



POWERING AFFORDABLE CARE

by unleashing the full power of
diagnostics for your health system



Diagnostics can make a bigger impact when you think outside the lab



CLINICAL EXCELLENCE

Better insights. Better treatment. Better outcomes.

70% of care-based decisions are informed by diagnostic testing.¹ That explains the importance of lab testing. Yet, without question, there's an opportunity to improve care by increasing appropriate testing—both under- and over-utilization.

Your organization's clinical decision-making is only as effective as your data. To increase the quality and consistency of evidence-based medicine across your health system, Quest Diagnostics provides up-to-date education, delivers better insights into test use, and connects your clinicians with our medical experts to improve test selection and interpretation.



OPERATIONAL EFFICIENCY

Maximize productivity and efficiency—without sacrificing physician support and patient access.

You want to run labs efficiently while meeting the needs of patients and physicians. Problem is, one or more of these common barriers can get in the way:

- The costs associated with testing continue to rise
- Your labs are bottlenecked because there is a demand for more specialized testing than ever—and fewer lab technologists in the workforce to run them
- Without optimizing the balance between in-house and send-out testing, it's hard to scale fast enough to keep up with demand while maintaining affordability



FINANCIAL RESILIENCE

Focus your investments on your strategic priorities.

Reimbursement continues to tighten. COVID-19 is wreaking havoc on expenses and revenue. Together these impacts have hampered most hospitals' near-term ability to invest in future priorities.

We can help free up investment capital to contribute to your strategic priorities, like making meaningful progress towards value-based care, improving quality metrics, and delivering specialized services.



54%

of genetic tests verified were incorrectly ordered and corrected to another test.²

67%

of hospitals see lab as a cost center³ rather than a profit center.

A higher level of care starts with a higher level of collaboration

When your leaders work with our medical and scientific experts, we can help unlock the performance and quality insights you need to drive patient and hospital health.

Collaborating as peers

When you partner with Quest Diagnostics, you have dedicated peer-to-peer support that gives you:

- Access to medical and scientific leaders who provide expertise and thought leadership to inform clinical decision-making
- A wealth of up-to-date medical content, including webinars, videos, presentations, patient materials, newsletters, and more through the Quest Diagnostics Clinical Education Center
- The opportunity for your clinicians and researchers to collaborate on academic research with our medical and scientific experts



Collaborating through data

Our Lab Stewardship solutions rapidly ingest and organize clinical data into actionable insights to pinpoint opportunities for standardizing patient care while reducing costs.

Collaborating over business models

From supply chain to shared services to outreach collaboration, Quest offers the broadest set of proven diagnostics business models in the industry. By thoroughly understanding your business and your vision, we're better able to help you identify opportunities that align with your strategies.

Working together to drive patient and hospital health

Our collaborative approach can help you:

- Grow the lab's role and impact in supporting clinicians to deliver consistent high-quality patient outcomes
- Make the most of laboratory operations that help you make care more affordable
- Accelerate progress on mission-driven strategies

