Humana’s Bold Goal is a comprehensive business and health strategy dedicated to improving the health of the communities we serve 20 percent by 2020. Throughout our Bold Goal communities, we are creating evidence-based, scalable and financially sustainable solutions with community partners and physician practices. By targeting priority conditions and social determinants of health, both inside and outside of the clinical setting, we are finding ways to make it easier for people to achieve their best health.

We are tracking our progress using the U.S. Centers for Disease Control and Prevention (CDC) population health tool, Healthy Days, which takes into account the whole person by measuring both mentally and physically Unhealthy Days over a 30-day period. This allows us to show a direct link between improved health, positive business results and social impact.
In order to improve the health care system and achieve health equity in the United States—meaning that all people have the opportunity to achieve their best health—there must be a vigorous effort to address significant economic, social and environmental barriers to health. Research has shown that these barriers are not adequately addressed in our traditional health care system, influencing both physical and mental health.

Even though the United States spends more per capita on health care than any other nation, by far, it lags behind many other Western countries in terms of health outcomes. As a longtime researcher, I have learned through my studies, and those of my colleagues, that when people are socially and economically disadvantaged they are at a much greater risk for poor health.

Worse yet, the influences of social determinants on health are multi-generational. We must take a life course approach, specifically with underserved and disenfranchised groups, intervening during critical periods throughout the life and health cycle in order to improve long-term health outcomes.

In my opinion, the key to success for Humana, their partners and the Bold Goal is to focus on addressing social determinants of health, improving health-care access and reducing costs—especially in disadvantaged communities. Addressing social determinants helps make the healthy choice the easy choice, and it empowers individuals to focus on health promotion and disease prevention.

The Bold Goal and other similar strategies that reduce social and economic inequities will help improve the health of the nation. This is both an economic and moral imperative, and I’m proud to be a part of the effort in Tampa Bay through both the Tampa Bay Bold Goal Health Collaborative and the Hunger Action Alliance.
OUR BOLD GOAL HAS EVOLVED.

Since its public announcement in 2015, our communities have always been the foundation of our strategy and work. We have partnered locally with nonprofit organizations, government and business leaders, physicians and clinicians through our Health Advisory Boards and market-based teams to address important health conditions impacting every community in America. These are costly conditions like diabetes and depression, which impede a person’s ability to work, play with their grandchildren and live the life they want to live.

As we continue to make progress toward our Bold Goal, Healthy Days continues to be our tool of choice for measuring population health. It has become the barometer of our organization—accurately tracking health trends and well-being among our employees, members and communities we serve.

We have expanded our knowledge of how to track and trend Healthy Days, and we have aligned our interventions around key social determinants of health, such as food insecurity, loneliness and social isolation, both inside and outside of the clinical setting. Through a collective effort, we are ensuring that every person is supported on their path toward lifelong well-being, regardless of their health plan.

In addition, we have grown our Bold Goal communities from seven to 12 metro areas, and four of our original seven Bold Goal communities demonstrated improved Healthy Days in their senior populations in 2017. Other communities saw slight Healthy Days improvements in Humana members living with chronic obstructive pulmonary disease (COPD), diabetes and depression.

As we continue to make progress toward our Bold Goal, Healthy Days continues to be our tool of choice for measuring population health. It has become the barometer of our organization—accurately tracking health trends and well-being among our employees, members and communities we serve.

Strong community collaboration, addressing social determinants of health and clinical integration are an important formula for improving health outcomes.

We invite you to be a part of this work, and look forward to the future as we continue on our journey to improve health.

Thank you.
Health happens where you live, learn, work and play

We Are Making Progress
Below are some of the highlights featured in our 2018 Bold Goal Progress Report

STRONGER PERFORMANCE
Seniors living in our Bold Goal communities continue to outperform other communities we measure.

CONNECTING PHYSICIANS AND PATIENTS
Knoxville, Tenn. saw a 5.4 percent improvement in Healthy Days due to strong community outreach efforts that improved clinical outcomes in diabetes.

LEADING BY EXAMPLE
Humana employees accumulated 1.8 million more Healthy Days over the last five years, achieving an overall 18 percent improvement toward their 2017 Bold Goal.

ADDRESSING BARRIERS TO HEALTH
We have expanded our clinical and community interventions around food insecurity, loneliness and social isolation.
Healthy Days continues to be one of the best tools for tracking population health at a local level. It serves as an indicator that works across our business to identify health trends of employees, members and communities.

**Why Healthy Days?**

<table>
<thead>
<tr>
<th>Number</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Offers a holistic approach to health by measuring both mentally and physically Unhealthy Days</td>
</tr>
<tr>
<td>2</td>
<td>Is a third-party validated and published tool with a proven track record</td>
</tr>
<tr>
<td>3</td>
<td>Has a measurable ROI: 1 Unhealthy Day (UHD) = $15.64 increase per person in monthly medical costs</td>
</tr>
<tr>
<td>4</td>
<td>Shows a strong correlation to both social determinants of health and chronic conditions</td>
</tr>
</tbody>
</table>

Gil Haugh, MS  
Director, Humana Clinical Analytics

“Healthy Days is correlated with disease progression among our members who have diabetes, congestive heart failure and/or COPD. These are important considerations for practitioners of population health management, as they highlight the need to focus on both disease prevention as well as high-quality, integrated care delivery for patients who have been diagnosed with chronic conditions.”

This year we published two papers in collaboration with the Robert Wood Johnson Foundation and CDC about the value of Healthy Days as a quality of life measurement and how improving Healthy Days could impact overall health outcomes.
Each year we telephonically survey hundreds of thousands of Humana members using the CDC Healthy Days tool. We focus on the two questions that address mental and physical well-being to calculate our Healthy Days results.

1. Thinking about your physical health, which includes physical illness and injury, for how many days during the past 30 days was your physical health not good?

2. Thinking about your mental health, which includes stress, depression and problems with emotions, for how many days during the past 30 days was your mental health not good?

Angela Hagan, MPA, Ph.D.
Strategic Consultant, Bold Goal

“In 2017 we moved toward measuring individual populations within the communities we serve. This has allowed us to design interventions and to track the health trends of specific groups in need such as seniors, working-age and lower-income adults.”
An annual **Gallup-Sharecare Well-being Index** released in February 2018 shows that overall health and well-being in 21 states nationwide is the worst it has been in 10 years, yet several of our Bold Goal communities are bending that trend. In fact, in our Medicare population, Bold Goal communities continue to outperform non-Bold Goal communities.

