
MAY COMMUNITY MEETING

HOSTED BY PRIME THERAPEUTICS



The TC Business Architecture Forum

AGENDA

- Welcome
- President Update
- Events:
 - Next Community Meeting hosted by Medtronic on Tuesday, July 21st
 - September 15th Community Meeting topic will focus on A4G
 - Business Architecture Summit booked for Thursday December 3rd
- Skill Building: Tool Talk
- Special Interest Group
- Main Event: Linking Architecture Practices to Meet Market Demands

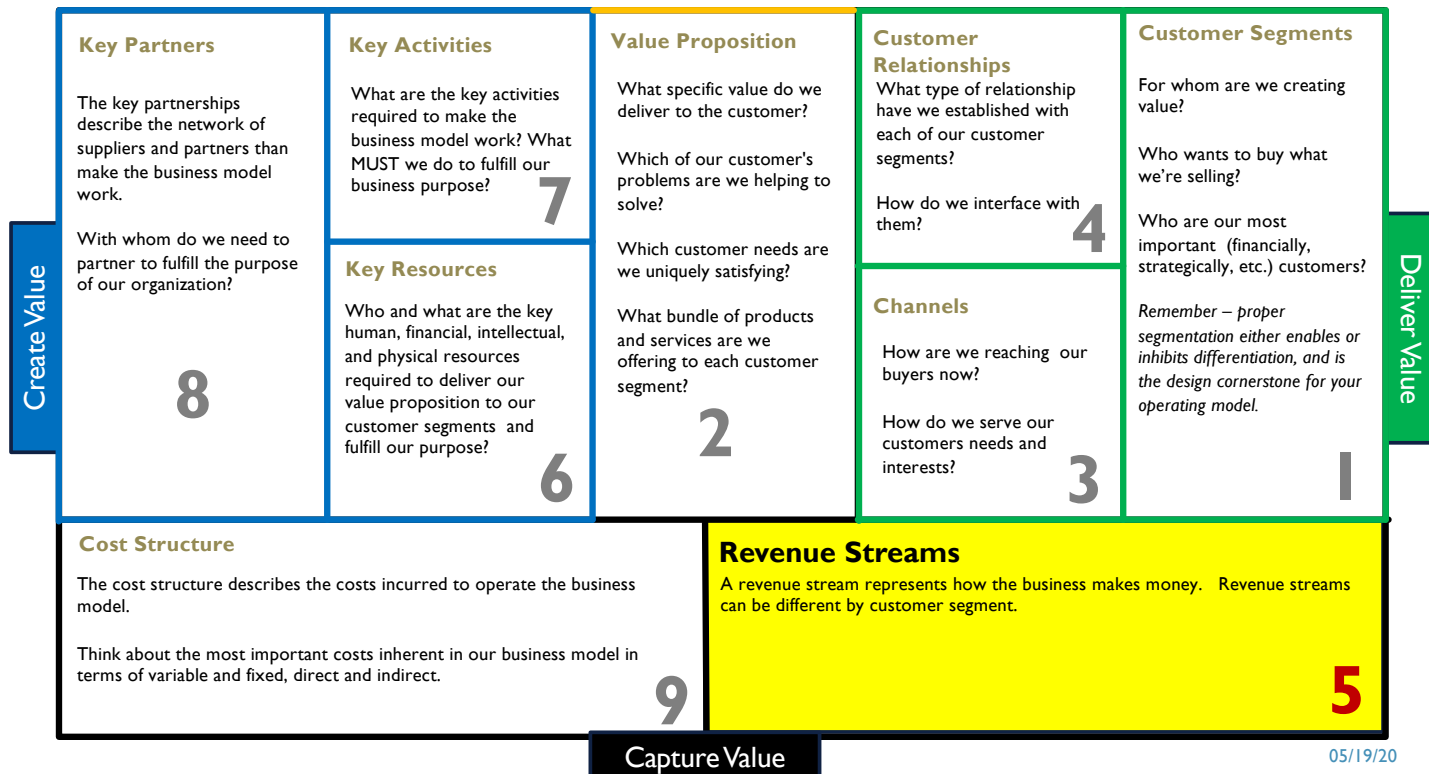
UPDATES

- Community-at-large Board seat opening up
 - 3-year term
 - Election at July meeting
 - Thank you for your service Mary Auer!
 - Reach linda.finley@tcbaf.org with questions or if you're interested in nominating yourself or someone else
- Confirming 2 new Community Sponsor companies, with a 3rd in the works!
- Social events and additional Community activities TBD through the rest of 2020
- Engaging a Brand Consultant and a Summit event coordinator

TOOL TALK



THE BUSINESS MODEL CANVAS



REVENUE STREAMS (R\$)

Description: the cash we generate from each customer segment. Think about what value are our customers really willing to pay...for what do they currently pay...how are they currently paying...how they would prefer to pay...how much does each revenue stream contribute to overall revenues.

Asset sale

Lending/renting/leasing

Usage fee

Licensing

Subscription fees

Brokerage fees

Advertising



NEW SIG STARTING

- Proposed Topics (SIG volunteers to select)
 - Aligning SAFe and Business Architecture (Initiatives driving Features which advance Capabilities)
 - Business Architecture's role in Innovation Strategy
 - Product Taxonomies in Project-to-Product transformation
- Goal will be to produce a white paper published via the TCBAF
- Starts in early June with presentation at the September meeting
- Contact Troy Nelson if interested troy.nelson@tcbafe.org

THANK YOU FOR BEING PART OF THE COMMUNITY

- Follow tcbaf.org, watch Eventbrite, and join our linkedin group for information and updates
- We're ready to blog on the website, we're just waiting for your content!
- We're on Instagram now! Follow us!
- Get in touch if you're interested in engaging with our A4G non-profit work
- See you in July at our upcoming Community meeting
- Thank you to Prime Therapeutics for hosting us!

