

Spira Care

Building a Purpose-Driven Brand Culture From Scratch

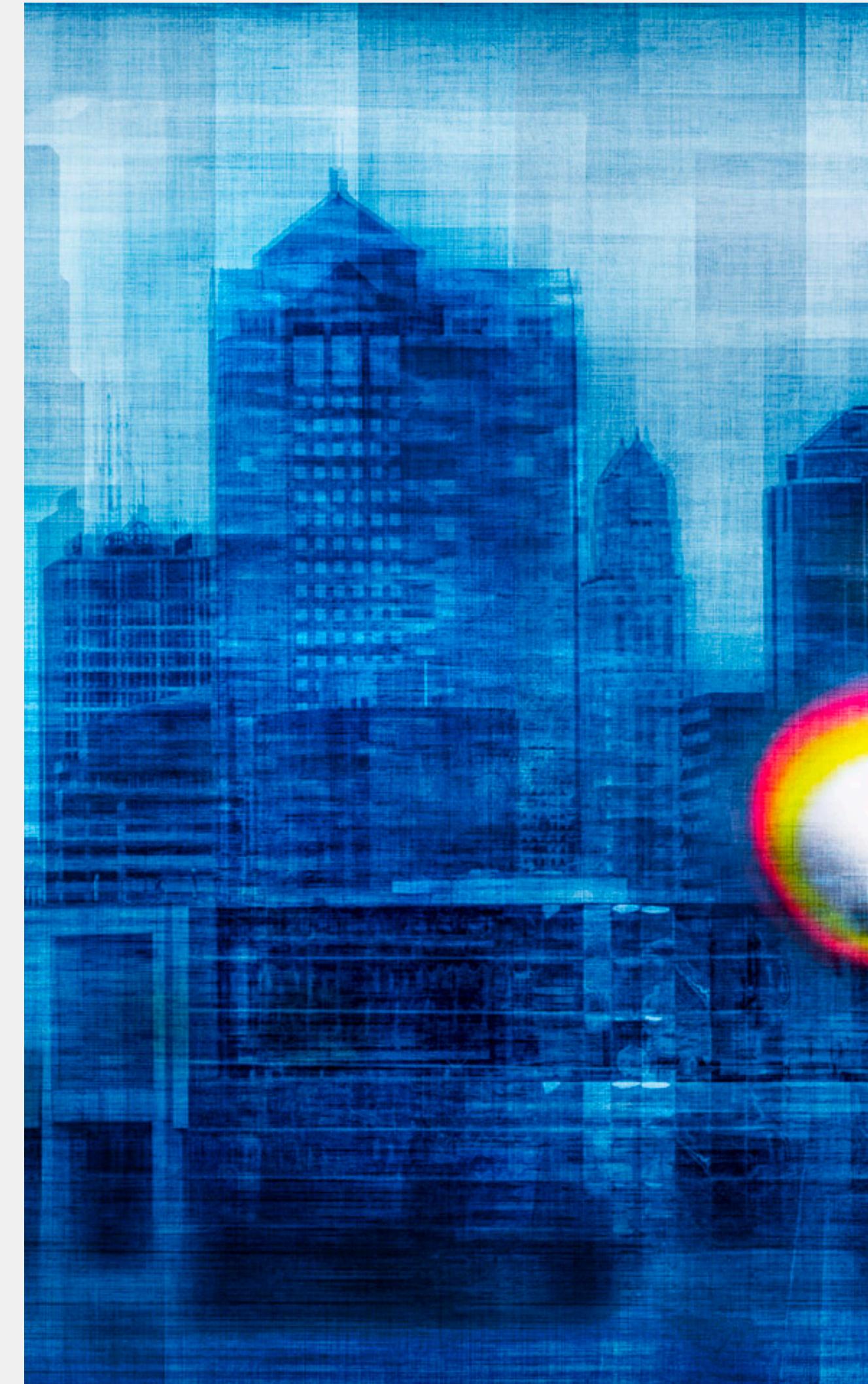
September 15, 2020



Jason Spacek
VP, Strategy
Blue Cross & Blue
Shield of Kansas City



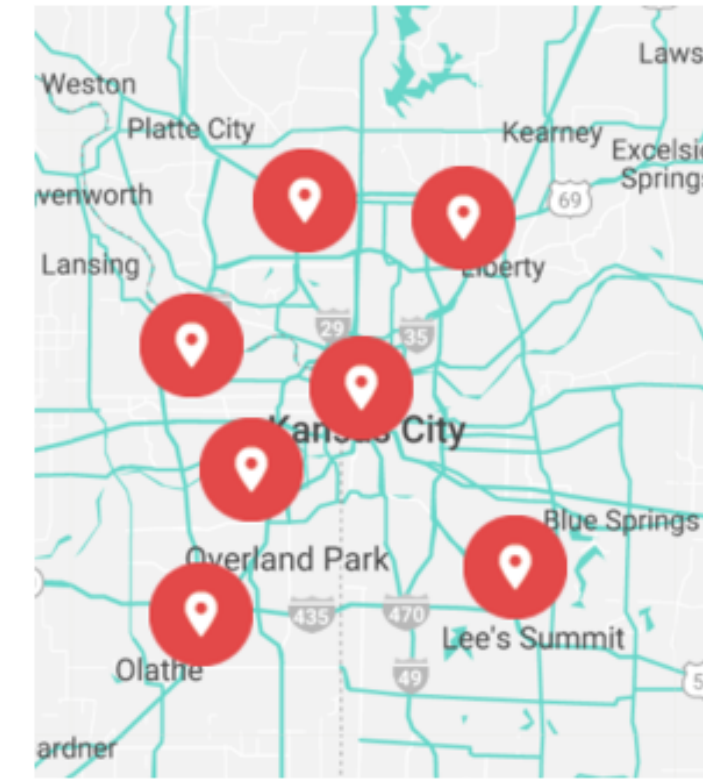
Jimmy Keown
**VP, Growth
Strategy**
Barkley





SPIRA CARE.

- A reimagined and expanded primary care experience
- Packaged with a simplified health insurance plan
- Supported by engaged Care Guides & Care Teams
- 7 current locations
- Explosive member growth
- Current Net Promoter Score = 81



Critical Points of Purpose

We faced a number of chapters in the innovation lifecycle, and with bringing a new brand to life. The following are “chapters” in which purpose played a critical role in contributing to project success and impact.

