



# Oak Street Health *Overview*

December 4, 2023



# Introduction to Oak Street Health



We are...  
**A patient-centric network of primary care centers for Medicare-eligible patients**

We leverage...  
**The Oak Street Health platform to provide comprehensive care for our patient population**

We improve...  
**Experiences and outcomes for our patients**

We reduce...  
**Hospitalizations by over 50% and retain the savings generated by our care model**

**204** Oak Street owned and operated centers by EOY 2023

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**25** States covered by EOY 2023

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**~200k** At-risk patients receiving our care<sup>1</sup>

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**>6,000** Team members, all aligned with our mission & vision, including ~700 primary care providers<sup>1</sup>

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# Oak Street Health has created a model that invests upfront to keep our patients happy, healthy, and out of the hospital

Challenges in Primary Care Settings	Fee For Service	Oak Street Health
 Not enough time with patients	2,000+ average doctor patient panel <sup>1</sup>	~500 patient panel
 No patient specialization	Accepts all ages	<b>Medicare-eligibles</b> focused
 No non-facing patient time	No time to plan for care outside the exam room	>1/3 <b>Provider time</b> used to coordinate care, close care gaps, & proactively plan
 No support beyond primary care	Minimal focus on social determinants of health	Behavioral health, pharmacy, home-based support, well-being programs, & social worker assistance
 Limited technology integration	Limited EMR use focused on billing & record-keeping; no time to engage with population health overlays	<b>4 hrs/day:</b> Average time that clinical staff use Canopy, our proprietary tech platform, optimized to run the Oak Street care model

1. Source: Journal of General Internal Medicine

# De novo model ensures every center follows a standard structure that easily scales

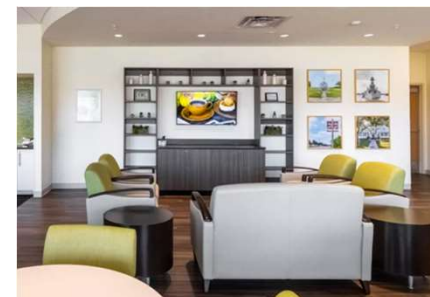
## Identify

- **Formulaic, data-driven approach** leads to favorable center locations
- **Existing retail infrastructure** repurposed as convenient location for patients



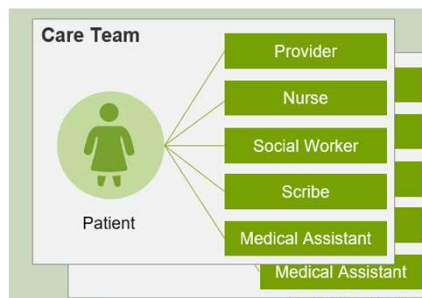
## Build

- **Consistent look and feel** builds brand awareness
- **~1,000 sf of community space** in every center



## Hire & Train

- **Standard team & center structure** easily scales
- **Ongoing training** fosters professional development and consistent care

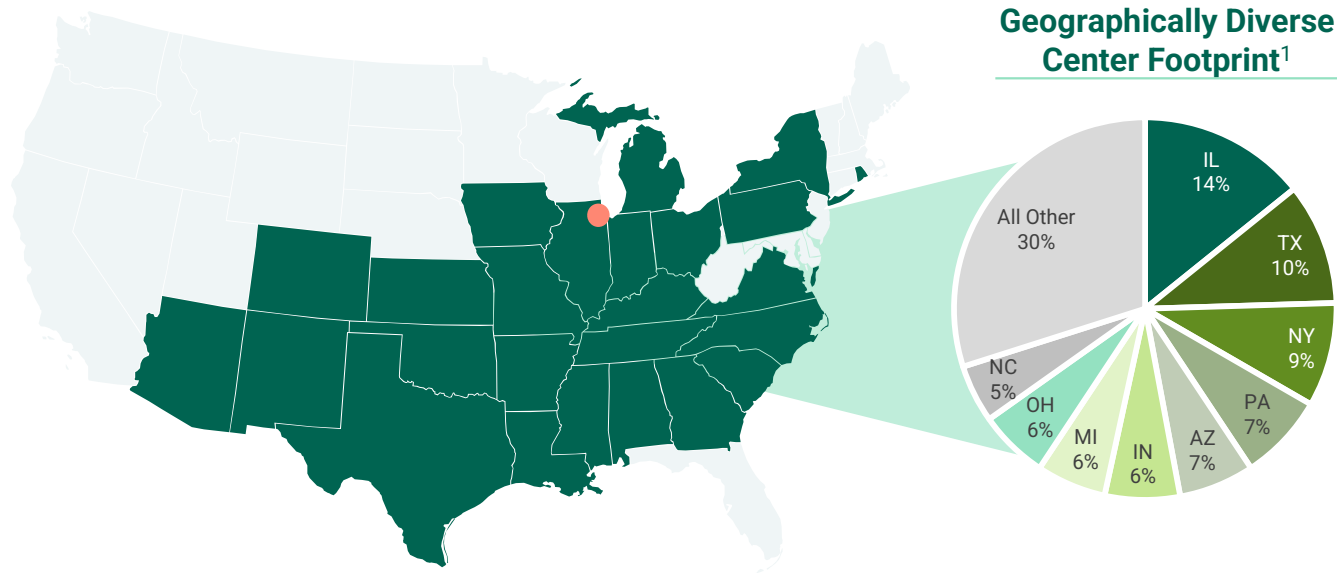


## Patient Outreach

- **Community-based** center outreach develops local relationships
- **Central channels** create efficient go-to-market economics with multi-channel approach