Of our original seven Bold Goal communities, Humana Medicare members in Knoxville, Baton Rouge, New Orleans and San Antonio all had improved Healthy Days as well as improved clinical outcomes. Louisville, Tampa Bay and Broward County, Florida saw increases in Unhealthy Days, but also experienced slight improvements in clinical outcomes and in Healthy Days in Humana seniors living with conditions such as COPD, diabetes and depression.

Healthy Days is a sensitive tool that allows us to track and trend when and where health happens. In Florida, our Bold Goal communities’ Healthy Days were acutely impacted by hurricanes Irma and Maria in late 2017. A similar effect was evident in Humana’s Florida-based employee population results as well.

**Hurricanes Irma and Maria**

<table>
<thead>
<tr>
<th>Date</th>
<th>Events</th>
<th>Medical Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 10</td>
<td>Irma in Florida</td>
<td>Healthy Days impacted</td>
</tr>
<tr>
<td>September 19</td>
<td>Maria in Puerto Rico</td>
<td>Healthy Days impacted</td>
</tr>
</tbody>
</table>

0.75 additional unhealthy days in Florida in November
Humana Medicare members in San Antonio improved their Healthy Days by 3.5 percent and those living with diabetes improved their Healthy Days by 5.1 percent. We feel the San Antonio Health Advisory Board and Humana San Antonio Bold Goal team’s focus on diabetes prevention, nutrition and improving physical health led to these improvements. Louisville experienced a 2.4 percent decline in overall Healthy Days, but a 1.0 percent improvement in Healthy Days among Humana Medicare members living with COPD. Addressing Louisville’s poor air quality has been one of the central focuses of the Louisville Health Advisory Board and Humana Louisville Bold Goal team. Pilots and interventions have been designed to pinpoint when and where symptoms occur for those living with respiratory illnesses such as asthma and COPD.

Florida, Texas and Puerto Rico were all severely impacted by Hurricanes in 2017. The Bold Goal communities of Tampa Bay and Broward County saw increases in Unhealthy Days in their Humana Medicare populations in the months after the hurricanes hit. Healthy Days began to rebound leading into the new year, proving that communities are resilient. Baton Rouge saw a 4.1 percent improvement in Healthy Days and New Orleans saw a 3.9 percent improvement in their Humana senior population. Our data shows that members in both communities are very engaged in their own health. The Health Advisory Boards and Bold Goal teams in Louisiana have worked hard to join forces with their local governments to improve health outcomes throughout these communities. Knoxville Humana Medicare members improved their Healthy Days by 5.4 percent and those Humana seniors living with diabetes improved their Healthy Days by 9.7 percent. Knoxville continues to bend the trend thanks to the collaborative effort by the Humana Knoxville Bold Goal team and the Knoxville Health Advisory Board as well as community partners and a clinical focus around diabetes prevention.

Tristan Cordier, MPH
Principal Data Scientist, Humana Clinical Analytics

“Healthy Days has been a powerful measure for Humana to evaluate our Bold Goal progress. A person’s reported Unhealthy Days captures the types of data typically collected by the health care system like chronic conditions and acute events, but also gives insight into other dimensions of well-being including barriers present in the community and in the home.”

Phase One Bold Goal Community Summaries

Phase One Bold Goal community Healthy Days Medicare Advantage results
Social Determinants of Health

Social determinants of health are “conditions in the places where people live, learn, work and play (that) affect a wide range of health risks and outcomes.” They are the barriers to health upstream from our traditional health care system—things like poor education, low income or lack of transportation, as well as food insecurity and loneliness. These social determinants of health are an important piece of how we are working to improve Healthy Days in our Bold Goal communities.

In 2016, we chose to focus our efforts on addressing food insecurity, loneliness and social isolation because of their direct impact on Healthy Days.
If you are food insecure and a senior, you are more likely to have higher rates of chronic conditions and increased health struggles. According to Feeding America, you are also:

- **50%** More likely to be diabetic
- **14%** More likely to have high blood pressure
- **60%** More likely to have CHF or experience a heart attack

- **30%** More likely to report at least one limitation in activities of daily living
- **3x** Higher prevalence of depression
- **2x** More likely to have asthma

If you are lonely or socially isolated and a senior, you are:

- **26%** More likely to die prematurely
- **3.4x** More likely to suffer depression
- **2x** the risk of Alzheimer's disease
Seniors face unique challenges that put them at risk of food insecurity, like choosing between buying food and medicine, or struggling to access food without reliable transportation. That’s why Humana has partnered with Feeding America to address food insecurity at both the clinical and community level.

In 2016, Feeding South Florida, Feeding America, Continucare Medical Centers and Humana teamed up for a four-week screening and referral pilot study in three Continucare clinics in Broward County, Florida. The intended objective of the pilot was to learn the following:

1. Would food insecurity screenings and an on-site referral fit well with the natural workflow of the practice?
2. Would patients be receptive to screenings and referral to a Feeding South Florida representative?
3. Would patients be open to learning more about how to navigate the food-assistance system?
4. Is there a correlation between fewer Healthy Days and food insecurity?

46 percent of patients screened positive for food insecurity
2x more Unhealthy Days if you screened positive for food insecurity

Of the 46 percent who screened positive, 86 percent accepted referral to meet with an on-site Feeding South Florida representative and 94 percent of patients who screened positive for food insecurity accepted an emergency food box from a Feeding South Florida representative.

The U.S. Department of Agriculture (USDA) defines food insecurity as a lack of consistent access to enough food for an active, healthy life. According to Feeding America, food insecurity exists in every state, county, parish and congressional district across the United States.

Matt Knott
President, Feeding America

"Feeding America is proud to partner with Humana to address food insecurity in Bold Goal communities. Not only are we improving access to healthy foods, we are also demonstrating how food banks can effectively partner with the health care sector, developing the business case that will allow Humana and others to work in partnership with us to achieve better outcomes for more than 40 million Americans who turn to our network for support."
The results of the pilot study were significant, leading to a 12-month randomized control trial with the same partners. The results of this trial, which we will release in 2019, are intended to prove that addressing food insecurity in a primary-care setting can have a positive impact on health, clinical outcomes and business metrics. In conjunction with the randomized control trial, we also partnered with Feeding America to develop a physician-facing food insecurity toolkit for physicians to implement into their workflows.