Purpose in
The Problem

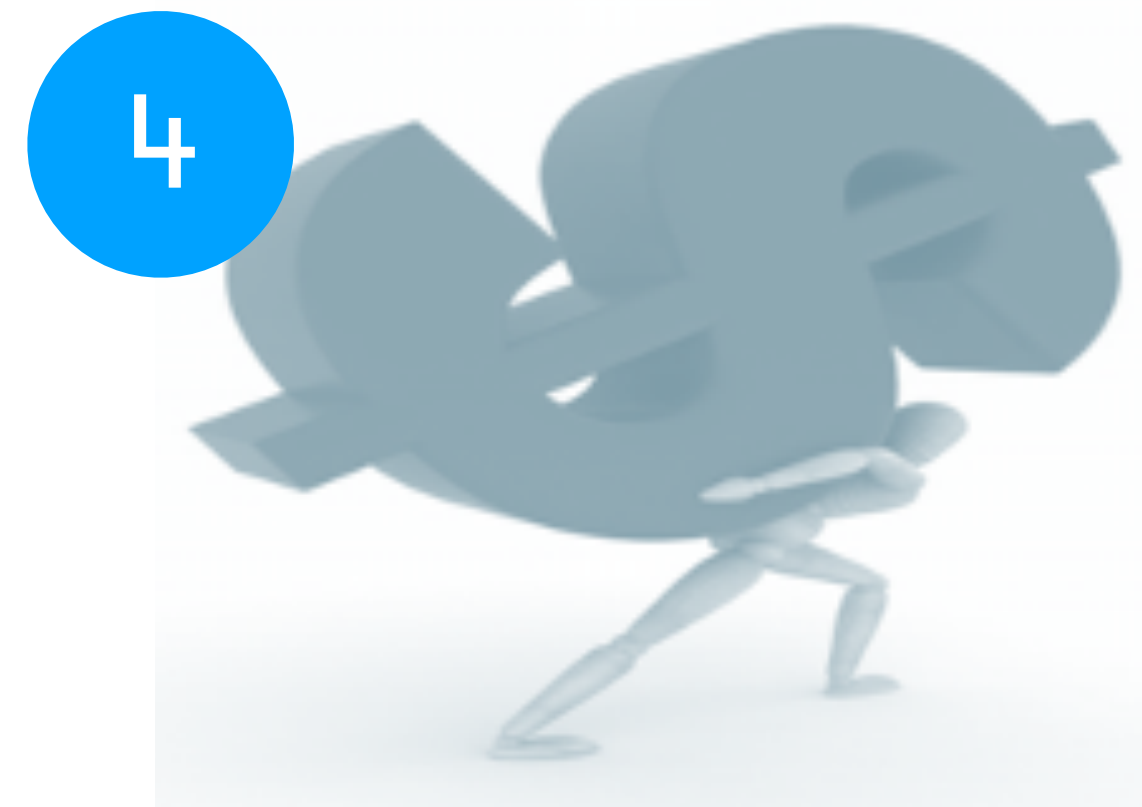
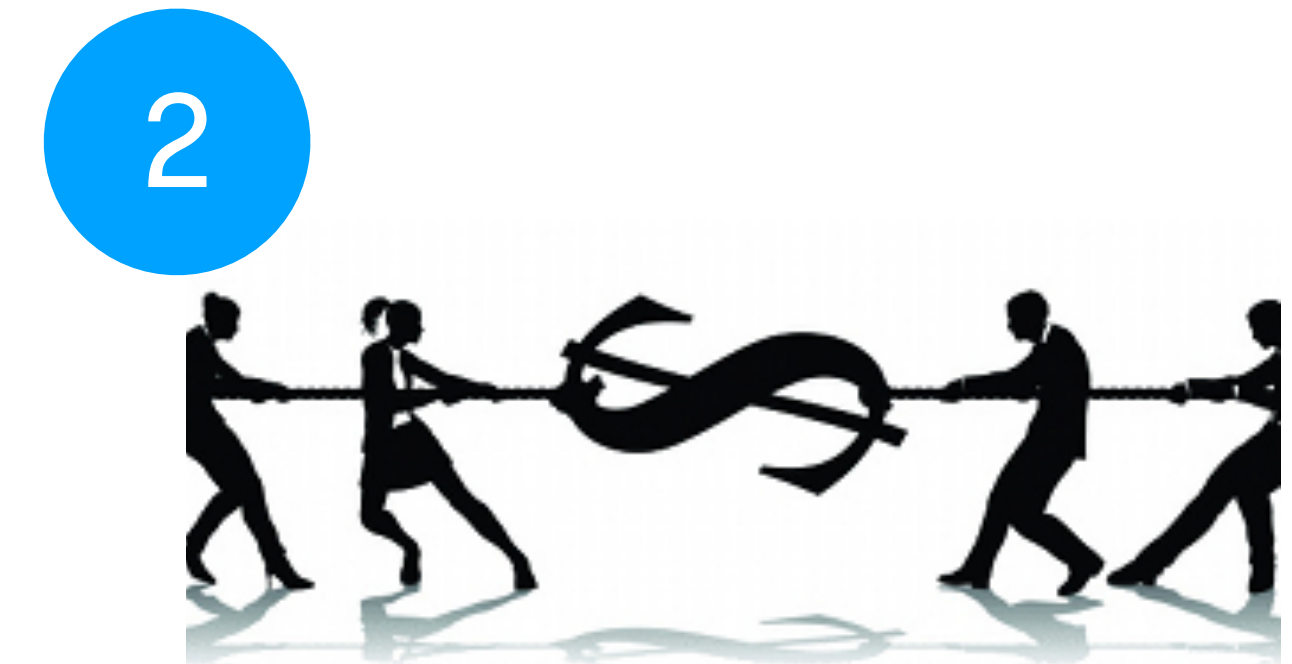
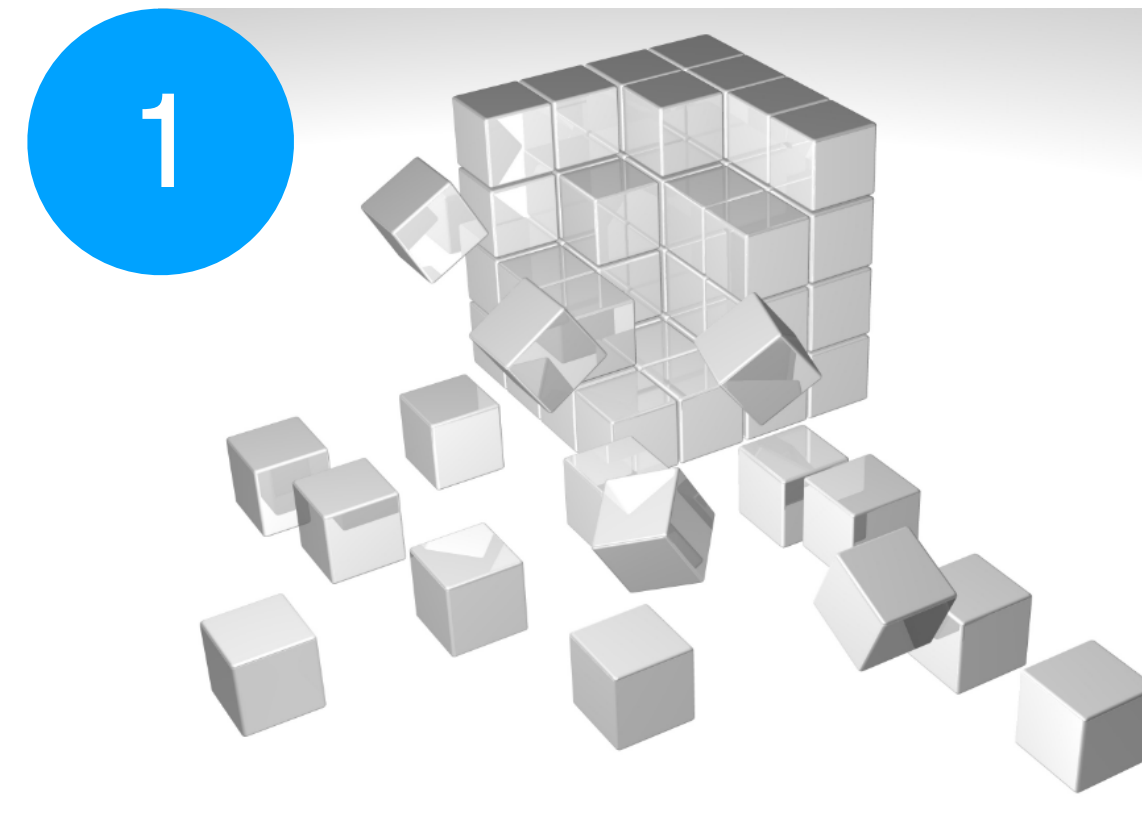
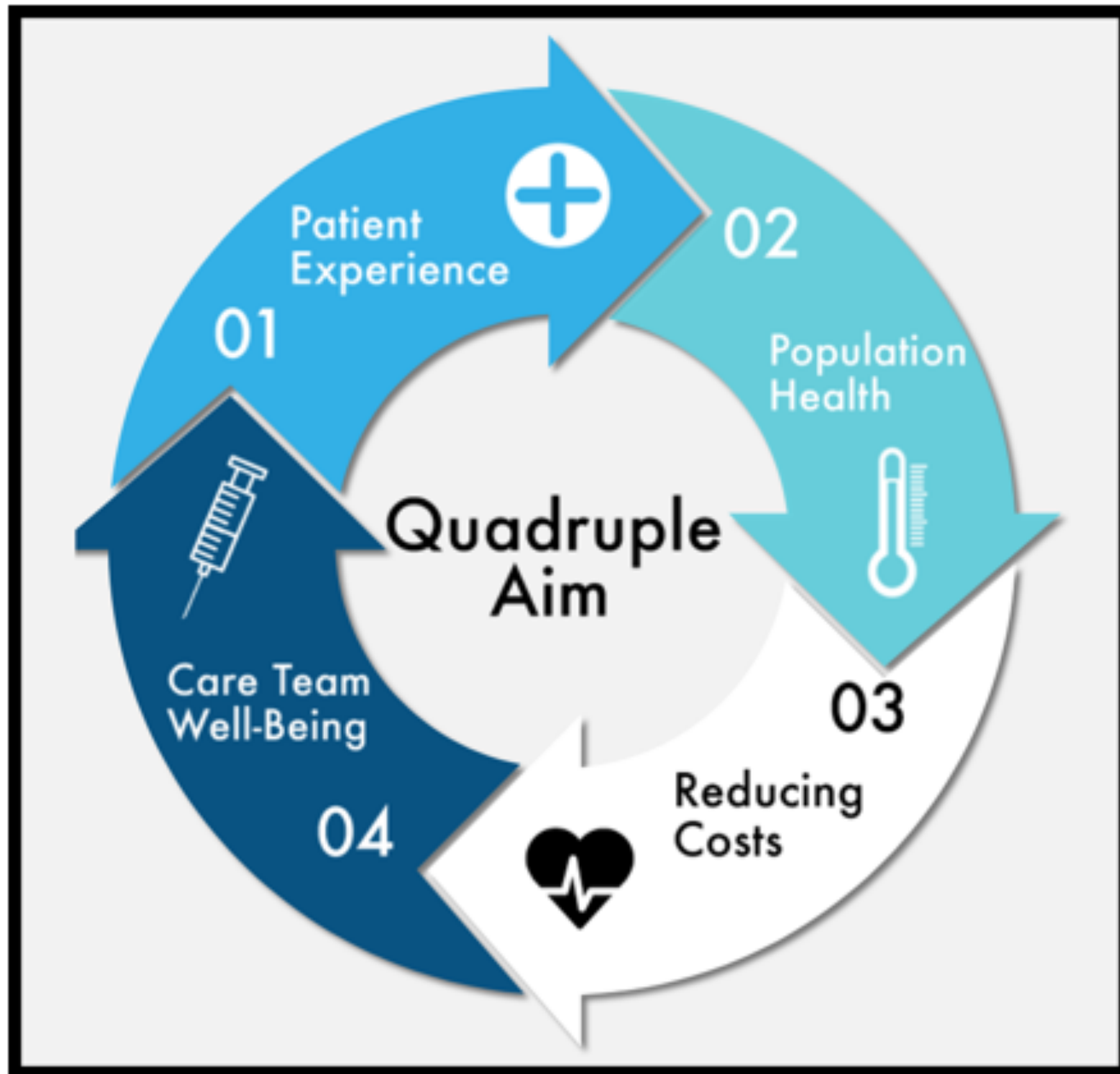
Purpose in
The People