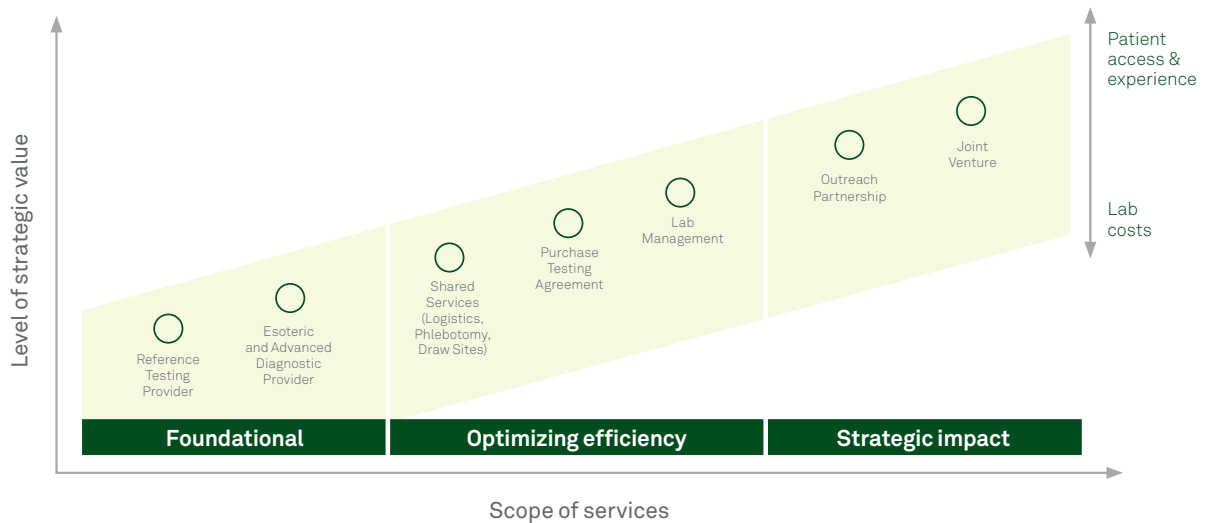
The broadest range of services with a single goal: making better care more affordable

Quest continues to lead the industry in defining diagnostic business models that help to increase quality of care while reducing system costs.

We offer an unmatched range of business solutions proven to enhance your ability to:

- Grow the lab's role and impact in helping clinicians deliver consistent high-quality patient outcomes
- Balance in-house and partner resources to maximize efficiency and affordability
- Free up more investment capital for strategic initiatives that advance your mission in your communities

The right relationship for the right opportunity and the right value



Find the right model for your system

Based on where your health system is today—and where you'd like to be tomorrow—we help you find and customize the right business model to achieve the clinical, operational, and financial excellence you're looking for. And as you move forward, we'll be with you every step of the way with the planning expertise, clinical guidance, and timely support you need to optimize your progress.



DELIVERING CLINICAL EXCELLENCE

When you're able to provide the right diagnostics to the right person at the right time, the quality of care goes up. And the cost goes down. When more decisions are based on evidence, fewer tests are wasted. Diagnoses are faster. Hospital stays become shorter. Patients can return to good health faster.

Here are just a few of the ways Quest demonstrates its commitment to helping you deliver the benefits of clinical excellence every day.

Routine and advanced diagnostics



With more than 3,500 test options to choose from, including 1,500+ advanced tests, Quest brings together the broadest range of routine and esoteric diagnostics, and accompanying clinical algorithms. Our extensive esoteric testing menu includes advanced diagnostics for neurology, oncology, and infectious disease and immunology, along with a comprehensive genetic testing menu.

Structured to complement your lab capabilities, our reference testing services enable you to address a broader range of clinician and patient needs while maintaining the highest levels of quality and dependability. And our unmatched network of labs and patient service centers delivers dependable turnaround times and greater convenience for patients.

Clinical collaboration and support



Achieving better clinical outcomes begins with having better clinical inputs. Our dedicated medical account specialists and medical advisors offer exceptional support by connecting you and your staff with our 650+ MDs, PhDs, and genetic counselors. Consulting with these experts increases your clinicians' ability to make better decisions faster.

Lab stewardship



Our powerful analytical tools offer lab leaders and clinicians a wealth of data-driven insights. They're essential to controlling clinical variation and identifying over- and under-use. For your patients, this means better care at a lower cost. For your organization, it means fewer unnecessary tests*—and less waste.

*The term "unnecessary" refers to testing ordered for a patient whose symptoms and/or condition may not support the need for the testing under generally accepted third-party clinical guidelines. Quest Diagnostics identification of potential unnecessary testing is intended as a guide to assist providers in identifying potentially problematic ordering patterns and is not intended to replace a treating provider's medical judgment, based upon evaluation of the patient.

A STUDY IN CLINICAL CARE

How Quest helped PeaceHealth enhance lab stewardship across 10 hospitals

PeaceHealth is a not-for-profit health system with hospitals, medical clinics, and laboratories across Alaska, Washington, and Oregon. With the goals of maximizing resources and minimizing waste, PeaceHealth turned to Quest for help extending a lab stewardship program throughout PeaceHealth's 10 hospitals.