In Florida, we are working with a diabetes management company on several diabetes pilots that will provide eligible Humana members with an opportunity to participate in a self-management program with a certified diabetes educator. These interventions target diabetic members who have an A1C equal to or greater than 8. Due to the work and influence of our Bold Goal, the program also includes Healthy Days, food insecurity and loneliness screenings as a part of the program, taking a holistic approach to health to improve health outcomes.

The Future of Food Insecurity

Orlando Espinoza, M.D.
Area Medical Lead for Conviva Physician Group

“My colleagues and I receive consistent support from our partners, Humana and Feeding South Florida, to provide a direct benefit for our patients. As the yearlong study moves forward, we will gather more data to analyze the link between Unhealthy Days and food insecurity to inform other community physicians, health care providers and payers on how to create or expand programs that improve community health.”
Suffering from loneliness or social isolation can worsen a condition and raise treatment costs, especially for seniors. To address loneliness and social isolation in a clinical setting, we are designing interventions to identify loneliness in our Medicare member population, and to screen and treat loneliness and social isolation at the community level.

**Loneliness** is subjective isolation. It is caused by the difference between desired and actual relationships. Loneliness refers to the quality of relationships within a person’s network and their sense of belonging and social support.

**Social isolation** is objective isolation. It is caused by the separation from other people. It can be due to personal isolating decisions, mood or behavioral disorders and/or the loss of a spouse. Social isolation refers to the quantity and structure of a person’s social network, contacts and participation in social activities.

**Kathleen Cameron**
Senior Director, Center for Healthy Aging, National Council for Healthy Aging

“One of the greatest collective challenges of aging is how loneliness and social isolation are having real and lasting physical and emotional impacts on older adults. Research has shown that lacking social connections is comparable to smoking 15 cigarettes per day, and is worse than obesity or a sedentary lifestyle.”

**Identifying Loneliness**
Our first step in addressing loneliness and social isolation was to identify it within our Humana membership. Leveraging existing data and peer-reviewed research, we identified risk factors in a portion of our Medicare population. This helped us develop a predictive model using the UCLA Loneliness Scale. It is now used throughout our business.
In conjunction with our predictive model, we designed a toolkit with our wellness team that helps members and their families understand the health impact of loneliness and social isolation and find resources for support and intervention.

More than 10,000 Medicare members responded to our initial survey asking them questions about loneliness.

Those who experienced loneliness had 2–3x more Unhealthy Days than the average Medicare member.

Severely lonely members experienced up to 34.5 combined mentally and physically Unhealthy Days per month.

16.4 percent engaged in Humana member assistance services.

5,679 Medicare members responded to pre- and post-surveys.

David Steenhard
Principal Data Scientist, Humana Clinical Analytics

“Up until now, payers and health care providers have not been able to understand the social determinants of health faced by their patients. In 2017, Humana created a predictive model that will allow our care managers, physicians and clinicians to know who is at high risk of loneliness and social isolation. This is an important step to ensuring that we are able to meet our members where they are.”

Cruz Fana-Souchet, M.D.
President & Medical Director at AMA Medical Group LLC

“Behavioral and social health is a leading concern for physicians today as we know the impact loneliness, depression and even social isolation can have on patient health. Working with Humana to screen for loneliness and Healthy Days provides a unique opportunity for our physicians to connect with our patients and hopefully address the concerns they may have or the additional information they may need to seek help.”
In order to lead by example, Humana employees set an ambitious Bold Goal—to improve our health 20 percent by the end of 2017, three years in advance of our metro communities. Our employees embraced the challenge, building on a long-term commitment to health and well-being at Humana.

Over the last five years, Humana employees improved their Healthy Days by 18 percent, within 2 percent of our 2017 Bold Goal, a success clearly demonstrating the impact of shared focus. Those gains amount to 1.8 million more Healthy Days than our employees would have otherwise experienced—a victory by any measure.

Employees with high levels of belonging experience 6x fewer mentally Unhealthy Days. Those with high well-being overall also perceive 3x less stress, miss 3x less work, are less likely to look for another job, and are more engaged.

1.8 MILLION more Healthy Days accumulated by Humana employees since 2012

18% improvement in Healthy Days

Despite aging five years, 63 percent of employees reduced or maintained biometric health risks associated with chronic disease, reversing the expected trend.
Throughout much of the summer, we were on track to meet our 2017 Bold Goal of 20 percent better health. Then Hurricane Harvey hit Texas, Hurricane Irma pummeled Florida and Hurricane Maria caused a major disaster in Puerto Rico. Humana had 13,000 employees and more than a million members directly exposed to harm. As for so many others, the fear and stress associated with the impact and aftermath of the hurricanes hit our employee community hard. In addition, 2017 brought significant organizational changes within our company. Not surprisingly, Unhealthy Days increased during these peak months—particularly mentally Unhealthy Days. Emotional health tends to fluctuate over time, especially when life is unpredictable. However, the strength of Humana’s support systems and culture helped tremendously, reflected by employee Healthy Days rebounding by the end of the year. Importantly, the health trends we were able to observe in 2017 also confirmed the integrity of our Bold Goal measurement. Healthy Days results show fluctuation to correspond with real-life events. Enabled with these insights, we are better able to understand what we’re experiencing, determine our best actions, and prepare ourselves and our communities for the future.

As we look ahead, our Bold Goal continues to inspire our sense of purpose, connecting us more deeply to each other and the people and communities we serve. Emotional health and well-being will be a particular focus in our employee community health efforts in the coming year. Our resolve to live happier and healthier is unwavering as we continue our own journey in 2018 toward 20 percent more Healthy Days and beyond.
San Antonio experienced a 3.5 percent improvement in Healthy Days in their Humana Medicare population in 2017. In addition, San Antonio Healthy Days improved 5.1 percent in Humana seniors living with diabetes.

These improvements as well as those in diabetes related clinical outcomes were impacted by the collaborative work of the San Antonio Health Advisory Board and the Humana San Antonio Bold Goal team to address diabetes and food insecurity throughout San Antonio. In 2018, they plan to scale their efforts and continue to work with community partners to connect people to free and reduced cost resources as well as healthy food.