Purpose in
The Positioning

Purpose in
The New Culture

Purpose in
The Problem

Fall in love with the problem, not just the solution.



Purpose in
The Problem

The use of data will “de-bias” your story

Industry Satisfaction Index

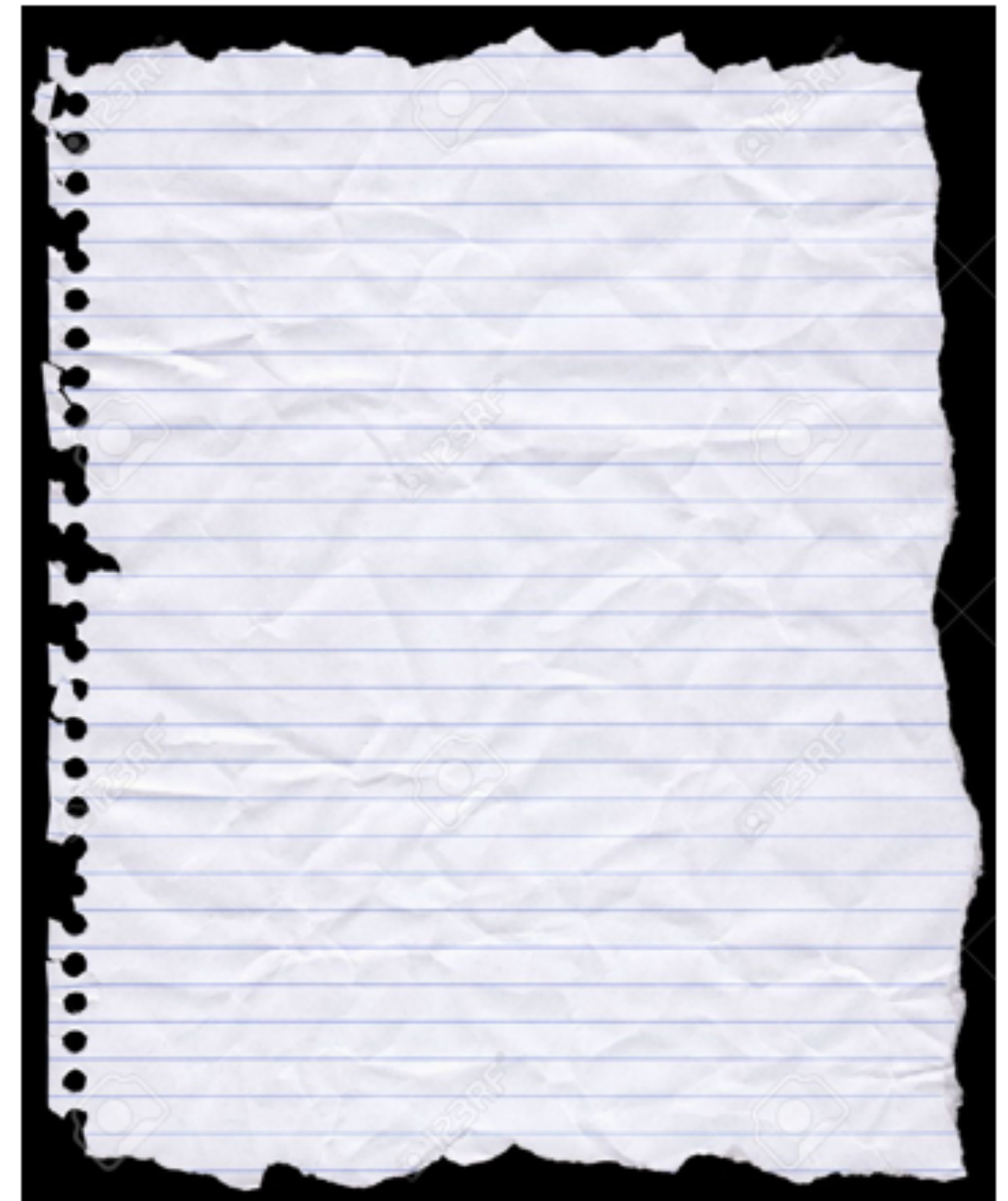


In the last 15 years, the average worker has seen their pay increase by **54%**.