Linking Architecture Practices to Meet Market Demands

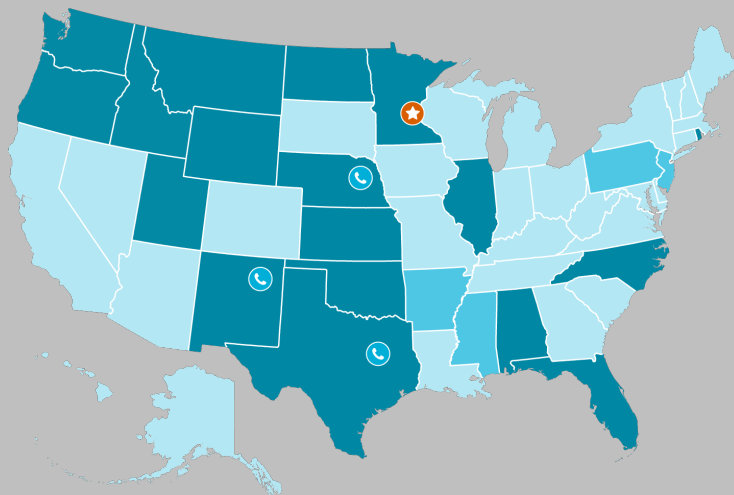
Prime Therapeutics presentation to the Twin Cities
Business Architecture Forum

May 2020



Prime at a glance


Prime is the fifth largest pharmacy benefit manager in the nation*



Last updated 07/19

18 Blue Plan owners
23 Blue Plan clients
28 million members
351 million annual
claim volume (2018)
\$29 billion drug
spend managed (2018)
3,300+ employees

Our brand platform and story

WHY WE EXIST	We make health care work better by helping people get the medicine they need to feel better and live well.					
WHO WE CONNECT WITH	 Member	 Health Plan	 Employer	 Consultant	 Pharmacist	 Prescriber
THE SPACE WE'RE IN	Total Drug Management					
OUR STRATEGY FOR SUCCESS	Lead the market in total drug management solutions that put people first.					
OUR DIFFERENTIATION	Total Drug Management		Consumer-Centric Innovation		Superior Partnership Model	
WHAT WE DO	<ul style="list-style-type: none">• Drug and pharmacy benefit expertise• Specialty drug and clinical management• Care delivery and access			<ul style="list-style-type: none">• Consumer-centric solutions• Data and analytics• Quality and compliance		
OUR CULTURE	People We are focused on serving our employees, members and clients.		Purpose We are motivated to make health care work better.		Possibilities We are empowered to look beyond today and define what's next.	

Today's Presenters

Troy Nelson,
Director, Business Architecture

Jason Towley,
Business Architect

Jennifer Mllum,
Sr. Director, Customer Experience & Insights

David Walters,
Sr. Business Architect

Duy Pham,
Enterprise Information Architect

Presentation Overview

Architecture at Prime Therapeutics

In this presentation, we will provide an overview of how Prime's business architects partner with customer experience architects, enterprise architects and security architects to deliver on Prime's strategic objectives

We've "sanitized" a number of details and will be using a now industry-standard product offering called "Real Time Benefit Check" to illustrate the architecture collaboration at Prime

This product did not necessarily follow the full approach we're covering today; our focus will be on how the teams work together today, using an old product example to illustrate the collaboration points