**Working Committees**

- DIABETES
- PARAMEDIC MOBILE
- INTEGRATED HEALTH
- COMMUNITY RESOURCE DIRECTORY
- BEHAVIORAL HEALTH
- COMMUNICATIONS

**Priority Conditions**

- DIABETES
- BEHAVIORAL HEALTH

**Barriers to Health**

- UNHEALTHY BEHAVIORS
- HEALTH LITERACY
- POOR NUTRITION
- FOOD INSECURITY

David S. Webster, M.D., MBA

VP & Medical Officer, Texas & Louisiana

“As a Texas physician leader for Humana, I have observed the rapidly increasing importance of population health and social determinants of health. I am proud to be part of our San Antonio Bold Goal, providing tools for both physicians and San Antonio residents to positively impact their health outcomes.”
1. **Diabetes Resources Guide**
   Created by a partnership with the Diabetes committee, this website offers free and low-cost diabetes resources and information to the community.

2. **Community Resource Directory**
   Community members have access to community health resources available on the FitCitySA website.

3. **MCCI / San Antonio Food Bank Partnership**
   At four MCCI locations, community members and patients have access to a monthly distribution of food from the local food bank.

4. **Path to Wellness**
   In partnership with H-E-B, the YMCA of San Antonio, Humana and MCCI to address diabetes, nutrition and health literacy in patients living with diabetes.

**Pilots and Interventions**
Pilots and Programs Influence Positive Behavior Change

**Clinical Improvements Compared Nationally**

<table>
<thead>
<tr>
<th>Disease-Specific Best Practices</th>
<th>San Antonio</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biannual HbA1c Testing</td>
<td>58%</td>
<td>48%</td>
</tr>
<tr>
<td>Diabetes Statin Therapy</td>
<td>71%</td>
<td>70%</td>
</tr>
</tbody>
</table>

**Healthy Days among Humana members living with diabetes**

<table>
<thead>
<tr>
<th>Year</th>
<th>UHD 2015</th>
<th>UHD 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>16.77</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>15.92</td>
<td></td>
</tr>
</tbody>
</table>

**2017 Medicare Healthy Days Trends**

14.18%
% decrease in Unhealthy Days

-3.5%

Data above reflects Medicare Advantage member responses to Humana’s annual Healthy Days survey, administered June-December, 2017.

**Caroline Blanco, MS, RDN, LDN**
Regional Director, Community Health Strategies
American Diabetes Association

“We are so excited to have launched the Diabetes Resources Guide. It is going to be an amazing tool for health care providers to connect their patients to a vast network of programs and services in one simple process. It is our hope that the San Antonio Diabetes Resources Guide will serve as a model for communities all over the nation to inform the public of programs and resources for those affected by diabetes.”
The Louisville Health Advisory Board and Humana Louisville Bold Goal team are focused on coordinating care across the community, addressing cultural and social barriers to health, preventing suicide, and making it easier to breathe in the city. While Unhealthy Days among seniors increased slightly (.31 of a day) in 2017, there are points of encouragement, such as the 1.0 percent improvement in Healthy Days among Louisville’s Humana seniors living with chronic obstructive pulmonary disease (COPD). We believe this improvement is due to the collaborative effort to address respiratory health in Louisville, including the support of Louisville Metro Housing Authority to become smoke-free.15

Good health is important, and knowing that small improvements can lead to big changes is what helps us stay focused on our goal. Louisville will continue to work toward improving lung and behavioral health throughout the city, as well as including interventions that address diabetes and food insecurity.

Bryan Loy, M.D., MBA
Louisville Health Advisory Board Co-chair, Humana Corporate Medical Director

"More than 70 Louisville organizations from across private and public sectors have united and are rising to the challenge of making a positive, collective impact on our city’s health. Now in our third year of work, the Louisville Health Advisory Board is thinking beyond the walls of our respective organizations, sharing our knowledge and drawing upon one another’s strengths. As a result, we’re launching self-sustaining initiatives that improve the health and well-being of our neighbors."
Healthy Days among Humana members living with COPD

<table>
<thead>
<tr>
<th>Year</th>
<th>UHD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>18.69</td>
</tr>
<tr>
<td>2017</td>
<td>18.51</td>
</tr>
</tbody>
</table>

% increase in Unhealthy Days: +2.4%

2017 Medicare Healthy Days trends

12.97

Pilots and Interventions

1. Behavioral Health Zero Suicides Program
A collaborative effort to educate, inform and engage leaders and individuals throughout the city in order to make Louisville suicide-free.

2. Diabetes Prevention
Working to address diabetes by educating businesses, working with doctors to get diagnoses of prediabetes, and bringing preventive programs to people in their everyday lives.

3. Smart COPD Program Pilot
A market-wide pilot in partnership with Kentucky-based Revon Systems that uses their mobile self-triage platform to assess seniors living with COPD.

Clinical Improvements Compared Nationally

<table>
<thead>
<tr>
<th>DISEASE-SPECIFIC BEST PRACTICES</th>
<th>LOUISVILLE</th>
<th>NATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANTIDEPRESSANT MEDICATION CONTINUING FOR 6 MONTHS</td>
<td>59%</td>
<td>55%</td>
</tr>
<tr>
<td>30-DAY FOLLOW-UP FOR BEHAVIORAL HEALTH ADMISSION</td>
<td>46%</td>
<td>44%</td>
</tr>
</tbody>
</table>

Data above reflects Medicare Advantage member responses to Humana’s annual Healthy Days survey, administered June-December, 2017.

Veronica Combs
Institute for Healthy Air, Water and Soil

“Working with the Bold Goal team has made me more optimistic about finding new solutions for Louisville’s health challenges. The group has brought a fresh approach to solving problems like diabetes and depression, and has helped me find new sources of data, support and inspiration for my own work. There is no quick fix or silver bullet. Systems-level change requires a dedicated team, time and perseverance, and this group has the qualities required to bring innovation and change to health care.”
Humana Medicare members living in Tampa Bay experienced a 3.2 percent decline in Healthy Days due to hurricane-related impact, but among Humana members living with depression, we saw a slight improvement. We feel this is due to the efforts of the Tampa Bay Bold Goal Health Collaborative (formerly the Tampa Bay Health Advisory Board) and the Humana Tampa Bay Bold Goal team, who is focused on addressing loneliness, social isolation, food insecurity and behavioral health in Tampa Bay.