They have seen their contributions to health care increase by **212%** in that same timeframe.

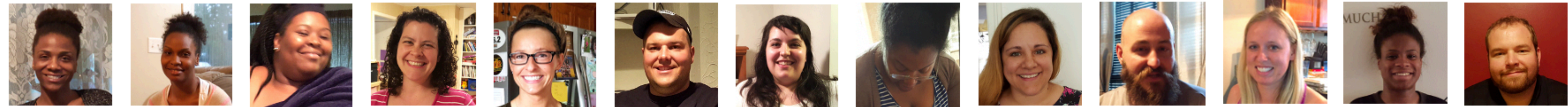
Purpose in
The Problem

Begin with nothing and rebuild



Purpose in
The People

Let your customers shape your story



Day - 9:00 a.m. to 6:00 p.m.

Prescription Drugs	Benefits
Retail (30-day supply) Generic Brand Formulary Non-Formulary	Lesser of \$7 or actual cost After \$60 Annual Deductible per covered person. 25% of discounted cost or \$25 min. 40% of discounted cost of \$40 min.
Mail Order (90-day supply) Generic Brand Formulary Brand Non-Formulary	\$30 Copay \$60 Copay \$100 Copay

Health Benefits

You have the enhanced benefit with the new plan.

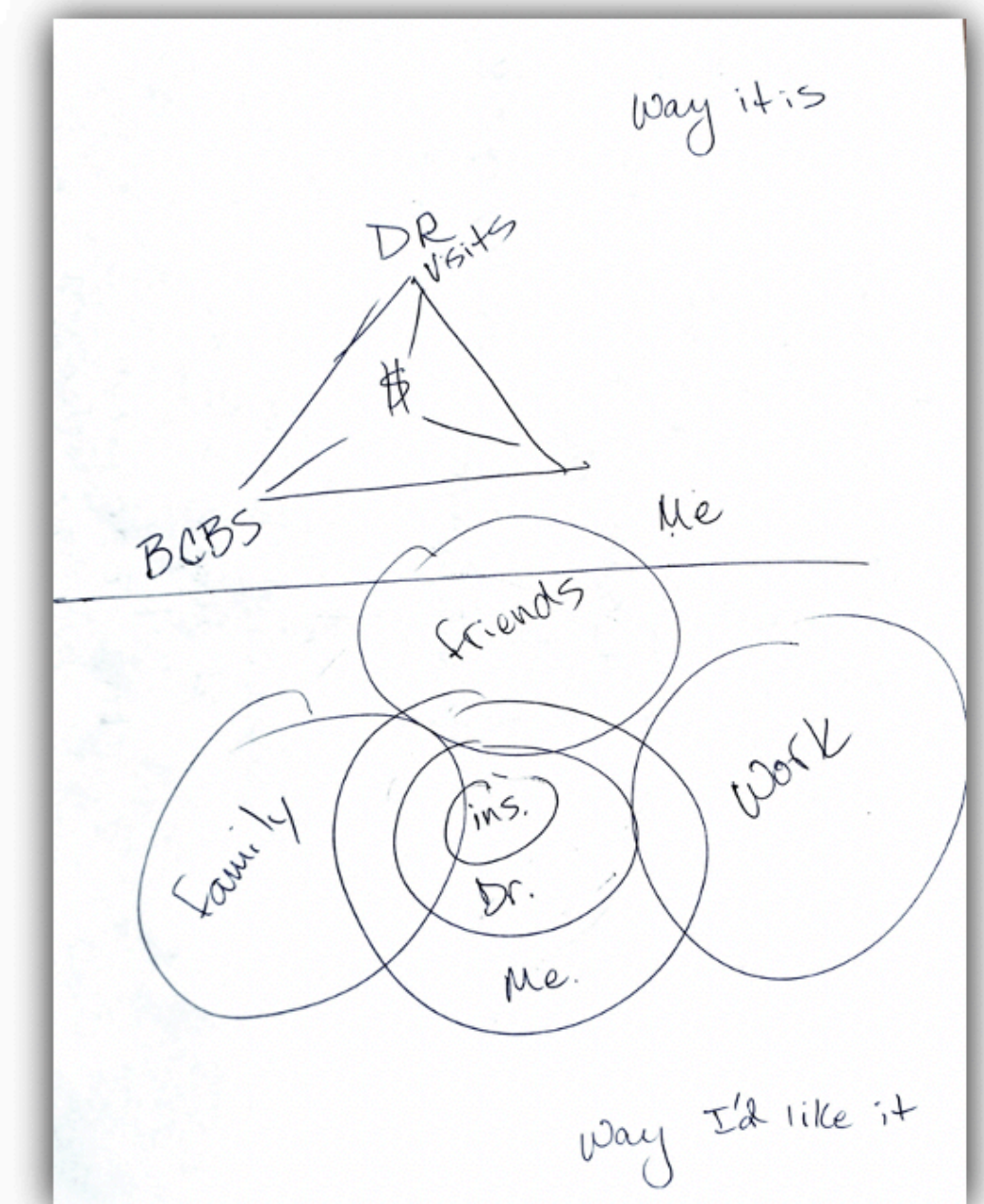
The Blue Cross in which all Blue participates in the Medical Center.

This is a brief summary only. Certain restrictions and exclusions apply. For exact terms and conditions, please refer to the Medical summary available online through the program physician benefit.

Program physician benefit, however, claims incurred at these facilities will be paid as in the PPO network and at the higher "Catholic Hospital" benefit level. You may also direct your questions to the Customer Service number located on the back of your identification card.

BENEFIT	COMBINED IN-NETWORK AND OUT-OF-NETWORK PROVIDERS		
	Catholic Hospitals (entity charges only)	In-Network Providers	Out-of-Network Providers
Calendar Year Deductible	\$475 Individual / \$950 Family		
Out-of-Pocket Max - Individual - Family	\$1,800 \$3,600	\$1,800 \$3,600	\$2,300 \$4,100
Wellness Benefits - Routine Care	Not Applicable	100% up to \$500 per person, then Plan pays 80% after Deductible	100% up to \$500 per person, then Plan pays 80% after Deductible
Physician Visit	Not Applicable	\$30 Copay	Plan pays 80% after Deductible
Inpatient Hospital Services	100%, no Deductible	\$120 Copay, then Plan pays 80% after Deductible	\$120 Copay, then Plan pays 60% after Deductible
Emergency Room	\$90 Copay, then Plan pays 100%, no Deductible	\$90 Copay, then Plan pays 80% after Deductible	\$90 Copay, then Plan pays 60% after Deductible
Inpatient Hospice Care Services	100%, no Deductible	\$120 Copay, then Plan pays 80% after Deductible	\$120 Copay, then Plan pays 60% after Deductible
Chiropractic Care (Limit of 20 visits per calendar year combined with Out-of-Network)	Not Applicable	\$25 Copay, then Plan pays 80% after Deductible	Plan pays 60% after Deductible
Lab Services	100%, no Deductible	100%, no Deductible	Plan pays 80% after Deductible

This is a brief summary only. Certain restrictions and exclusions apply. For exact terms and conditions, please refer to your summary plan description.



Purpose in
The People

Let your customers shape your story

“

No paper.