Working collaboratively with the PeaceHealth lab stewardship team, we developed strategic recommendations that included:

- Removing limited-utility tests, some with a history of being incorrectly ordered
- Introducing tests that offer greater accuracy and broader diagnostic capabilities
- Creating new naming conventions to help clinicians choose the most time- and cost-effective tests
- Introducing an education program to drive adoption among clinicians

By successfully establishing lab stewardship as a practice shared among clinicians and laboratorians, PeaceHealth has been able to reduce testing volume—saving the expense and operational inefficiency of multiple tests for the health system and its patients. The program ultimately benefits patient care, ensuring the right test for the right patient at the right time—at every single location across its 10 hospitals.

Quest clinical resources





DRIVING OPERATIONAL EFFICIENCY

Our Six Sigma operational management streamlines lab processes and eliminates costs that don't ultimately support your goal of affordable, value-based care.



Lab management

With Quest as your diagnostics partner, you can benefit from our responsive on-site lab services while maintaining your autonomy. Choose between 3 models with varying degrees of management, each providing unprecedented economies of scale that enable you to create efficiencies and reduce costs. And because Quest assumes equipment leases, you can free up investment capital for more strategic goals.



Shared services

This outreach collaboration model leverages our collective capabilities and resources—from logistics to phlebotomy to draw sites—and provides field services at fair-market value to your affiliated physician groups. Taking this approach also gives your health system the ability to offer a broader selection of esoteric tests—while leaving ongoing investment in advanced equipment and training to Quest.



Purchase testing

This outreach collaboration model builds on our collective organizations' strengths to better serve your physicians' and patients' needs. With a purchase testing agreement, Quest performs billing, logistics, and phlebotomy services to complement your in-house laboratory operations.



More than 150 hospitals and 25 health systems

Quest partners with a wide range of organizations via various laboratory management agreements—generating significant cost savings in the areas of:

- Capital equipment
- Supplies and reagents
- Personnel expenses

8%–15%

The average amount we save a health system in laboratory supply chain costs. Savings occur by leveraging Quest's purchasing power.⁴

A STUDY IN OPERATIONAL EFFICIENCY

How Quest helped Hackensack Meridian Health optimize its lab services delivery

Hackensack Meridian Health (HMH) is an integrated healthcare network comprised of 11 hospital sites.

HMH's goals include reducing testing variance, and test site redundancies, optimizing daily lab routes, standardizing technology, increasing productivity and clinical capacity, and reducing operating costs.

Quest's plan included

- Customizing a test menu optimization strategy within the HMH network to create operational efficiency
- Enhancing lab stewardship and reducing lab testing variance to provide cost-effective patient care
- Improving access for many important esoteric tests by leveraging the automated, low-cost capabilities of our new, state-of-the-art lab in Clifton, NJ
- Transitioning HMH lab personnel and co-managing all acute care hospital sites





BUILDING FINANCIAL RESILIENCE

Differentiation and growth depend on ongoing access to investment capital for strategic system priorities. However, these needs often compete with important, but less strategic, needs—including access to the latest diagnostic equipment.

Quest helps by offering a number of collaborative business models, ranging from reference to professional lab services. In addition, Quest can help you create greater financial flexibility to take advantage of strategic opportunities.

Outreach partnership



Quest can lessen your administrative burden and help improve the profitability of your outreach testing business. We have a proven track record of

- Improving your service offerings by expanding patient access, broadening your test menu, and maintaining STAT testing requirements
- Seamlessly integrating your physician and patient data from outreach to the inpatient setting

Joint ventures



To help health systems make the most of their resources and enhance their services, we often form joint ventures and take co-ownership of the lab and service areas. Adding the power of the country's largest diagnostics company to your organization enables you to

- Grow revenue, improve quality, drive efficiency, and reduce costs
- Optimize your facilities, equipment, processes, and staffing
- Leverage our scientific expertise, operations experience, and IT specialists
- Expand your testing menu and improve your quality of services



Quest impacts your key finance KPIs by

- Moving low-margin operations off your balance sheet
- Monetizing non-core assets through acquisition
- Avoiding future capital outlays for diagnostics infrastructure
- Right-sizing your diagnostics costs

A STUDY IN FINANCIAL RESILIENCE

Powering affordable care through financial resilience with a large multi-state health system in the Midwest

For 4 consecutive years, the system has been ranked as one of the Top 5 large health systems in the US. The highly integrated, multi-state health system serves millions of people every year.