Architecture Teams at Prime



VP Marketing



VP Operations
Planning & Delivery



VP IT
Architecture



AVP Information
Security



Customer Experience
Architects



Business Architects



Enterprise Architects
Solution Architects
Data Architects



Security Architects

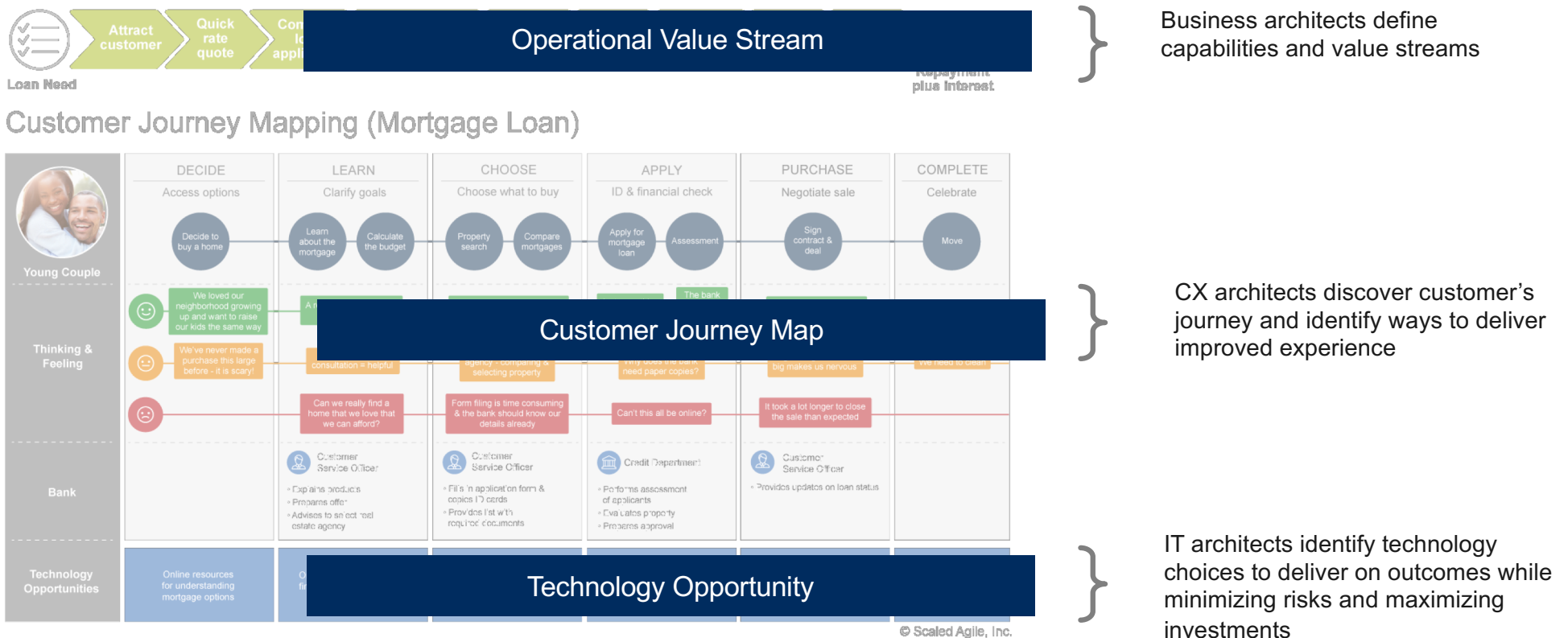
Architecture Community of Practice

Summary of Architects at Prime

Customer Experience Architect	Business Architect	IT Architect
<p>Takes an “outside-in” view of Prime’s products and services to understand a client’s or member’s experience with that product or service</p> <ul style="list-style-type: none"> • Maps the end-to-end experience for core customers/audiences/users, informed by consumer research and insights • Identifies gaps and business-driving opportunities; recommends future state experiences and defines requirements • Ideates and prioritizes CX solutions and recommends investments • Designs and validates experience solutions 	<ul style="list-style-type: none"> • Translates Strategy into actionable initiatives • Articulates the current state view of the business through various blueprints and views of the enterprise • Established transition plans and roadmaps needed to achieve the desired future state defined by the Strategy • Monitors progress of initiatives toward achieving their value proposition • Develops operating models and solution models to support internal transformation and optimization goals • Provides consulting and project-level guidance as needed 	<p>Consists of Enterprise (various domain focus), Security, Solutions and Data Architects</p> <ul style="list-style-type: none"> • Links business mission, strategy, capabilities and value streams of the enterprise to technology strategy • Defines technology blueprints & identifies systems to tolerate, invest, migrate or eliminate • Develops conceptual and logical solution architecture, models, solution options analysis and recommendations • Provides guidance to projects to ensure they are aligned with the technology strategy, architecture, protect information and manage risk

Emerging Architecture Collaboration Model – Based on Agile Design-Thinking

Shifting from a project-centric approach to a product-centric, customer-centered approach



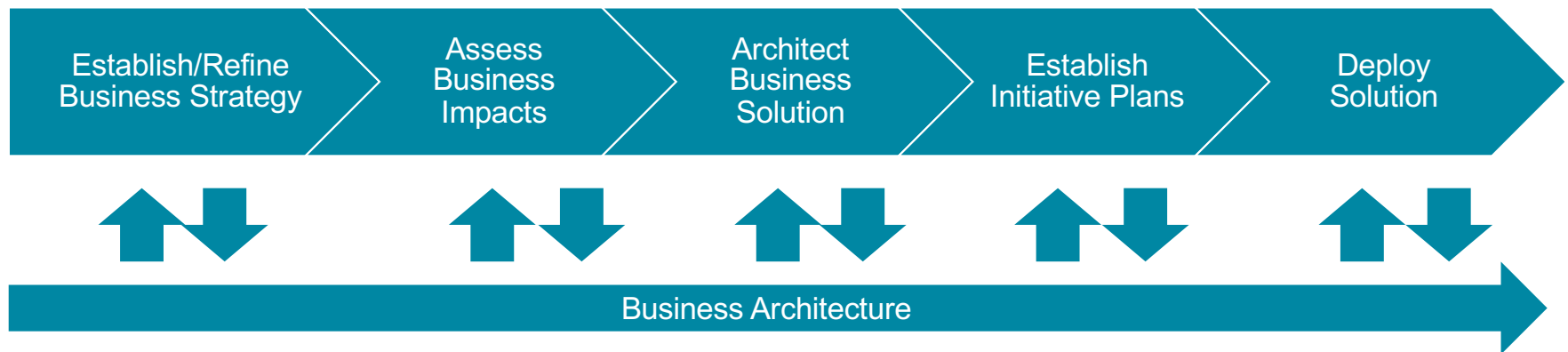
Starting with Strategy

The start of the S2E lifecycle



BLUE + PRIME

The BIZBOK Strategy Execution Value Stream



Establish/Refine
Business Strategy

Assess
Business
Impacts

Architect
Business
Solution

Establish
Initiative Plans

Deploy Solution

Strategy



We make healthcare work better by getting people the medicine they need to feel better and live well.

Foundational excellence



Customer centricity



Superior member experience



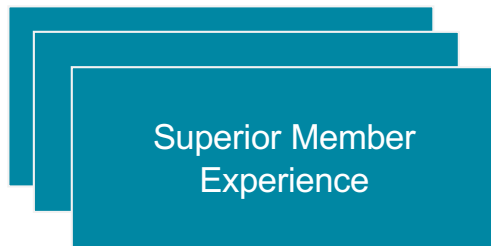
Growth



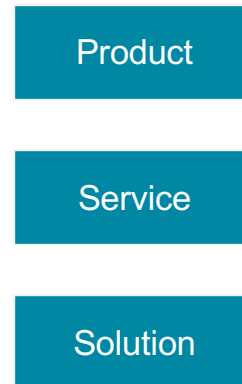


Primary Deliverable
(Value Item)