In 2017, the Tampa Bay Bold Goal Health Collaborative and Humana Tampa Bay Bold Goal team hosted over 50 faith-based leaders in a forum to discuss depression and bipolar disorder in the community. During the forum, teams discussed solutions for the current lack of services available and plan to continue that work into 2018. In addition, the Tampa Bay Bold Goal Health Collaborative partnered with the Hunger Action Alliance to study loneliness and food insecurity in older adults. The results of that study will be released later this year.

**Working Committees**

- BEHAVIORAL HEALTH
- HEALTHY BEHAVIORS & NUTRITION
- COMMUNICATIONS
- COMMUNITY RESOURCES
- ELDER HUNGER

**Priority Conditions**

- DIABETES
- BEHAVIORAL HEALTH

**Barriers to Health**

- ACCESS TO BEHAVIORAL HEALTH SERVICES
- HEALTHY LIFESTYLE
- LITERACY
- FOOD INSECURITY

Preeti Jois, M.D., MBA, FACEP
Medical Director, Humana Senior Products, North Florida

“The Bold Goal Initiative in Tampa Bay allows Humana to work in partnership with local businesses, nonprofit entities, government organizations and educators to make Tampa Bay a healthier community. In nurturing strong partnerships, we are able to access a myriad of resources to collaborate with behavioral health services, reduce food insecurities and foster education about healthy lifestyles and nutrition.”
1. Faith-Based Forum
In 2017, the Tampa Bay Bold Goal Health Collaborative convened more than 50 faith-based organizations and leaders to discuss behavioral health issues impacting the community.

2. Hunger Action Alliance
A study with the University of South Florida, Feeding Tampa Bay and Feeding America is working to address loneliness, social isolation and food insecurity in older adults and understand their correlation to health and each other.

Carol Eloian, BA, CRPS-F
Consumer and Family Affairs Director, Central Florida Behavioral Health Network, Inc.

“I have truly enjoyed working alongside my colleagues from Humana and members of our Tampa Bay Bold Goal Health Collaborative. In 2017, we and our faith-based leaders provided a community mental health symposium focusing on behavioral health, loneliness and social isolation. The robust discussion panel we formed not only presented issues facing our community, but also offered real solutions. In 2018, we will continue forging these strong and viable local community partnerships.”

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### 2017 Medicare Healthy Days trends

**13.34**
% increase in Unhealthy Days
**+3.2%**

### Healthy Days among Humana members living with depression

<table>
<thead>
<tr>
<th>Year</th>
<th>Tampa Bay</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>21.35 UHD</td>
<td>26%</td>
</tr>
<tr>
<td>2017</td>
<td>20.56 UHD</td>
<td>25%</td>
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</table>

Data above reflects Medicare Advantage member responses to Humana’s annual Healthy Days survey, administered June-December, 2017.

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### Disease-Specific Best Practices

<table>
<thead>
<tr>
<th>DISEASE-SPECIFIC BEST PRACTICES</th>
<th>TAMPA BAY</th>
<th>NATIONAL</th>
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<tbody>
<tr>
<td>BIANNUAL HbA1c TESTING</td>
<td>59%</td>
<td>48%</td>
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<tr>
<td>7-DAY FOLLOW-UP FOR BEHAVIORAL HEALTH ADMISSION</td>
<td>26%</td>
<td>25%</td>
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### Clinical Improvements Compared Nationally

<table>
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<td>25%</td>
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### More Healthy Days

Data above reflects Medicare Advantage member responses to Humana’s annual Healthy Days survey, administered June-December, 2017.
Broward County experienced a 2.5 percent decline in Humana Medicare member Healthy Days due in part to Hurricanes Irma and Maria. Mentally Unhealthy Days were especially affected. The Health Advisory Board for Broward County and the Humana Broward Bold Goal team are already in the process of creating new solutions for emergency preparedness throughout the community. They also plan to host a Food Insecurity Summit in 2018 and expand interventions around food insecurity, loneliness, social isolation and diabetes.

Broward County’s Bold Goal is heavily invested in solving for food insecurity. In 2016, Humana launched its first food insecurity screening and referral intervention with Feeding South Florida and Continucare, where 46 percent of patients screened for food insecurity screened positive. This study led to a 12-month randomized control trial with the same partners. The results of this study will be published in 2019.

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**Working Committees**
- ACCESS TO CARE
- COMMUNITY COLLABORATION
- EDUCATION OF COMMUNITY RESOURCES
- NUTRITION

**Priority Conditions**
- DIABETES
- BEHAVIORAL HEALTH

**Barriers to Health**
- FOOD INSECURITY
- SOCIAL ISOLATION/ LONELINESS
- HEALTH LITERACY
- CULTURAL COMPETENCY

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Sari Vatske
Executive Vice President, **Feeding South Florida**

“The importance of Feeding South Florida’s partnership with Humana cannot be overstated. It’s not only exciting to work with a company who seeks to better understand the issues facing our families, there’s also validation and hope for the future of our programs that aim to break the cycle of hunger and poverty.”
1. **Food Insecurity Randomized Control Trial (RCT)**
A 12-month RCT trial in partnership with Feeding South Florida and Continucare designed to prove that addressing food insecurity positively impacts health and clinical outcomes.

2. **“Know Your Numbers” Education Campaign**
The Education of Community Resources committee launched a campaign to educate the community on topics such as diabetes, hypertension and cholesterol.

3. **“Did You Know” Education Campaign**
The Nutrition committee promoted educational content around how the community can make better food choices and strengthened ties with the Nutrition and Fitness Taskforce.

4. **Doc in the Neighborhood**
The Community Collaboration committee held several “Doc in the Neighborhood” events. Physicians interacted with Broward County residents at local restaurants, which allowed for informal conversations to take place around diabetes and high blood pressure.