I want more control over my package. More preventative, less emergency.

Stay focused on the individuals.

Keep it simple.

Basic, practical info in layman's terms. I want to feel like you are my friend, helping me.

Let us pick our own.

I'd like healthcare that actually did the care part.

If I'm healthier, it should be cheaper.

Make healthcare as easy as finding someone on Facebook.

Don't look at us as numbers.

Make it affordable for real people.

Ease of use, and affordable.

Keep in mind those needy families. Everyone gets sick.

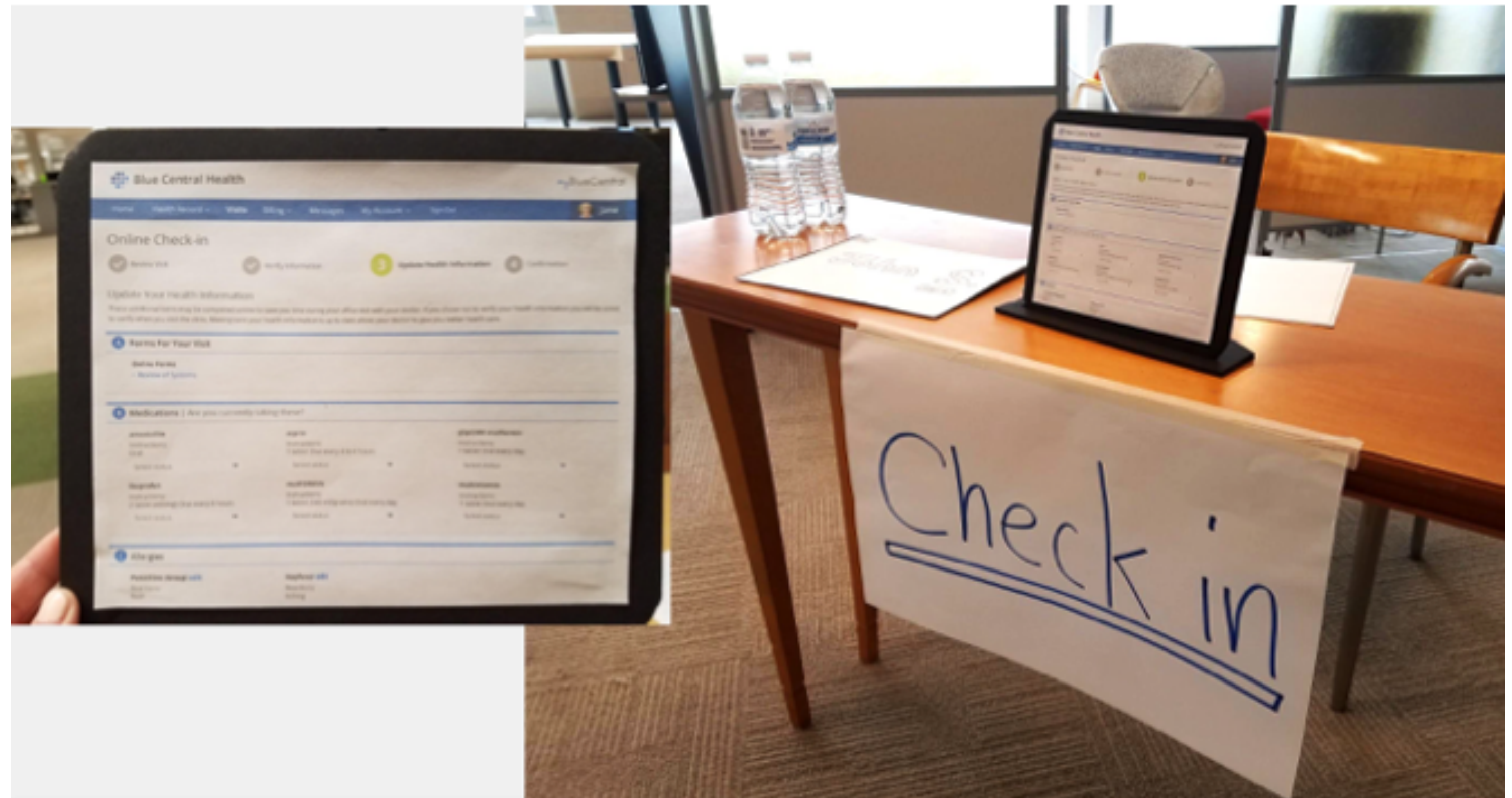
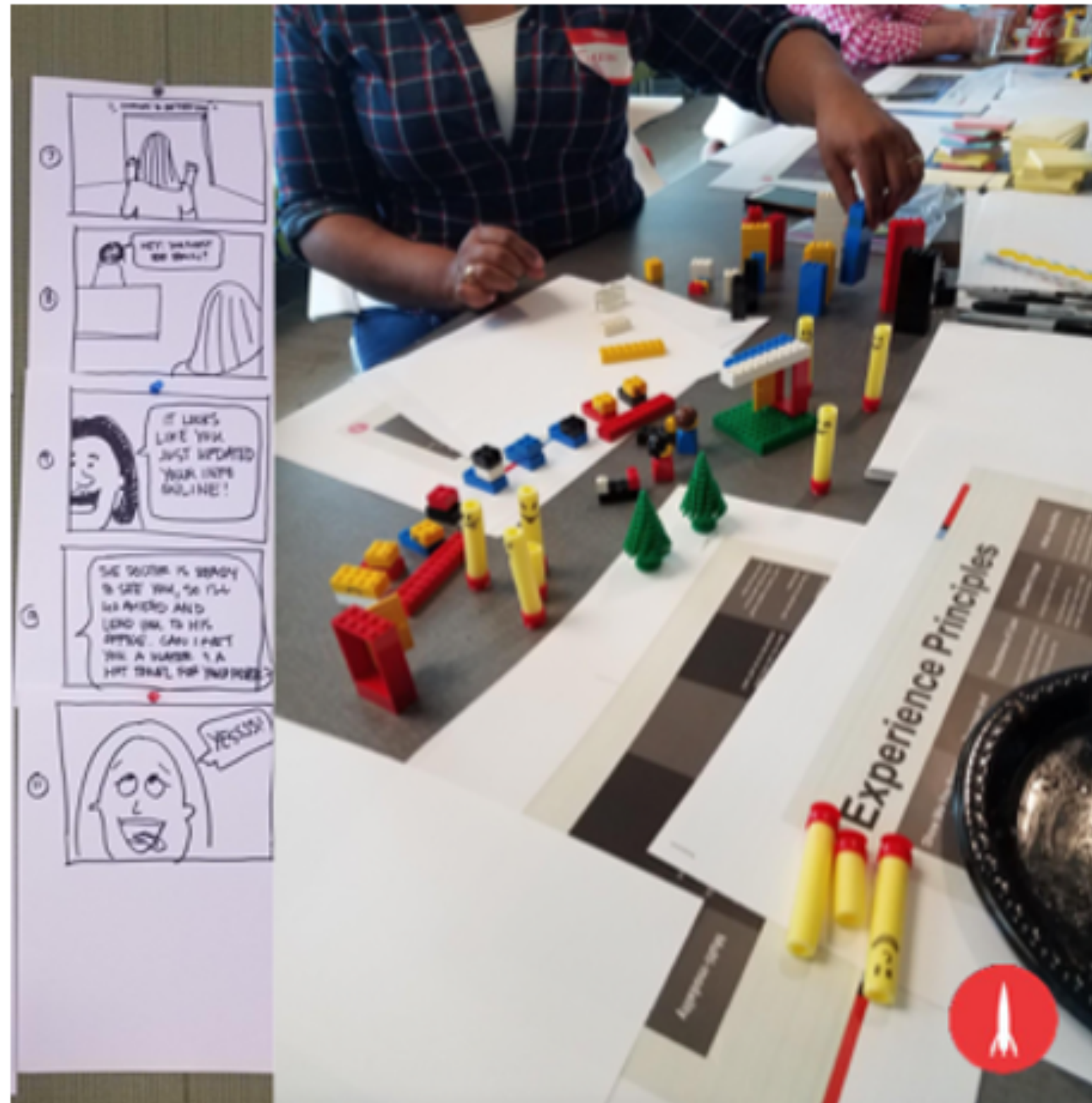
The lingo is overwhelming.

