharmacy-specific finalist tool kit?
- + Does your organization plan diligently for each finalist presentation, including multiple in-character dry runs?

PBM Best Practices and Gap Analysis

Org Structure

Is your organization staffed today to support a high-touch model with multiple pharmacy touchpoints?

- + Do your cross-functional go-to-market teams (legal, sales, underwriting and proposals) have a pharmacy benefit subject matter expert?
- + Does your organization require and provide regular (at least annual) pharmacy benefit training to all go-to-market teams?
- + Do your cross-functional go-to-market teams meet regularly (at least monthly) to discuss pharmacy benefit strategy and approach?

Is your account staff incentivized for/measured against pharmacy retention and new sales goals?

- + Does your organization set and regularly measure Rx-specific growth and retention targets at the health plan/market-segment level?
- + Does your organization set Rx-specific growth and retention targets for individual sales reps?
- + Does your organization have a distinct Rx compensation structure that actively incentivizes Rx retention and new Rx carve-in?

Notes

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