



“Our Role: Scaling to Give VA Needed Provider Access”

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President and CEO



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The Most Inspiring Customers A Company Can Serve!



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The Early Journey

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- ➔ Birthed from a Crisis... “33 Days from Specs to Live!”
- ➔ No “4 Hour Waits” on the Phone
- ➔ Many Adjustments to Make... Policy and Operational
- ➔ Massive Scale to Be Built... But Placement Key
- ➔ Understanding and Education, Perhaps the Greatest Challenge
- ➔ Reality... Over 5 Million Appointments Now Served, 3.2 Million in Our Area

Setting the Network and Utilization Curve

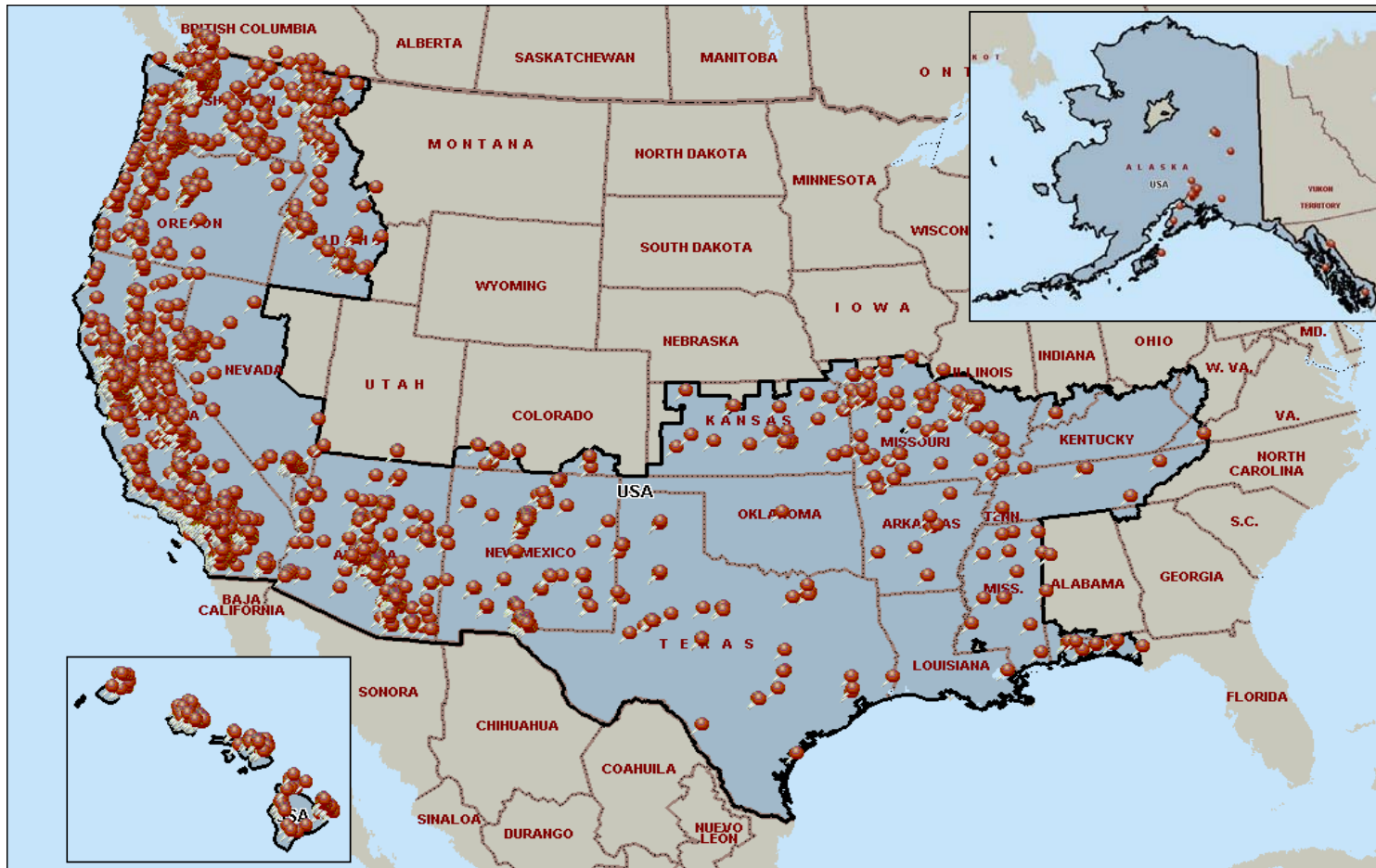


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Total Provider Network: January 2014