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**Pilots and Interventions**

**Clinical Improvements Compared Nationally**

<table>
<thead>
<tr>
<th>DISEASE-SPECIFIC BEST PRACTICES</th>
<th>BROWARD COUNTY</th>
<th>NATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIANNUAL HbA1c TESTING</td>
<td>64%</td>
<td>48%</td>
</tr>
<tr>
<td></td>
<td>11%</td>
<td>3%</td>
</tr>
<tr>
<td>30-DAY FOLLOW-UP FOR BEHAVIORAL HEALTH ADMISSION</td>
<td>47%</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td>34%</td>
<td>4%</td>
</tr>
</tbody>
</table>

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**Healthy Days among Humana members living with depression**

- **2015**: 20.93 UHD
- **2017**: 23.83 UHD

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**Fernando J. Valverde, M.D.**
Regional President, Humana Medicare South Florida

“Our community was hard hit by Hurricane Irma in 2017, but we are already seeing signs of our residents’ health bouncing back. I believe this resilience is due to the connections we have made with our community partners through the Bold Goal. We are learning to support each other not only in times of great need, but throughout the year in efforts to solve for food insecurity and high rates of chronic disease that are severely impacting our population.”
Overall, Humana Medicare members in Baton Rouge experienced a 4.1 percent improvement in Healthy Days and a 1.8 percent Healthy Days improvement among seniors living with diabetes. Last year the Greater Baton Rouge Health Advisory Board and the Humana Baton Rouge Bold Goal team recognized an opportunity to align with the Mayor’s Healthy City Initiative as a way to expand our reach and influence. In partnership with HealthyBR, the community effort fosters a health movement based on communication, coordination and collaboration.

The Greater Baton Rouge Health Advisory Board and the Humana Baton Rouge Bold Goal team continue to align with the initiatives and vision of HealthyBR. In addition to the strong collaborative community work, Baton Rouge is working to improve its relationship with physicians and expand value-based care relationships. We feel this will improve Healthy Days in the future as the community focuses on preventive care and care management.

<table>
<thead>
<tr>
<th>Working Committees</th>
<th>Priority Conditions</th>
<th>Barriers to Health</th>
</tr>
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<tbody>
<tr>
<td>ACCESS TO CARE</td>
<td>DIABETES</td>
<td>ACCESS TO BEHAVIORAL HEALTH PROVIDERS</td>
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<td>COMMUNITY</td>
<td>BEHAVIORAL HEALTH</td>
<td>NUTRITION LITERACY</td>
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<td>COLLABORATION</td>
<td>CONGESTIVE HEART</td>
<td>FINANCIAL LITERACY</td>
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<tr>
<td>EDUCATION OF</td>
<td>FAILURE</td>
<td></td>
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<tr>
<td>COMMUNITY RESOURCES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NUTRITION</td>
<td></td>
<td></td>
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</tbody>
</table>

Shelly Gupta, M.D.
Regional Medical Director Gulf States, Greater Baton Rouge Health Advisory Board co-chair

“Food insecurity and social isolation have a profound impact on the health of the Baton Rouge community. Our partnership with the mayor’s office and City Health Initiative has allowed better collaboration with our physicians and local partners to address these issues that are often the root causes of disease.”
Clinical-Led Obesity Education and Screening

The Community-Clinical committee is working to assist physician practices in treating obesity. By simply asking “Are you comfortable with your weight?” A physician can open a dialogue about obesity, leading to conversations about weight loss and potentially improving clinical outcomes.

Health Education

The Education and Community Resources committee is working with HealthyBR and its digital platform to improve health education for seniors.

Physical Fitness and Healthy Eating

Working with area federally qualified health centers, the Access to Care committee is focused on improving access to exercise and healthy foods.

Pilots and Programs Influence Positive Behavior Change

Jared Hymowitz
Director of the Mayor’s Healthy City Initiative (MHCI), City of Baton Rouge/Parish of East Baton Rouge, Office of Mayor-President, Sharon Weston-Broome

“We have ambitious goals, but with HealthyBR and Bold Goal working toward the same goal, we look forward to great collaborative success in improving the health of the Greater Baton Rouge area.”

Data above reflects Medicare Advantage member responses to Humana’s annual Healthy Days survey, administered June-December, 2017.

Clinical Improvements Compared Nationally

<table>
<thead>
<tr>
<th>DISEASE-SPECIFIC BEST PRACTICES</th>
<th>BATON ROUGE</th>
<th>NATIONAL</th>
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<tbody>
<tr>
<td></td>
<td>ADHERENCE</td>
<td>% CHANGE</td>
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<tr>
<td>30-DAY FOLLOW-UP FOR BEHAVIORAL HEALTH ADMISSION</td>
<td>51%</td>
<td>33%</td>
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<tr>
<td>DIABETES STATIN THERAPY</td>
<td>71%</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>44%</td>
<td>4%</td>
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<td></td>
<td>70%</td>
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30-Day Follow-Up for Behavioral Health Admission

2017 Medicare Healthy Days Trends

<table>
<thead>
<tr>
<th>Year</th>
<th>Unhealthy Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>15.46 UHD</td>
</tr>
<tr>
<td>2017</td>
<td>15.18 UHD</td>
</tr>
</tbody>
</table>

-4.1% decrease in Unhealthy Days

Healthy Days among Humana members living with diabetes

2015

2017

% decrease in Unhealthy Days

13.15

-4.1%
New Orleans Healthy Days in Humana’s Medicare population improved by 3.9 percent and in Humana seniors living with diabetes Healthy Days improved by 4.1 percent. The Greater New Orleans Health Advisory Board and the Humana New Orleans Bold Goal team spent much of 2017 working to improve healthy eating and nutrition literacy as well as connecting residents to low-cost community resources.

New Orleans’ emphasis on value-based care physician relationships makes for a more integrated health care system, which, as reflected in the city’s improved clinical outcomes, leads to patient engagement and better health outcomes. In 2018, the Greater New Orleans Health Advisory Board and Humana New Orleans Bold Goal team are working to connect to more physician practices and collaborate on interventions that address food insecurity, loneliness and social isolation throughout the community.

Laura Trunk, M.D., MBA
Humana Louisiana Chief Medical Officer, Greater New Orleans Health Advisory Board Chair

“This year marks the city’s 300th birthday, and throughout 2018 we’re hosting events to celebrate how far we have come as a community. As health outcomes continue to improve, we can see that the Greater New Orleans Health Advisory Board’s efforts to build strong relationships with physicians and local leaders, as well as to connect members to their health, has paid off. Achieving good health is hard, but through a combined collaborative effort and targeted clinical interventions, we are making a difference in people’s lives.”
1. Healthy Eating
In collaboration with "Your Nutrition Delivered" and "EatFit," the Healthy Eating committee developed a pilot program aimed at addressing diabetes in working-age adults by offering healthier food options in a corporate environment.

