

2016 YEAR IN REVIEW



WHO WE ARE

URAC is an independent, nonprofit accreditation entity, based in Washington, D.C., whose mission it is to advance healthcare quality through accreditation, certification and measurement.

Since 1990, URAC's accreditation programs have been considered the gold standard in the industry. URAC's evidence-based measures and standards are developed through inclusive engagement with a broad range of stakeholders committed to improving the quality of health care.

Our Board of Directors is specifically designed to ensure diverse representation from throughout the healthcare industry. This experience working with disparate stakeholders is invaluable in today's changing healthcare environment. To be successful, stakeholders across the healthcare industry must work together to control costs, raise quality, and improve overall health outcomes.



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A LETTER FROM THE PRESIDENT AND CEO



With solid financial performance and significant growth, 2016 was a breakthrough year for URAC. Most impressive was the growth of our talent – in numbers, capabilities and development. Our newest team members are as awesome as our tenured reviewers. We have the talent we need to serve our fastest-growing program – pharmacy.

The growth in the capabilities of our talent is demonstrated not only by the caliber of those we have recruited, but also by our promotions from within. We had four internal promotions in 2016. Two of our colleagues were promoted to first-time managers. Individual talent growth included, among others, two colleagues who achieved Six Sigma Black Belt distinction.

In 2016, we also ramped up our thought leadership marketing efforts, increasing URAC's visibility and brand awareness in the marketplace. In addition, we served on four technical expert panels, were subject matter

experts in two GAO reports, and received new recognition from two federal agencies and six states.

We established URAC's first subsidiary, Redefine Health, our consulting arm to provide business solutions for health communities. We also launched Telehealth Accreditation in the first quarter.

As the healthcare industry faces ongoing changes in 2017 and beyond, URAC's promise is to continue to bring our dedication and commitment to the table as we work with our clients and stakeholders on processes that improve the quality and efficiency of healthcare.

Kylanne Green

WHAT WE BELIEVE



The patient
is at the
center of
everything
we do



The
provider's
voice must
be heard



The best
approach to
care delivery
is through
physician-led
teams



Healthcare
solutions
must be
local to be
sustainable



Continuous
improvement
is achieved
through
performance
measurement

WHAT WE DO

A blurred background image showing several people in a meeting or conference room. Some are seated at a table, while one person stands near a whiteboard. The image is overlaid with a semi-transparent purple layer.

creating a framework for
continuous improvement

URAC develops evidence-based measures and standards through inclusive engagement with a broad range of stakeholders committed to improving the quality of healthcare. This process results in standards that promote industry best practices, encourage quality improvement, and protect and empower consumers.

Our approach to the accreditation process facilitates learning in the client organization. Rather than simply checking off a list of requirements, the organization going through our accreditation process is creating a framework for continuous improvement. While URAC sets the standards, we do not dictate how they are achieved. This approach supports and stimulates local innovation. This is the real value in achieving the URAC accreditation seal.

The value of achieving the URAC seal is in the approach – and what your organization achieves by going through the process.

OUR TEAM



+twenty-four

IN 2016, WE HIRED 24 NEW EMPLOYEES INCLUDING:

- 2 NEW LEADERSHIP POSITIONS
Vice President, Technology, Program Innovation and Management, and Director, Strategy and Product Development
- 8 REVIEWERS
- 3 CLIENT ACCOUNT MANAGERS
- 2 SALES EXECUTIVES

A BREAKTHROUGH YEAR FOR URAC

URAC saw significant accomplishments in 2016, with plans for non-traditional growth in the coming years.

2016



ISSUED 100 new full accreditations and 195 re-accreditations



LAUNCHED the Telehealth Accreditation program



ESTABLISHED URAC's first subsidiary: Redefine Health – a consulting firm to provide business solutions for healthcare organizations



RECEIVED new recognition in rule or statute in 5 states and 2 federal agencies:

- U.S. Department of Health and Human Services (PCMH)
- U.S. Office of Personnel Management (Health Plan)
- State of California (Workers Compensation UM)
- State of Missouri (Health Call Center)
- State of New Hampshire (IRO)
- State of Ohio (PCMH)
- State of Tennessee (Workers Compensation UM)