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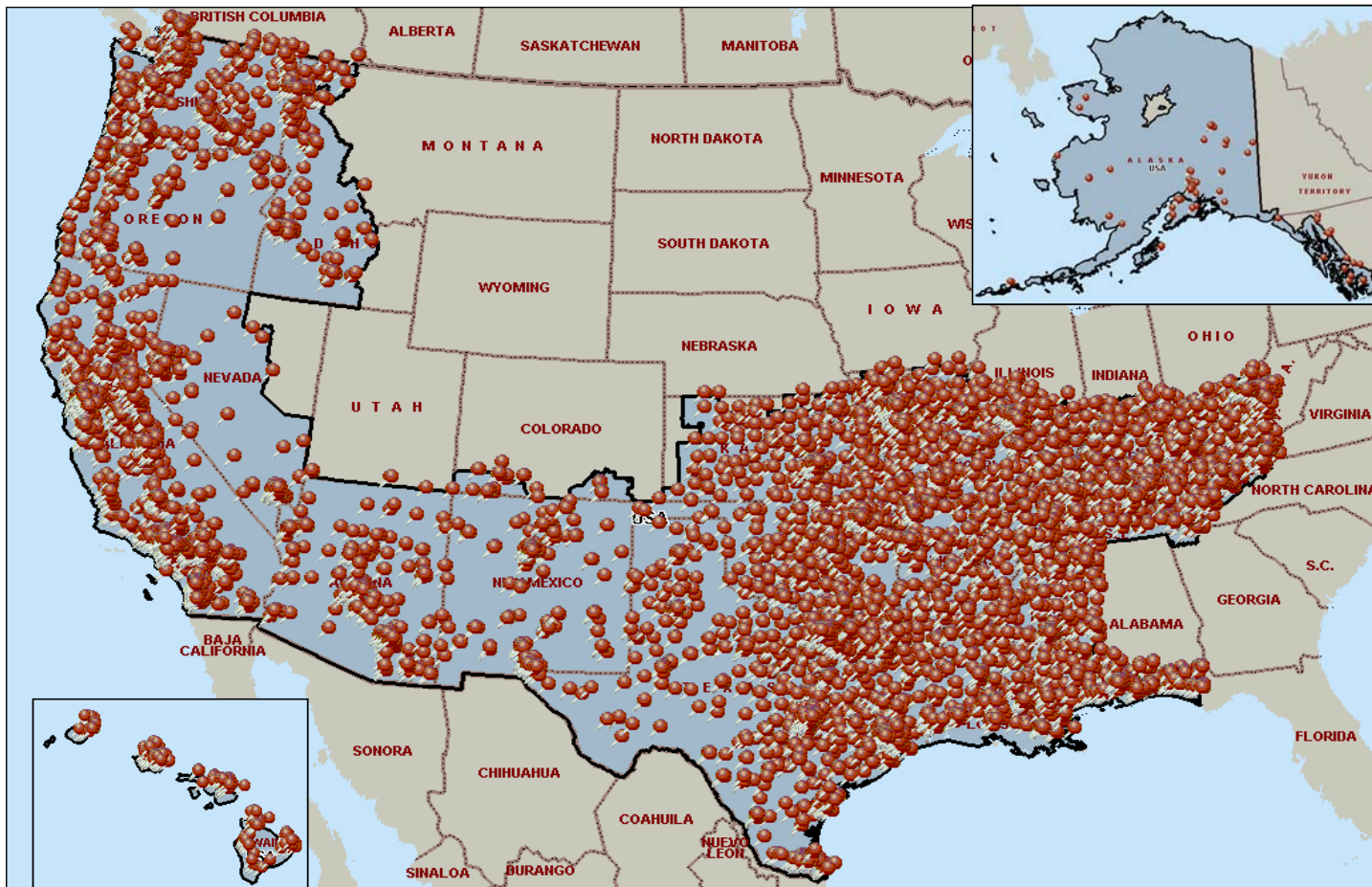
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Total Provider Network: Today