Let me decide who my family is.

Mental illness needs to be a forefront topic from here on out. It has to be.

Purpose in
The People

Don't just listen to them, *design with them*

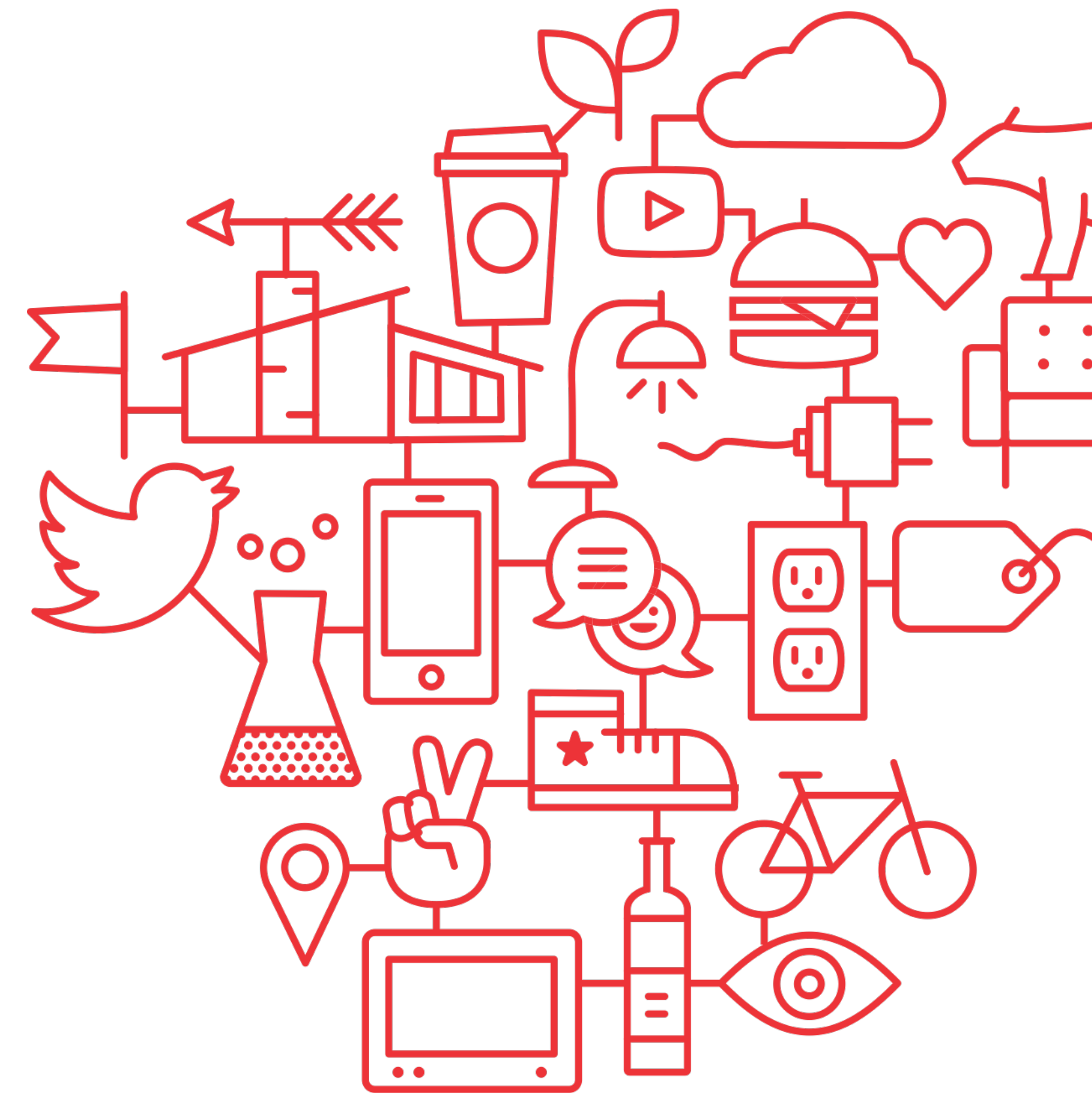


Purpose in
The Positioning

Use a central anchoring idea

Red Thread

The long idea at the center of the brand that guides and inspires everything the brand stands for and does, inside and out.



Purpose in
The Positioning

**Use a central
anchoring idea**

A Place, Not a Plan

“Healthcare is a place, not a plan”

Purpose in
The Positioning

Go narrow to go broad

“Healthcare is a place, not a plan”

We start with a **PHYSICAL PLACE**—a new kind of physicians’ office—a “center of care”—where every experience is human focused from beginning to end.

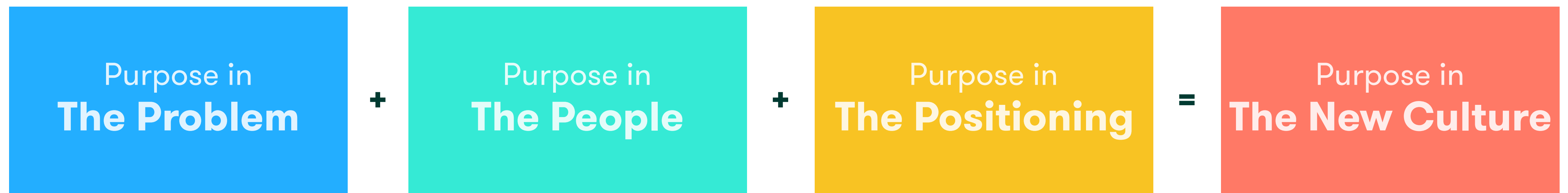
It is also a **PERSONAL PLACE**. You’re a member—not a customer. You pay a subscription fee, not a premium.

You have a personal member advocate at your ready access at all times, someone working for you to make your experience simple and manageable.

It is also a **VIRTUAL PLACE**, where simple, mobile-based technology puts care directly in your hands.

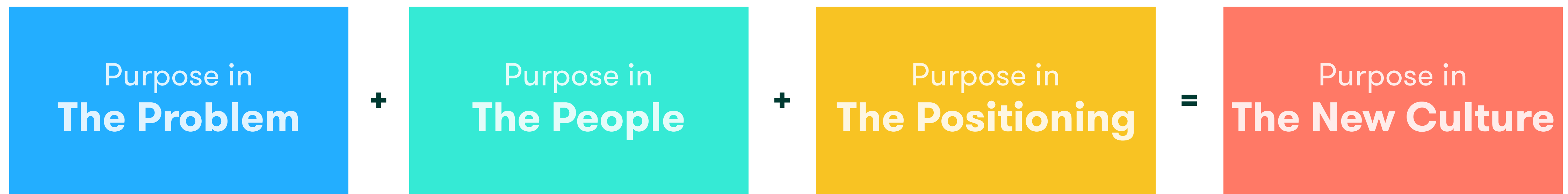
What happens when we hire new employees for Spira Care that have no relationship or understanding of the purpose of the brand?