A BREAKTHROUGH YEAR FOR URAC

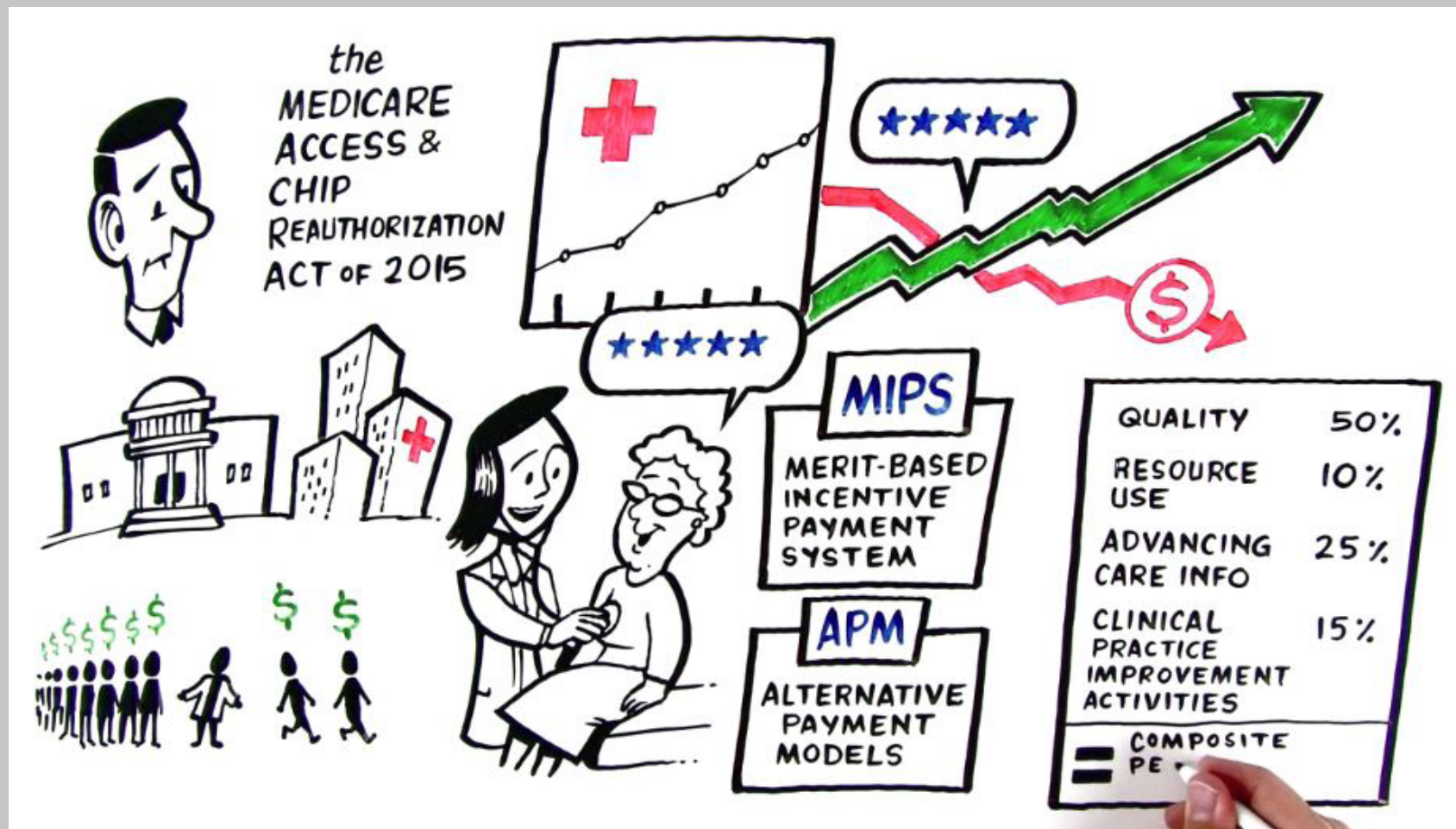
PARTICIPATING IN EXPERT PANELS

URAC continues to participate on four technical expert panels, and was invited to participate on two new panels:

- CMS/Booz Allen Hamilton QRS Technical Expert Panel
- CMS/Booz Allen Hamilton QIP Technical Expert Panel
- CMS/IMPAQ QRS Measure Development Technical Expert Panel
- NQF's Creating a Framework to Support Measure Development for Telehealth Multistakeholder Committee
- Pharmacy Quality Alliance Measure Validation Panel
- PCPCC's Primary Care Shared Principles Steering Committee

Plus, we served as subject matter experts in two Government Accountability Office (GAO) reports.

A BREAKTHROUGH YEAR FOR URAC



PROVIDING RELEVANT CONTENT TO ENGAGE AUDIENCES Our news hub for blog articles, press releases and other content, The URAC Report, launched in October 2016. In the first three months, we published 23 articles, which garnered more than 2,100 views. Many of these articles have been cited or reprinted in trade publications.

We published our first animated video as a more engaging way to show how URAC accreditation can help providers transition to value-based reimbursement. And we released, for the first time ever, our PCMH Certification Standards, to help support the efforts of medical practices.

A BREAKTHROUGH YEAR FOR URAC

GETTING SOCIAL

With the launch of The URAC Report, we re-designed our graphic identity across social media channels Facebook, Twitter and LinkedIn, and increased followers and engagement.