Strategic objectives



Business Needs



Well formed initiatives



Accountability

Executive Leadership

Business Owners
& Architects

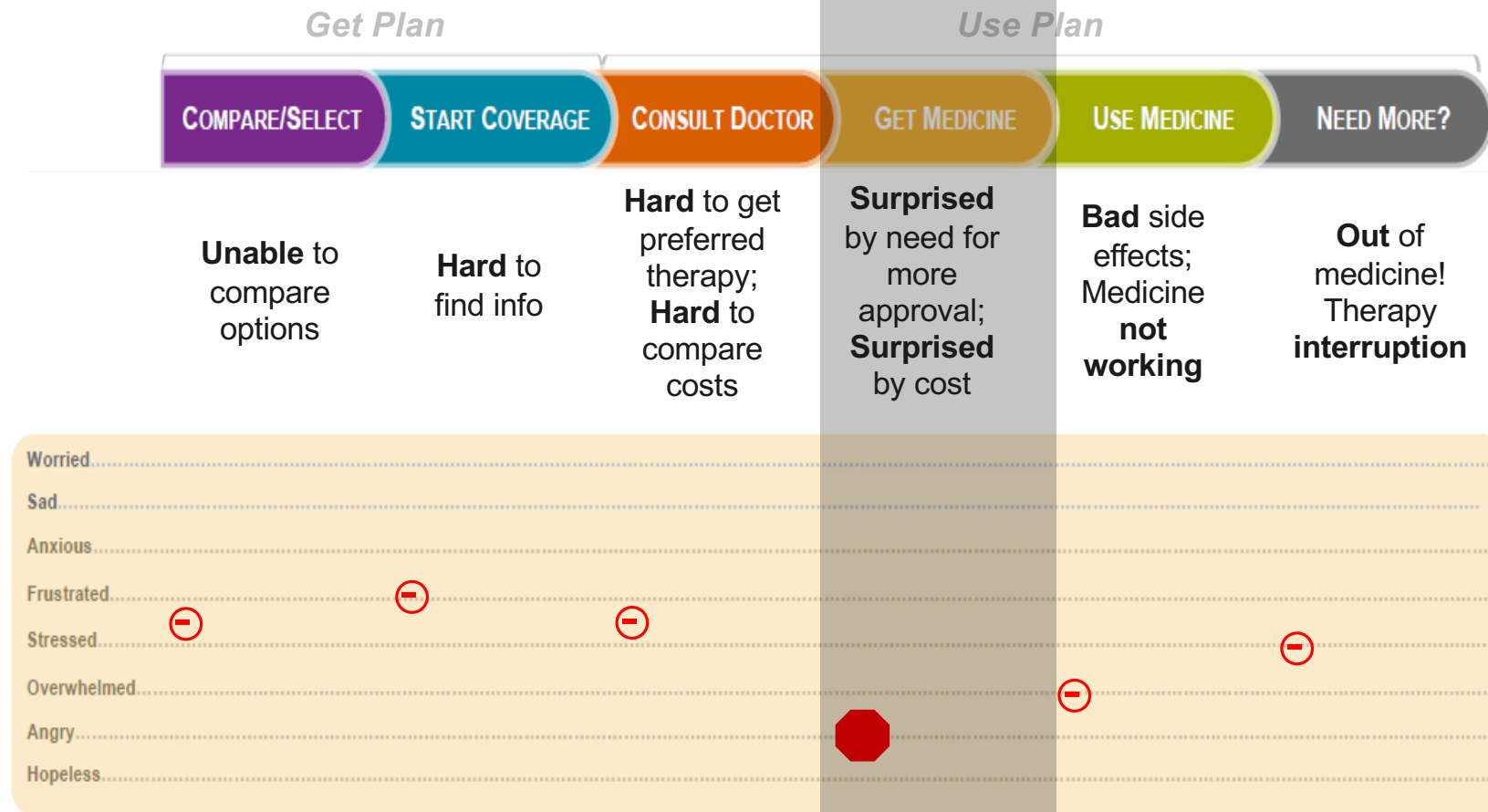
Architects and
Portfolio Teams



Customer Experience Architecture's Approach

1. Define objective and scope, e.g. “superior customer experience getting needed medicine”
2. Map the current state experience for core customers, informed by research and voice of customer analysis
 - Often visualized in customer journey map, showing what customers are thinking, feeling, and doing to achieve their goal(s)
3. Identify gaps and business-driving opportunities
4. Ideate, prioritize, and recommend future state experiences and solutions (e.g. RTBC)
5. Design and validate experience solutions (as needed)

High-Level PBM Member Experience | Key Pain Points



Why Such a Low Point?

Highly Salient for Members

It's a “sticky” poor experience—highly durable and memorable. Highly salient negative experiences often include multi-step interactions, non-routine interactions, perceived risk, and/or life changes.

Breakdown in Core Value Proposition of Health Insurance

The “product” members have purchased is failing them. The expectation of financial coverage for health care is not being met.

GET MEDICINE

Surprised
by need
for more
approval;
Surprised
by cost

Compromised Well-Being

All aspects of a member's holistic well-being are potentially being impacted at once:

- Physical
- Psychological
- Financial

Worried

Sad

Anxious

Frustrated

Stressed

Overwhelmed

Angry

Hopeless

Opportunity

COMPARE/SELECT

START COVERAGE

CONSULT DOCTOR

GET MEDICINE

USE MEDICINE

NEED MORE?

Clear Opportunity to Solve Upstream

**A Positive Experience
Would Include:**

- Confidence in plan choice
- Understanding of benefits & coverage
- Order and predictability; no surprises
- Healthcare system entities working together seamlessly
- Support making the best care choices based on individual's goals (therapy, cost, location, etc.)
- Insurance process working in the background like a well-oiled machine

Clear Opportunity to Solve Upstream

Surprised
by need
for more
approval;
Surprised
by cost

.....Worried.....

.....Sad.....

.....Anxious.....

.....Frustrated.....

.....Stressed.....

.....Overwhelmed.....

.....Angry.....

.....Hopeless.....

Key Point:
multiple solutions
identified, RTBC
“floated to the top”
for moving forward