In June of 2021, the health system began to transition its outreach laboratory services, and its network of rapid response laboratories across the Midwest, to Quest. The aim of the transaction is to broaden access to innovative, quality, and cost-effective laboratory services to help deliver affordable patient care throughout the Midwest.

Patients and providers in Arkansas, Kansas, Missouri, and Oklahoma will benefit from access to Quest's innovative, industry-leading test menu, health plan relationships, network of about 1,000 conveniently located patient-access sites in the Great Midwest, and more cost-effective services.

Some of the leading health systems we serve

Many of the most respected brands in the industry choose Quest to help them power affordable care.

MEMORIAL
HERMANN



Hackensack
Meridian Health

Hartford
HealthCare

 PeaceHealth

Montefiore

Improving patient and hospital health—together.

At Quest, we're best positioned to collaborate with leaders across your system to realize your vision of clinical and operational excellence—and help you power more affordable, high-quality care for the populations you serve.

Bringing new kinds of collaboration to your system, we can help you achieve your goals with the power of diagnostics by leveraging:

The power of insight

Better, more affordable care begins with a foundation of better diagnostic offerings and practices.

The power of connectedness

When you're able to see diagnostics in the full context of your system, you're able to unleash your diagnostics' full potential. There's no better way to simultaneously improve clinical, operational, and financial outcomes—and ultimately enhance patient and hospital health.

The power of stewardship

We bring a “stewardship” orientation to working with your team that starts with understanding your strengths and your vision. We then collaborate as peers to accelerate progress across your healthcare system.

Resources that help you excel across your footprint

- Complementary advanced and routine diagnostics with a national footprint for greater convenience and speed to result, operating with six sigma quality
- Extensive connectivity expertise and support with experience integrating and implementing complex health systems; today interfacing with 600+ EMR/LIS software systems
- Broad range of insight, with 3,500+ tests, and industry-leading advanced diagnostics that drive precision medicine
- The largest national infrastructure that provides efficient access to esoteric and general diagnostics testing regardless of your location, covering 96% of the US with a fleet of 24 planes and 3,800 vehicle couriers
- Vast esoteric testing menu with 1,500+ options including a comprehensive genetic testing portfolio; performed across 6 QuestAdvanced Centers of Excellence



Six Sigma collaboration and partnership that help you accelerate change

- Dedicated medical liaisons to guide you to the right people and resources
- 650+ PhDs, MDs, and genetic counselors
- 1400+ service and solution reps
- Easy-to-access systems for timely problem resolution
- State-of-the-art operations centers for centralized service



Learn more

To reach us, email HealthSystems@QuestDiagnostics.com or contact your Quest Diagnostics representative.

Learn more at QuestDiagnostics.com/HealthcareStewardship

¹ Strengthening clinical laboratories. Centers for Disease Control and Prevention. Updated November 15, 2018. Accessed August 5, 2021. <https://www.cdc.gov/csels/dls/strengthening-clinical-labs.html>

² Data on file. Quest Diagnostics; 2017

³ Herman B. Hospital labs: money pits or profit centers? *Becker's Hospital Review*. April 18, 2012

⁴ Data on file. Quest Diagnostics; 2021

QuestDiagnostics.com

Quest, Quest Diagnostics, any associated logos, and all associated Quest Diagnostics registered or unregistered trademarks are the property of Quest Diagnostics. All third-party marks—® and ™—are the property of their respective owners. © 2021 Quest Diagnostics Incorporated. All rights reserved. SB10542 8/2021