2. Health Literacy
The Health Literacy committee is working to improve health literacy across New Orleans using Humana’s Health Literacy Toolkit designed for community distribution.

Aunt Bertha is a website being used by the Community Resources committee to provide information about free and reduced-cost resources to the people of New Orleans.

Chandra L. Teddleton
Fit Nola Program Coordinator

“The Bold Gold Community in New Orleans has a unique task of combating Unhealthy Days in a city known for rich food and overindulgence. Bold Goal in New Orleans has been able to connect with New Orleanians and embrace our culture, but with an added health component.”

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Clinical Improvements Compared Nationally

<table>
<thead>
<tr>
<th>DISEASE-SPECIFIC BEST PRACTICES</th>
<th>NEW ORLEANS</th>
<th>NATIONAL</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Adherence</td>
<td>% Change</td>
</tr>
<tr>
<td>DIABETES STATIN THERAPY</td>
<td>73%</td>
<td>5%</td>
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<tr>
<td>30-DAY FOLLOW-UP FOR BEHAVIORAL HEALTH ADMISSION</td>
<td>45%</td>
<td>14%</td>
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</tbody>
</table>

2017 Medicare Healthy Days trends

12.85
% decrease in Unhealthy Days
-3.9%

Healthy Days among Humana members living with diabetes

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2017</th>
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<tbody>
<tr>
<td>UHD</td>
<td>15.22</td>
<td>14.60</td>
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</table>

Data above reflects Medicare Advantage member responses to Humana’s annual Healthy Days survey, administered June-December, 2017.
Humana Medicare members living in Knoxville improved their Healthy Days by 5.4 percent and Healthy Days among Humana seniors with diabetes improved by 9.7 percent. Throughout 2017, the Greater Knoxville Health Advisory Board and the Humana Knoxville Bold Goal team held healthy eating demonstrations, conducted poverty simulations, tackled access to care, and focused on patient engagement and diabetes prevention. We feel these efforts and more led to the improvements in Healthy Days and clinical outcomes, as well as stronger connections between physicians and patients.

In 2018, the Greater Knoxville Health Advisory Board and the Humana Knoxville Bold Goal team are working to improve depression rates by focusing efforts on loneliness and social isolation. Knoxville will also continue their focus on diabetes prevention as well in the coming year.

Anita Holloway, M.D.
Commercial Medical Director, Bold Goal Board of Directors

“As a physician member of the Board of Directors for the Knoxville Bold Goal market, I feel that working toward more Healthy Days with experienced community partners improves Humana’s ability to effectively respond to the health needs of the greater Knoxville community.”
1. Cooking Demonstrations
The Nutrition Committee coordinated cooking demonstrations focused on diabetes education in multiple locations with faith-based organizations, the Boys & Girls Clubs of the Tennessee Valley, and senior living centers.

2. Poverty Simulation
A guided role-play experience where University of Tennessee nurses and faculty walked in the shoes of someone living in poverty. The exercise helps participants understand the health barriers and choices of low-income individuals.

3. Mobile Health Program
A mobile health program brought medical care and education to community members who do not have an existing relationship with a primary health care physician.

Pilots and Interventions
Pilots and Programs Influence Positive Behavior Change

Beth Majeroni
Vice President, National Accounts, Walgreens

“Our collaboration with Humana, as the signature partner for the Knoxville Bold Goal market, has created an insightful and beneficial opportunity to improve the health of residents in the Knoxville community. As a past educator, I specifically enjoyed targeting the health literacy of diabetics with the Health Advisory Board Education Subcommittee in this Bold Goal market.”

Clinical Improvements Compared Nationally

<table>
<thead>
<tr>
<th>DISEASE-SPECIFIC BEST PRACTICES</th>
<th>KNOXVILLE ADHERENCE</th>
<th>KNOXVILLE % CHANGE</th>
<th>NATIONAL ADHERENCE</th>
<th>NATIONAL % CHANGE</th>
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<tbody>
<tr>
<td>7-DAY FOLLOW-UP FOR BEHAVIORAL HEALTH ADMISSION</td>
<td>26%</td>
<td>30%</td>
<td>25%</td>
<td>4%</td>
</tr>
<tr>
<td>HbA1c CONTROL</td>
<td>66%</td>
<td>16%</td>
<td>58%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Data above reflects Medicare Advantage member responses to Humana’s annual Healthy Days survey, administered June-December, 2017.

2017 Medicare Healthy Days trends

Healthy Days among Humana members living with diabetes

2015
16.20 UHD
2017
14.63 UHD

% decrease in Unhealthy Days
-5.4%
Jacksonville Healthy Days in Humana Medicare members declined 1.6 percent, but clinical outcomes among Humana seniors living with diabetes slightly improved. The Jacksonville Health Advisory Board and Humana Jacksonville Bold Goal team are focused on two major factors that affect this community: diabetes and food insecurity.

While Hurricanes Irma and Maria had an effect on the community's overall Healthy Days, Jacksonville continues to make an impact on social determinants of health, integrating the local health care system, improving diabetes outcomes and addressing social isolation. The Jacksonville Health Advisory Board and Humana’s Jacksonville Bold Goal team are looking at innovative ways to expand food insecurity interventions, working with local food banks and other organizations in 2018.

Sue Nussbaum, M.D., MBA
Executive Director, We Care Jacksonville

“By bringing together people from a variety of organizations and backgrounds, we not only incorporate health care solutions, but also address critical social and economic barriers to healthier lives.”
1. MCCI / Feeding Northeast Florida Partnership

At eight MCCI locations, community members and patients have access to a monthly distribution of food from the local food bank.

2. Mental Health Education

A program that combines senior-focused yoga, dance and exercise classes with licensed mental health coaches.

3. Diabetes Self-Management

A three-month program that uses telephonic coaching to reduce uncontrolled A1C values in Humana Medicare members. Certified Diabetes Educators (CDE) set goals with participants and incorporate Healthy Days, food insecurity and loneliness screenings into their coaching sessions.

Albert Tzeel, M.D., MHSA, CPE, FAAPL
Regional Medical Director, Senior Products, Central/North Florida

“The importance of Bold Goal is that it provides the forum for collaboration between Humana and its physician and community partners. The end game for and ultimate results of this collaboration is to improve the health of not just our members/patients, but to impact the health of the community as a whole.”
Kansas City experienced a slight 0.2 percent decline in Healthy Days among Humana seniors, but they saw a slight improvement in Healthy Days among members living with diabetes. Humana seniors also saw improvements in diabetes and behavioral health clinical outcomes.