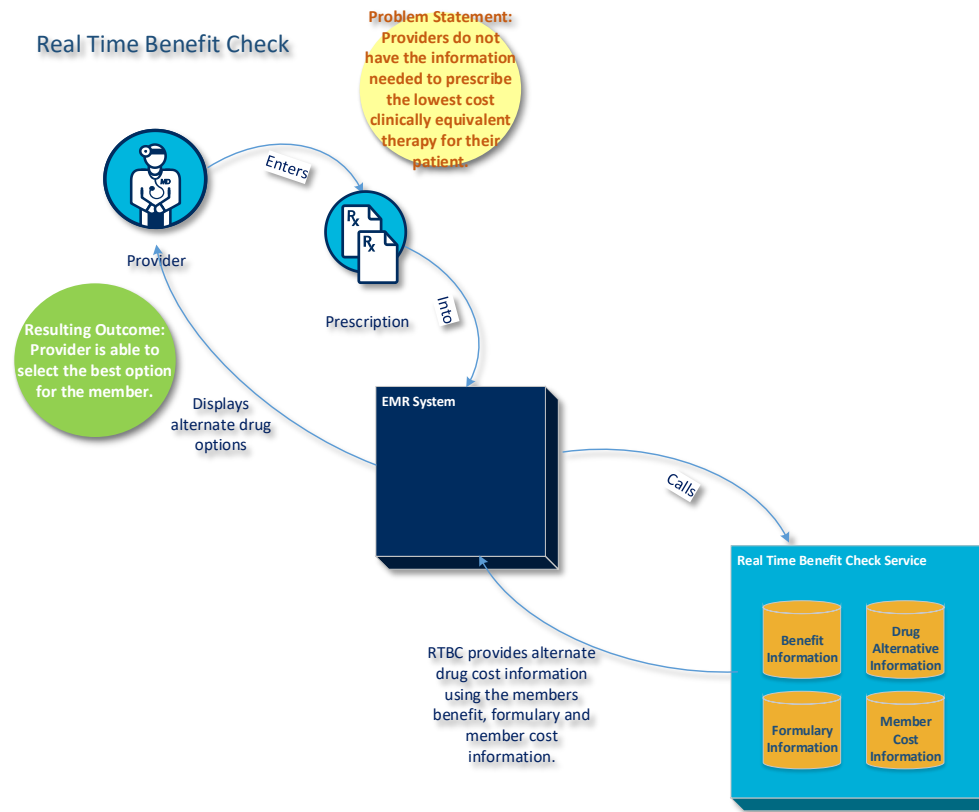
Business Architecture Approach

Understand and clarify the context of the business opportunity and solution

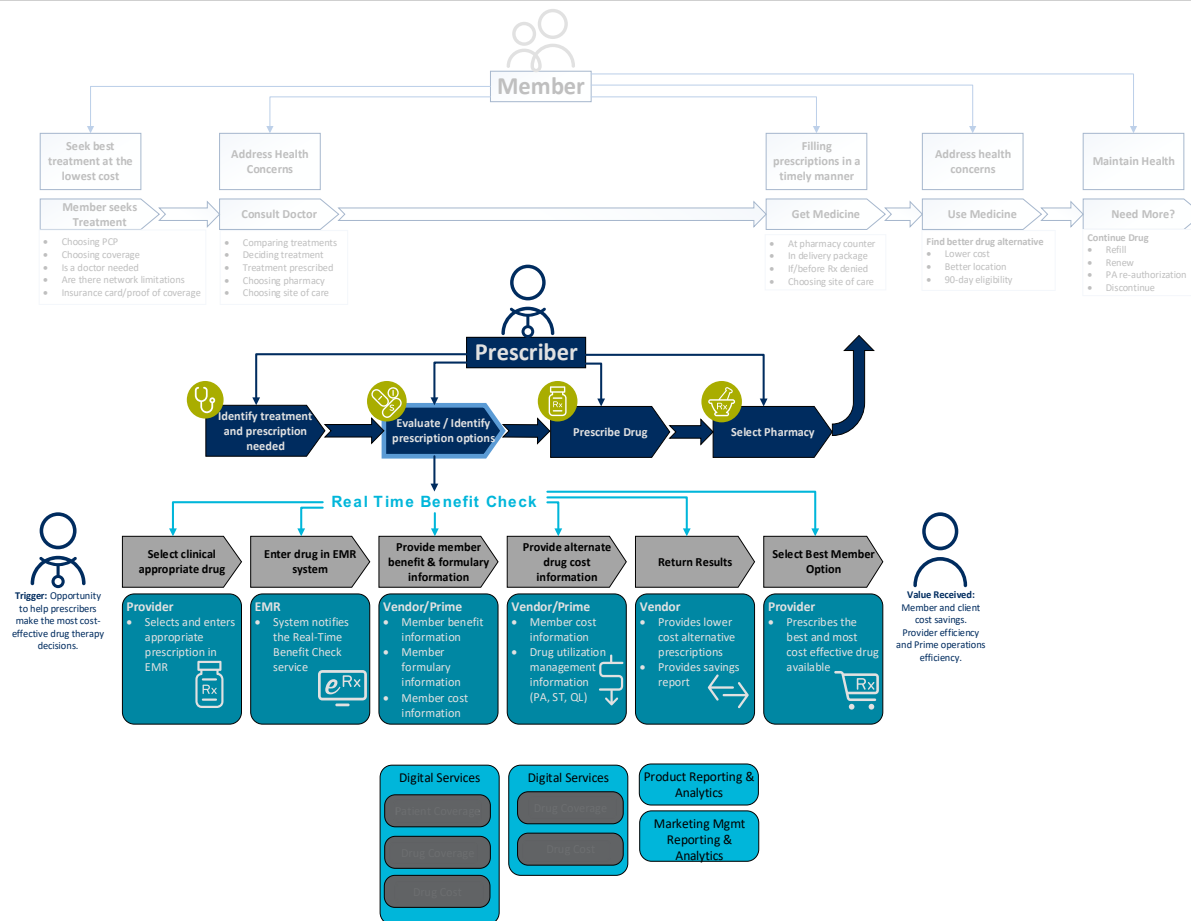
Establish current and future state value stream & capabilities blueprints to deliver on the Journey Map