The equation isn't so easy...



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The equation isn't so easy...



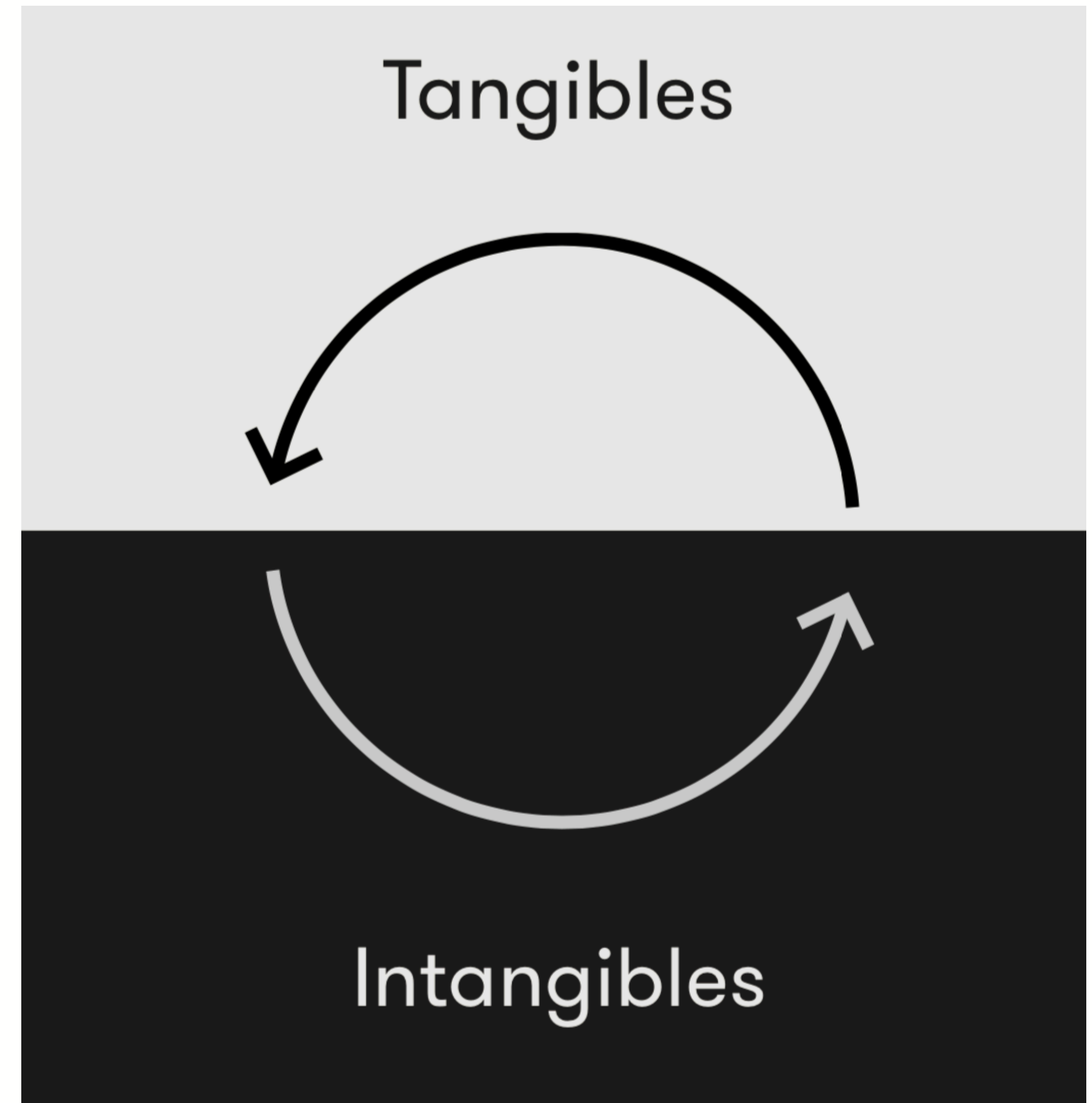
We embarked on designing a purpose-driven culture from scratch.

Purpose in
The New Culture

Brand Culture

Purposefully living your brand inside in order to win outside

Our brand will be a direct result of the beliefs, directions and decisions of the new employees. From leadership to the frontline, culture plays a huge role in creating the conditions that will deliver on our initial intent.