A photograph of four healthcare professionals (two men and two women) wearing white lab coats and stethoscopes, standing in a row and looking at their smartphones. The image is overlaid with a blue tint. The text 'increased engagement' is written in a large, white, sans-serif font across the bottom of the image.

increased engagement

A BREAKTHROUGH YEAR FOR URAC

>20%

INCREASING OUR SHARE OF VOICE

In May 2016, we implemented a new media relations platform and issued 19 press releases from May to the end of the year, tracking URAC's "share of voice." With an increase in U.S. press mentions, our share of voice went from 14 percent to more than 20 percent.

increase in U.S. press mentions

A BREAKTHROUGH YEAR FOR URAC

OFFERING LIVE AND ON-DEMAND WEBINARS

In October 2016, we implemented a new events platform to provide better customer service, quality, and the ability to offer on-demand webinars 24-48 hours after the live webinar is aired. Our informational webinars are free to everyone. The webinars on accreditation standards are free to URAC clients. Clients may participate in as many accreditation standards webinars as they desire, and may also access any on-demand event for free. In 2016, more than 650 people participated in these webinars:

**PANEL
DISCUSSION**
Challenges
and Outlook
for Telehealth
in the
Changing
Healthcare

**Independent
Review
Organization
v5.0
Accreditation
Webinar**

**Pharmacy
Measures:
What You
Need to Know
for 2017**

**SPECIALTY
PHARMACY AND
MAIL SERVICE
PHARMACY
ACCREDITATION**
Understanding
the Intent of the
Standards

A BREAKTHROUGH YEAR FOR URAC

HOSTING LIVE WORKSHOPS

URAC hosted 244 clients for our 2016 accreditation standards workshops. These workshops, presented by URAC reviewers, detail URAC's accreditation process, take a deep dive into the standards and give attendees the opportunity to interact with their peers.

244 clients

Workshop topics included:

- Core v3.0
- Health Utilization Management v7.3 and Workers' Compensation Utilization Management v7.3
- Telehealth v1.0
- Health Plan with Health Insurance Marketplace v7.3 and Health Utilization Management v7.3
- Pharmacy Core v3.1
- Specialty Pharmacy v3.0 and Mail Service Pharmacy v3.0
- Case Management v5.1

THOUGHT LEADERSHIP

Presentations at industry events provide an opportunity for URAC to share thought leadership. In 2016, our presentations included:

What Does the Future of Person-Centered, Team-Based, Primary Care Look Like? Developing New Shared Principles of High-Performing Primary Care (URAC President and CEO Kylanne Green on an Expert Panel at the Patient-Centered Primary Care Collaborative Executive Member Annual Meeting & Luncheon, November 2016, Washington, DC)

The Importance of the Patient Management Program in the Specialty Population (URAC Director of Pharmacy, Heather Bonome at the CPhA Specialty Pharmacy Conference, October 2016, La Jolla, CA)

Driving Value through Quality (Kylanne Green on an Expert Panel at the Workers' Compensation Institute Annual Conference, August 2016, Orlando, FL)

URAC's Iterative Approach to Telehealth Accreditation (URAC Director of Government Relations and Policy Aaron Turner-Phiher at the Southwest Telemedicine SPS Conference)

The Changing Role Pharmacy Plays in Health Care: How URAC Sees the Future (Kylanne Green at the 2016 Armada Specialty Pharmacy Summit, May 2016, Las Vegas, NV)

URAC's Transformational Approach to Patient-Centered Medical Home (PCMH) Certification (Aaron Turner-Phiher at the Mississippi Rural Health Association's 2016 Rural Health Center Summit, May 2016)

Inside a Specialty Pharmacy Review: What URAC Has Observed (Heather Bonome at the 2016 Armada Specialty Pharmacy Summit, May 2016, Las Vegas, NV)

State Utilization of Third Party Accreditation Organizations: A Trend in Workers' Compensation? (Kylanne Green at the American Association of Preferred Provider Organization, February 2016, Laguna Niguel, CA)

MORE THOUGHT LEADERSHIP



From creating Industry Insight Reports to placing articles in key outside publications as well as The URAC Report, we've been getting our message out with thought leadership pieces.

MACRA: What Value-Based Payment Means to Pharmacists,
by Kylanne Green – Published on Drug Channels

How Telehealth Programs Can Demonstrate Quality and Best Practices, by Deborah Smith – Published on MedCity News

Disrupting Healthcare: Risks and Rewards of Telehealth
(Industry Insight Report)

discover

Learn more about URAC's accreditation and certification programs at www.urac.org

engage



@urac (twitter.com/urac)



facebook.com/urac.org



The URAC Report (blog.urac.org)

explore

Let's talk. Call us at 202-326-3943 or send an email to business.development@urac.org.