Identify the gaps between current and future state

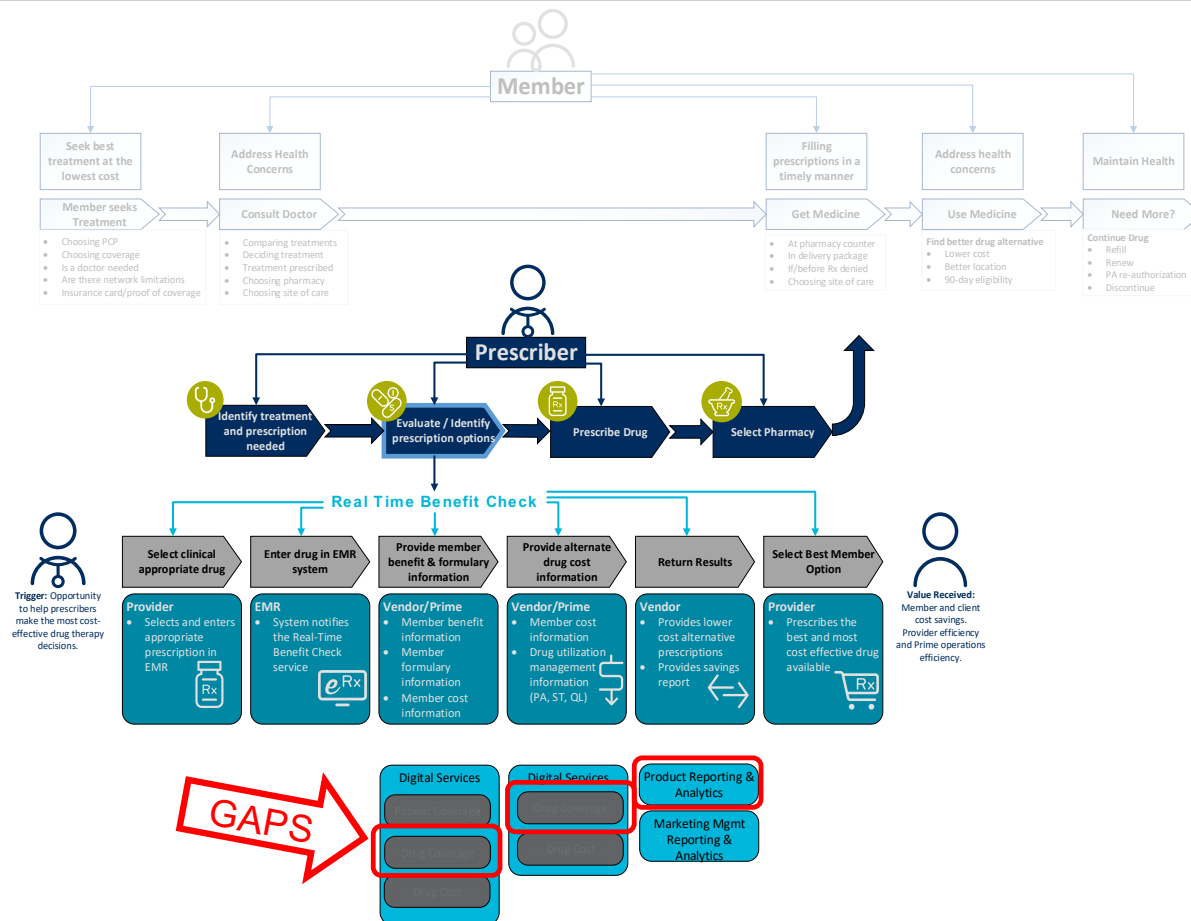
Identifying the Capability Impacts: Business Architect Role



Identifying the Capability Impacts: Business Architect Role



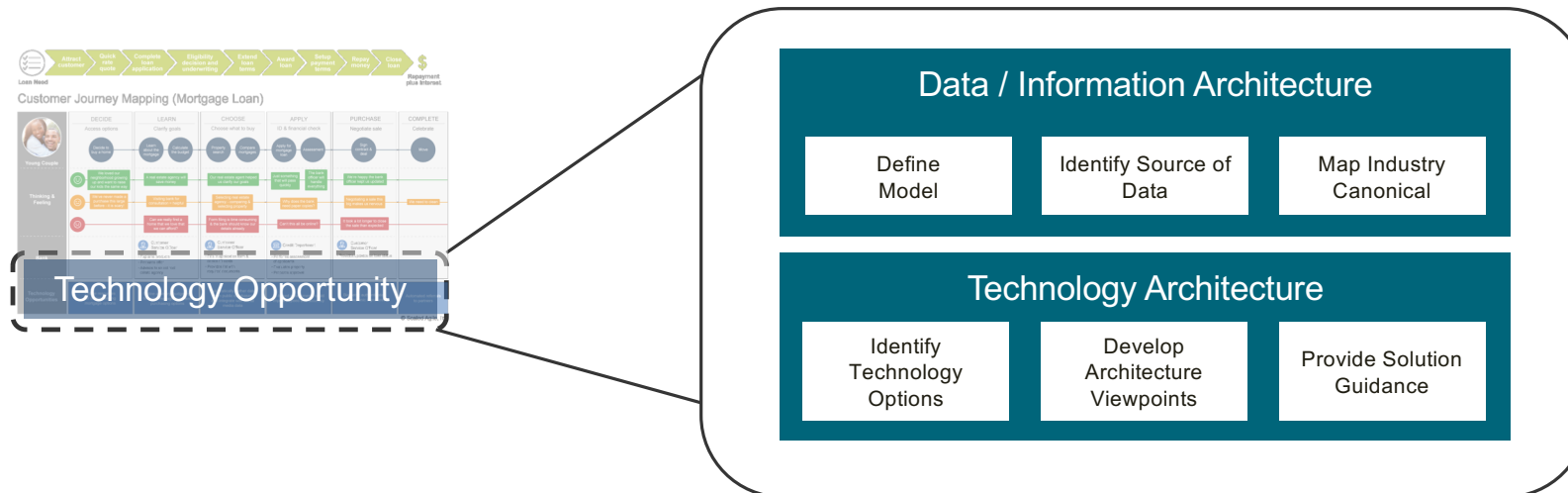
Identifying the Capability Impacts: Business Architect Role



Defining the Information and Technology Solution: Enterprise Architect Role

Ensures Prime's business strategy uses proper technologies and systems. Goals are:

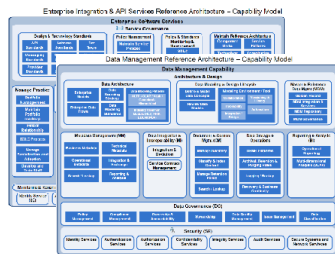
- Optimize the enterprise by minimizing existing fragments and simplifying complexity
- Ensure efficient business operation leveraging shared capabilities, less duplication and redundancies
- Maximize return and reduce risk on future investments