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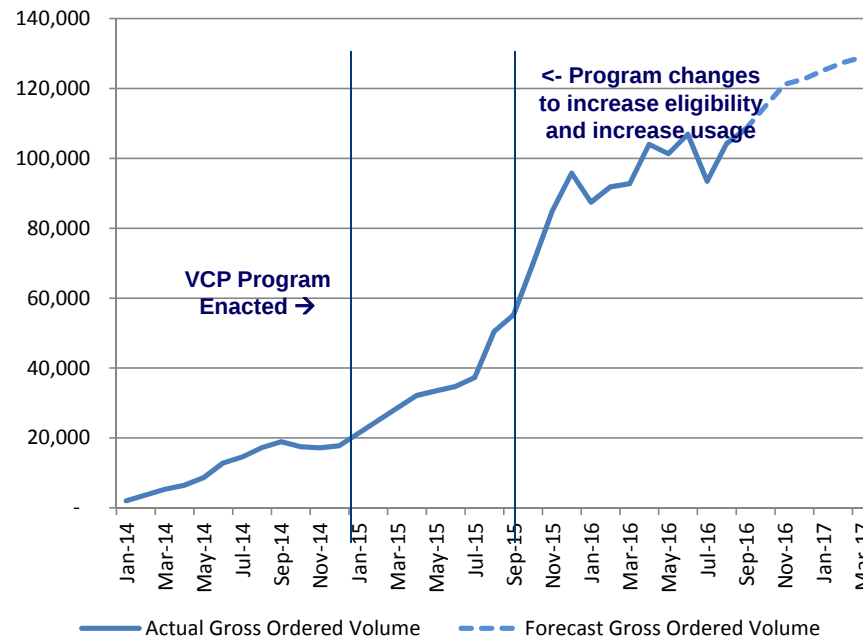


Staggering Growth in Utilization

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There Was a Need... Demand has grown at a Staggering Pace



Healthcare Spend

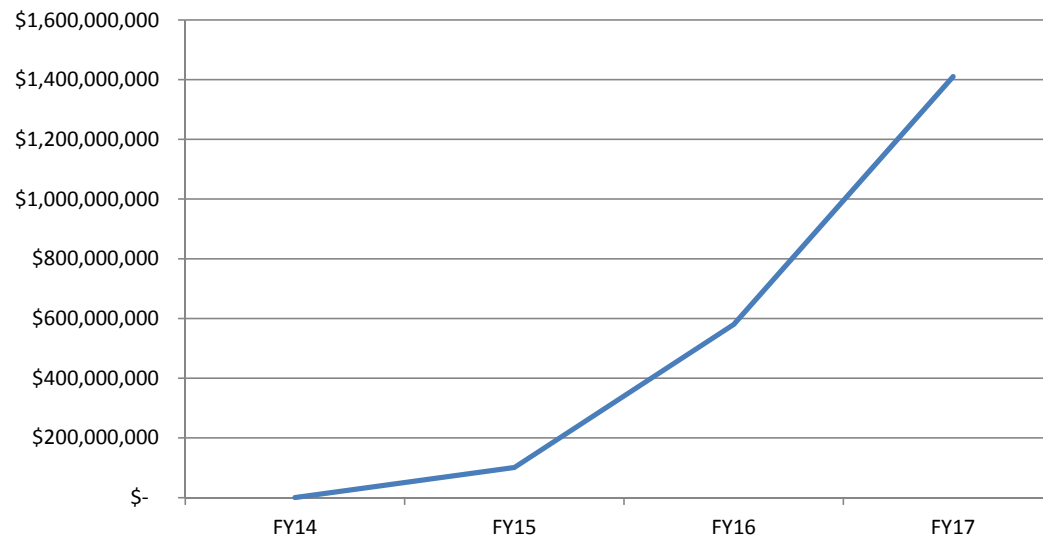
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Healthcare Spend Has Increased Rapidly
Volume Increase Change in Mix



Higher Number of Claims Per Authorization
Higher Dollar Value Per Claim



Next Challenges to Confront

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- ➔ Access, Access, Access!
- ➔ Continued Refinement
- ➔ Surviving Demoralizing Public Discourse
- ➔ Easing Eligibility Complications for Veterans, Providers, and Joint Support Team
- ➔ Consolidation of Programs

Teamwork!

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Emerging Confidence in Phoenix!





WHATEVER
IT TAKES



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