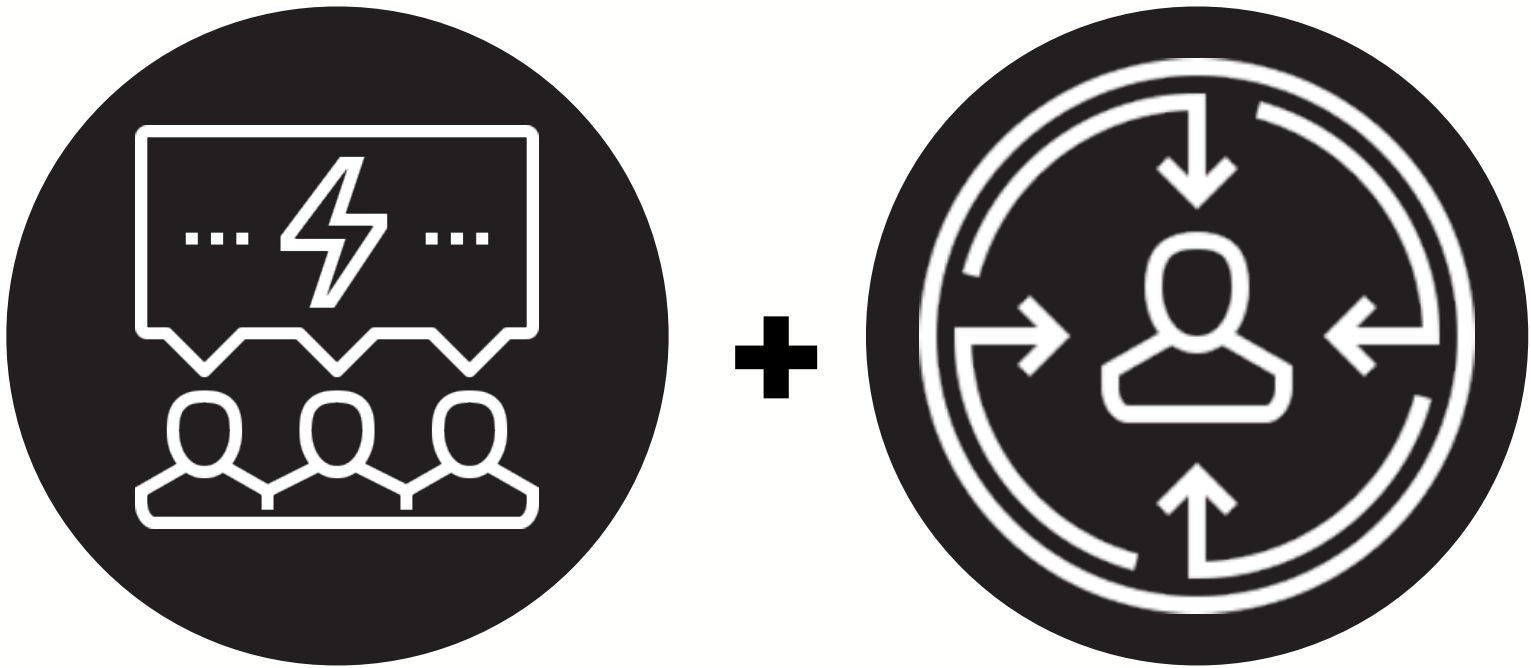
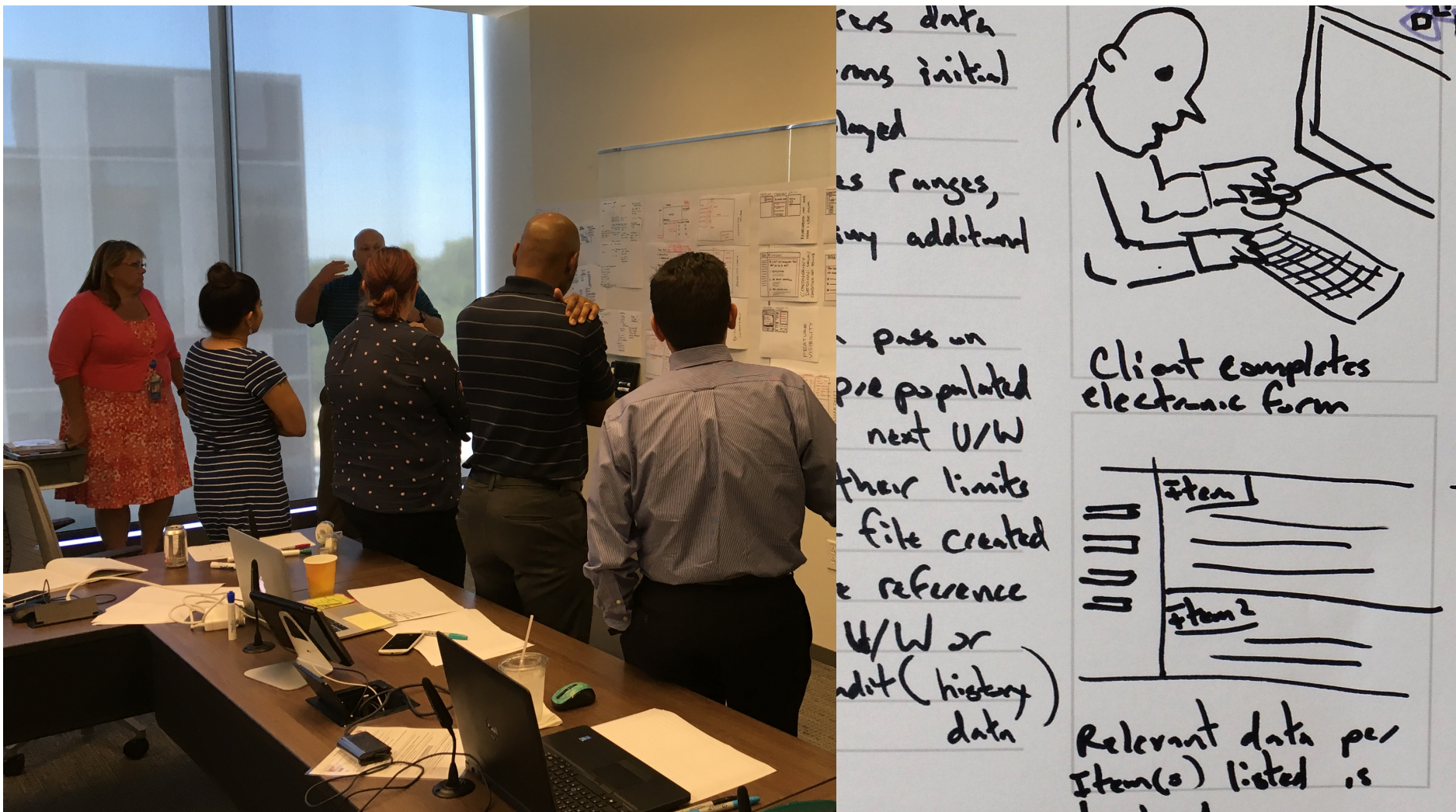


Purpose in
The New Culture

Brand Culture Development

Co-designing the foundational components to support the employee and the brand:

- 1. **Brand Culture Strategic Intent** - Purpose, Promise, Ambition, Employee Value Prop, Values & Philosophies
- 2. **Tangible Brand Culture Experiences** - Rituals, Celebrations, Sanctioned Programs, Rewards & Incentives
- 3. **Tactical Executions** - Meaningful Symbols, Artifacts & Language



Care Team Culture Map

OUR PROMISE
To change the face of healthcare by delivering member-centered care that empowers change in their health and life.

OUR AMBITION
To create the care of the future, now.

OUR VALUES
Passion
Empathy
Initiative
Advocacy

OUR PHILOSOPHIES
Winning Minutes
Everyday Advocacy
Make It Personal
Better Together

OUR VALUE PROPOSITIONS
A place to
Thrive, Develop, Be Inspired,
Make A Difference, Belong



Defining Care Training Module Workshop

Overview

Care is an important word at Spira Care, and is one of the things we want our culture to thrive on delivering and to be stitched in every element of Spira. After all, we're trying to create a new type of care. Care is a simple, yet very deep concept. As part of the onboarding and training, we want to inspire our teams to think about what care really means and learn from others to gain different perspectives.

Guiding Question

What does care mean to you personally, to the members of Spira and to the category at-large?

Goals

- Define what care means to employees personally
- Gain perspective of what care means to others
- Collectively define the elements of what care means to the group/team

Introduction (5 minutes)

- Review the Spira Care story and the importance of "care"
- Preview the activities within the workshop
- Discuss the overarching goals of this workshop

Activities

1 - Personal Brainstorm (2-3 min)

Individually have each employee brainstorm on what their definition of care. The definition should be 5 words or less. Then have each employee write their definition on a large post-it note that they will share with the group.

Question Prompts

- What does care mean within your role/position at Spira?
- What does care mean from a member/patient point-of-view?
- How should care be versus how it might be in today's environment?
- What does care mean as a noun and a verb?

2 - Share Out (10 min)

Have each employee share what they wrote on their post-it note and place the sticky note onto a wall. Begin grouping similar post-it notes, if there are similarities.

3 - Vote (2-3 min)

Using stickers have individuals vote on their top 3 definitions with the goal of as a group choosing their top 5.

4 - Review and Discuss (10 min)

Review with the group what received the most votes. Discuss as a group as to why those definitions are important and what this means to them individually and as a group or team. Document the results.

Question Prompts

- Why did the top definitions stand out?
- How does this impact or change your view of the definition of care?
- Does this make you view or approach your role within Spira Care differently?
- How can you use this exercise to continuously remind yourself and your team of what care means?

Extension Activity

If time remains, feel free to conduct the following extension activity.



a place to develop.

Delivering comprehensive and integrated care while at Spira Care teams require constant learning and evolving. It means being able to think about things differently and with a whole new perspective.

We believe the future of healthcare takes people who have breadth and depth. You need to own your expertise and role, but we believe you should also be given the opportunity to develop new capabilities. By working at Spira Care, you will be able to evolve and learn new ways of contributing beyond your role today.

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a place to be inspired.

We believe the future of care is in the hands of our Care Teams at Spira Care. This future ultimately comes down to how our teams embrace the possibilities of where Spira Care can go.

This means we find insight and inspiration in things small and large, and we bring energy in every corner, and a mentality to always imagine a better possible future for the members we serve.

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a place to make a difference.

Spira Care isn't just a place based on theoretical dreams. We know the only way to achieve our future is through making and doing for members, for the team and for the care that we are actively defining. We believe that actions speak louder than words, and that a difference is made through what we "truly."

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a place to belong.

It's no coincidence that each member of the Care Team chose Spira Care as their dedicated practice. While every role contributes to our mission in our unique way, a common belief and passion unites each and every one of us - a commitment to trusted care and dedication to our members.

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Spira Care is a place for you.



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Q&A