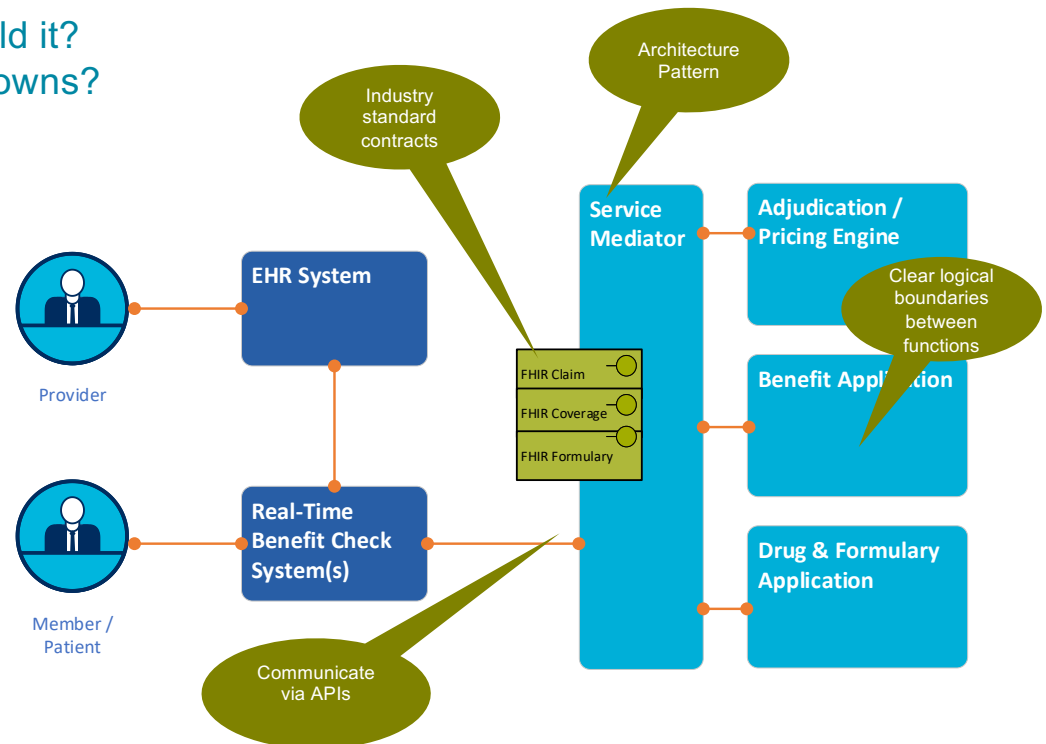
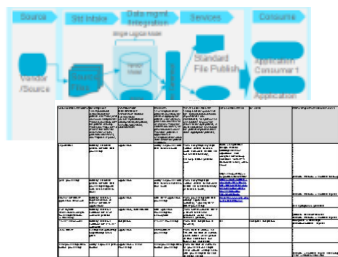
A solution context: Establishes solution intent and boundaries

What are we building? How are we going to build it?
What are the fixed / knowns vs. variable / unknowns?

Reference Architecture – Where are we headed?



Solution Patterns & Reference Implementation – Frameworks and examples



Establish/Refine
Business Strategy

Assess
Business
Impacts

Architect
Business
Solution

Establish
Initiative Plans

Deploy Solution

Enterprise Architecture Approach

- Collaborates with business architects and stakeholders to understand the business strategy and outline technology to support
- Engages other architecture roles to provide solution guidance

Solution Architecture Approach

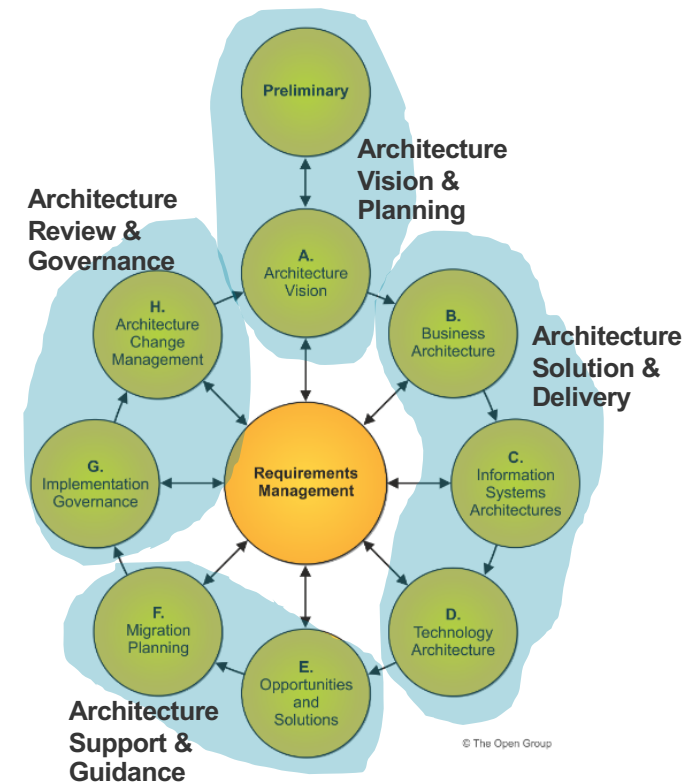
- Reviews current state, gaps, opportunities, future needs and develops conceptual and logical solution
- Collaborates with other domain architects and stakeholders to establish architecture viewpoints – logical, data, infrastructure, security

Data Architecture Approach

- Collaborates with product owners, stewards, and analysts to identify and communicate data created, impacted, and changed
- Develops and updates conceptual and logical data models to guide development

Security Architecture Approach

- Collaborates with stakeholders and architects to provide security guidance, requirements, standards and patterns for solution implementation



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We **rationalize** the architectural deliverables into **“well formed” initiatives** that are planned, managed and monitored to **deliver our objectives**



An initiative is a **course of action** that is being executed or has been selected for execution*

* From A Guide to the Business Architecture Body of Knowledge® (BIZBOK® Guide) v8.0,

Establish/Refine
Business Strategy

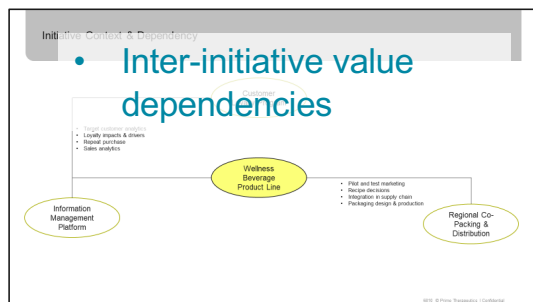
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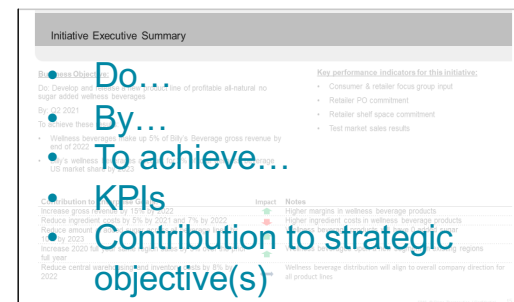
Establish
Initiative Plans