In the spring of 2017, Kansas City was officially designated a Bold Goal community, although they have been working on population health-related issues for the last several years. The Humana Kansas City Bold Goal team has been highly engaged in addressing diabetes and food insecurity and is also Humana’s first Bold Goal community to focus on addressing social determinants of health in veteran populations.

Working Committees

- Diabetes – DPP Roundtable
- Veteran Health and Wellness
- Food Insecurity
- Transportation
- Health Care Access
- Chronic Disease Management

Priority Conditions

- Diabetes
- Chronic Health
- Obesity

Barriers to Health

- Food Insecurity
- Loneliness/Social Isolation
- Awareness of Resources
- Transportation

Beau G. Heyen
President/CEO, NourishKC 26

“We’re proud to partner with Humana, Dotte Agency and Community Health Council of Wyandotte County, whose partnerships launched a solid foundation to address food insecurity in the Kansas City Metro region. The KCK Mobile Market will serve as a model for a network of rolling groceries to help build a food-secure region.”
1. Diabetes (DPP) Roundtable

This program uses diabetes prevention programming and resources through a physician-referral process for patients.

2. Mobile Market Food Insecurity Program

We are addressing access with this mobile food pantry that brings fresh, healthy food to neighborhoods in need.

3. Veteran Health and Wellness

This program addresses chronic-disease management, food insecurity and social isolation in our veteran population.

4. Community-Based Programming Support

This program addresses chronic disease self-management by educating patients about fall prevention through community partners and physician offices while expanding the network of classes in the Kansas City Metro area.

Elizabeth Peterson
Regional Medical Director, Humana Medicare, Central Region

“At Humana, we are driven by our Bold Goal, but we understand that we can’t pioneer interventions and solutions in a vacuum. That’s why we’ve embraced local agencies and grassroots efforts to address chronic diseases such as diabetes and social determinants including food insecurity. I’m excited about the collective strength we’re bringing together in the Kansas City Metro. Together, we can make an impact, one person at a time.”

Pilots and Interventions

Pilots and Programs Influence Positive Behavior Change

Data above reflects Medicare Advantage member responses to Humana’s annual Healthy Days survey, administered June-December, 2017.

<table>
<thead>
<tr>
<th>DISEASE-SPECIFIC BEST PRACTICES</th>
<th>KANSAS CITY</th>
<th>NATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>7-DAY FOLLOW-UP FOR BEHAVIORAL HEALTH ADMISSION</td>
<td>28% 14%</td>
<td>25% 4%</td>
</tr>
<tr>
<td>STATIN ADHERENCE</td>
<td>87% 4%</td>
<td>85% 3%</td>
</tr>
</tbody>
</table>

2017 Medicare Healthy Days trends

12.25
% increase in Unhealthy Days +0.2%

Healthy Days among Humana members living with diabetes

2015
15.09 UHD

2017
14.46 UHD

Clinical Improvements Compared Nationally

#MOREHEALTHYDAYS
Positive change doesn’t happen overnight; it’s the result of strong collaboration, steadfast resolve and innovative thinking. I’m encouraged by this year’s Healthy Days results and the future of our Bold Goal. Setting big goals is the best way to strive for excellence. If you reside in any of our Bold Goal communities, I encourage you to get involved and be a part of something Bold.

We continue to make progress toward our Bold Goal. Seniors in four of our seven phase-one Bold Goal communities improved their Healthy Days. Both of our Louisiana (New Orleans and Baton Rouge) communities saw a 4 percent or higher improvement and Knoxville experienced a 5.4 percent improvement in Healthy Days. Even in those communities that experienced a slight increase in Unhealthy Days in 2017, we saw improvements in Healthy Days in specific populations dealing with conditions like diabetes, depression and COPD.

Our model is simple—the member is at the center of everything we do. We must ensure that our customers are cared for and have the support that is essential to live happy, healthy and productive lives. As the U.S. population ages, we need to support their needs as well as the nurses, physicians and caregivers who are providing direct services and care. Our Bold Goal has helped us understand the needs of our members and communities better.

There is still so much more to do to reach 20 percent better health by 2020, but our focus on collective impact and addressing social determinants of health inside and outside of the clinical setting is leading us toward more Healthy Days. On the following page are some key takeaways for success in 2018 and beyond.
Many struggling seniors need our help.
Disease is a natural part of aging, but there are ways to improve health, make it easier to maintain independence and help ensure seniors have the freedom to continue doing the things they love. By focusing on seniors living with multiple chronic conditions, working-age people, and those with lower incomes, we can employ a highly personalized approach to help the folks who need the most help.

Health is holistic.
While we have made several gains in improving physical Unhealthy Days, our 2017 results led us to understand that we need to do more to address behavioral health. Food insecurity, loneliness and social isolation can also be linked to depression, stress and anxiety. Improving access to behavioral health specialists is critical to improve overall Healthy Days.

Partnerships are key to our path to value.
As we have seen, health does not follow a straight line. There will be highs and lows, but each year we learn a little more about what our communities and members need through pilots and interventions that offer new solutions to community health problems. We say it every year—“we cannot do this alone”—and it’s true.

Lead by example, and share what we learn.
I’m proud of how our 40,000+ employees have improved their health by 18 percent. We continue to learn from our employee population, and that knowledge can be cascaded into the communities we serve.

Continue to scale.
We continue to expand our Bold Goal communities geographically, adding Jacksonville, Florida and Kansas City, Missouri to this year’s report. We’ll add Richmond, Virginia; Milwaukee, Wisconsin; and Chicago, Illinois next year. We are also scaling within our business and to additional segments within the communities we serve for more pinpointed solutions and interventions that target specific populations in need.

The continued progress toward our Bold Goal highlighted in this report reflects the work of a dedicated team that goes well beyond Humana. It includes partners from every sector of the communities we serve. Together, we can make health easier, one person and one community at a time.
Be a part of something Bold
Get involved

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By order of first appearance

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    https://www.auntbertha.com/
23. City of New Orleans
    https://www.nola.gov/health-department/fit-nola/
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    https://bgctnv.org/
25. We Care
    http://wecarejacksonville.org/
26. NourishKC
    http://episcopalcommunity.org/