Blue Shield of California’s mission is to create a health care system that is worthy of our family and friends and sustainably affordable. That means helping individuals maximize their health and wellbeing to live their healthiest lives possible. Our aim is whole-person health that incorporates social determinants of health, technology and evidence-based clinical care to promote health and well-being of individuals, and improve overall public health. We are creating a truly personalized healthcare experience for Californians. This means thinking holistically about what matters to them the most in maximizing their health and wellbeing.

To fulfill our strategy, we are transforming care through select provider partnerships comprised of physicians, clinicians and hospitals who have both the will and skill to experiment with care redesign, participate in new payment models and use next generation innovative tools and services to maximize the health and wellbeing of their patients, our members. Our bold strategy begins with four distinctly different ecosystems of primary care physicians and select specialists. The models address key specialties that consume 50 percent of Blue Shield’s healthcare spend, including oncology, orthopedics, pulmonology, endocrinology, cardiology, behavioral health, primary care and maternity.

These ecosystems serve as a laboratory to test innovative and transformational strategies, learn, fail fast, retool, and scale across our network when the ideal solutions are discovered. Each has unique qualities that will enable us to maximize our learnings as we look to scale. We are transforming care through three pillars: Holistic Health, Personal Care and High-Tech, High-Touch Support.

A. **Holistic Health**
   We will improve the health and well-being of the population by addressing key social, environmental, clinical, genetic, and behavioral drivers of health. We will do this through a streamlined measurement and reporting system and structure to focus our efforts on the most salient dimensions of health and well-being.

B. **Personal Care**
   Through the development of new payment models, we are removing barriers to optimal care and are rewarding quality and value, instead of volume. Our high-value care model is data-driven, evidence-based and patient-centered, and designed to enable and reward better quality outcomes.

C. **High-Tech, High-Touch Support**
   We support care that is safe, effective and efficient, and are removing distractions, inefficiencies and burdens from the provider and member experience. We will accomplish this through a suite of technology tools and services functioning as key enablers of the transformed health care model.

We are proud to support the National Academy of Medicine to examine the implementation of high-quality primary care. We look forward to sharing the findings from our pilots with the Committee and learning from the Committee’s research and recommendations.