Deploy Solution

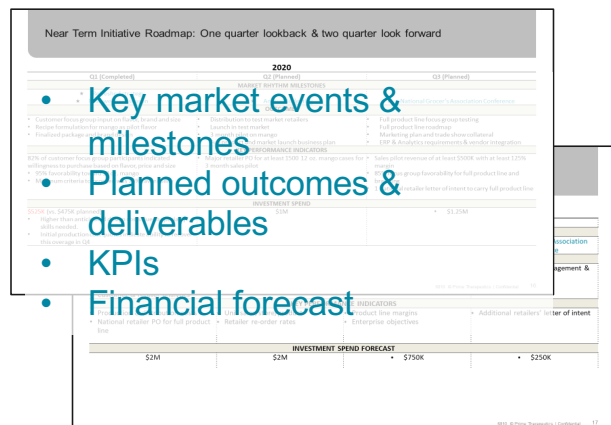
Initiative Map



Initiative Definition:



Roadmap (Rolling Quarters)



Components of “Well Formed” Initiatives

Financial Detail

Summary of Financial Results

YTD Results	YTD Actual	YTD Estimate	Variance	Comments
IT	1,000	1,200	200	Less hours needed IT Clinical teams
PM Ops	100	100	(20)	
PM	200	200	10	
Other	10	75	25	
	\$ 1,880	\$ 2,015	\$ 215	

Total Estimate	Current	Approved	Change	Comments
IT	1,000	1,200	200	
PM Ops	100	100	(20)	
PM	200	200	10	
Other	10	75	25	
	\$ 1,880	\$ 2,015	\$ 215	

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Establish/Refine
Business Strategy

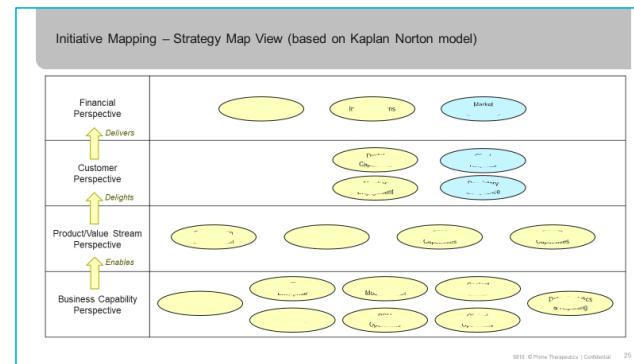
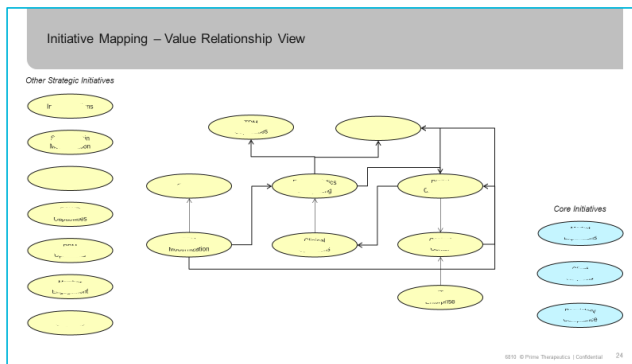
Assess
Business
Impacts

Architect
Business
Solution

Establish
Initiative Plans

Deploy Solution

Quarterly refinement of 'well formed initiatives', within and across initiatives



Establish &
Refine Strategy

Assess
Business
Impacts

Establish
Business
Approach

Establish
Initiative Plans

Deploy Solution

Is there **new or refined strategic guidance**?

- Objectives
- Priorities
- Funding shifts

How does the refreshed strategy **impact the initiative**?

- Market
- Product
- Value streams
- Capabilities

Based on the assessed impacts, **what needs to be added, changed or deleted** with the existing roadmap?

Refresh the plan:

- Team funding
- Balanced portfolio
- Reprioritization
- Trade off

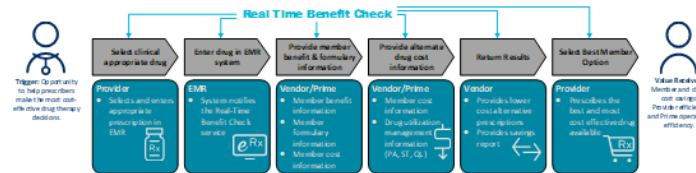
Execute on the refreshed plan

- Progress toward value

Living the Collaboration Model

Business architecture

Operational Value Stream



Customer Experience architecture

Customer Journey Map



IT architecture



Initiatives

INITIATIVE	STATUS	START DATE	END DATE	OWNERS	STAKEHOLDERS	IMPACT
1. Real-time coverage check	Active	2023-01-01	2023-12-31	Prime Therapeutics	Providers, Members	Improved member satisfaction, reduced costs
2. Seamless, real-time pricing by products	Active	2023-01-01	2023-12-31	Prime Therapeutics	Providers, Members	Reduced costs, improved member satisfaction
3. e-Prescribe available	Active	2023-01-01	2023-12-31	Prime Therapeutics	Providers, Members	Improved member satisfaction, reduced costs
4. myMed mobile app	Active	2023-01-01	2023-12-31	Prime Therapeutics	Members	Improved member satisfaction, reduced costs



Products & Services

Lessons Learned (so far)

- Launched the Architecture CoP in January 2020. Driven by:
 - Needed a better approach to knowledge sharing and integration of artifacts across practices
 - Needed strong collaboration. Architects provide a view to all collaborators, needed to model that in our own practices
- The CoP has a SIG exploring use of Journey Maps and Value Streams as means of showing the Outside-In and Inside-Out perspectives for a solution
 - Not recommending incorporating customer journey mapping details into architecture artifacts (ex. Value Streams)
 - Map the customers "experience" or "intended use" to non-functional requirements
- Strategy needs to be articulated in a way that people see themselves in it, understand the action they need to take to achieve it, and how success is measured.\ul>- Once articulated, strategic objectives need to be explicitly embedded in the formal planning, management and execution processes. The work we do and support as architects needs to always tie back to advancing the objectives.

Thank you



THANK YOU!



The TC Business Architecture Forum