# Oak Street Health has a proven track record of growth and plans to continue its national expansion



Year <sup>2</sup>	New Centers	Total Centers	States
2013	2	2	1
2014	5	7	1
2015	8	15	2
2016	4	19	3
2017	5	24	3
2018	15	39	5
2019	12	51	7
2020	28	79	11
2021	50	129	19
2022	40	169	21
2023	35	204	25

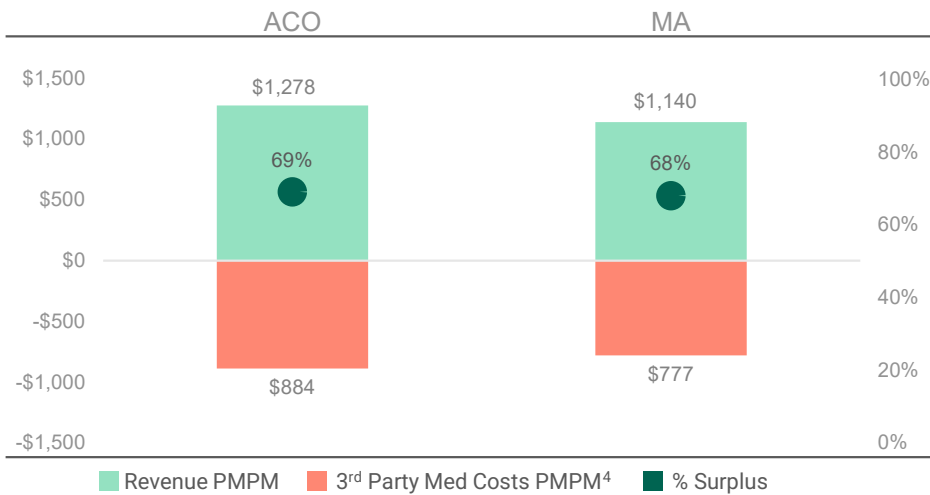
## National and Local Payor Relationships



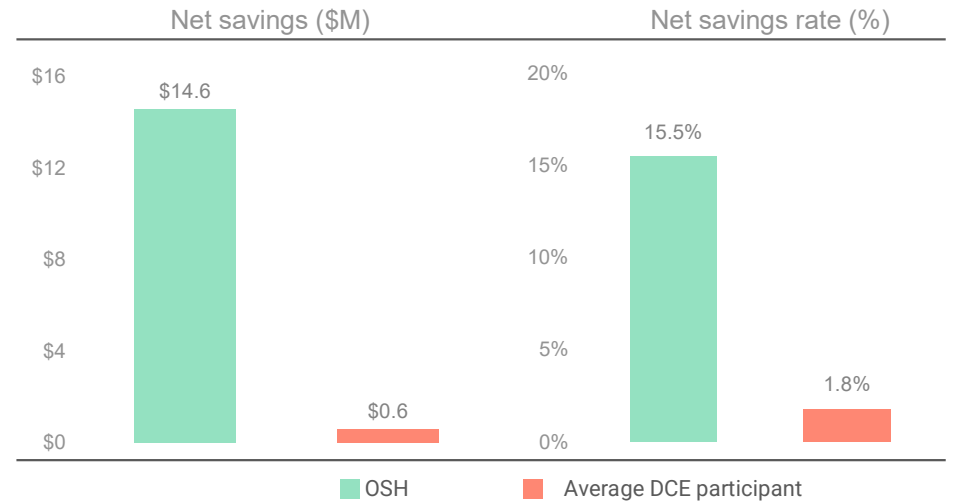
1. As of 12/31/2023  
 2. Represents year-end totals

# Acorn ACO and DCE performance demonstrate ability to drive medical cost savings across programs beyond MA

**Acorn ACO<sup>1,2,3</sup>**



**Direct Contracting<sup>3,5</sup>**



**Top 1%**

Savings rate out of 513 groups

**~17%**

Savings rate vs. 4% avg

**IL, MI, IN**

Only ACO in top 10 to operate in these states

**#1**

Net dollars saved

**#1**

Net savings rate of multi-state DCEs

**2x**

The net savings rate of the next best multi-state DCE

1. CMS 2020 data

2. Reflects OSH MA economics for 2020 for Part C revenue and medical costs (comparable to ACO economics)

3. The statements contained in this document are solely those of the authors and do not necessarily reflect the views or policies of CMS. The authors assume responsibility for the accuracy and completeness of the information contained in this document.

4. External costs only, excludes the costs of Oak Street's primary care model which would reduce the savings retained by Oak Street Health

5. CMS Direct Contracting Entities (DCEs) Performance Year 2021 financial benchmark performance results