



## The Impact Of Technology On New Healthcare Models

**Lance V. Berberian**

*Chief Information Officer*



## Where I Have Been

Electronic Data Systems



Quest Diagnostics (CIO)



Interim Healthcare (CIO)



IDEXX Laboratories (CIO)



LabCorp (CIO)



## What I Do

### Traditional IT:

- Systems
- Infrastructure
- Information Security

### Other:

- Product Development
- Robotics
- Bioinformatics

# Enterprise Strategic Overview



**LabCorp** is a **leading global life sciences company** that is deeply integrated in **guiding patient care**

**Our Mission** is to **Improve Health and Improve Lives**

**Our Strategic Objectives** are to:

- 1. Deliver World-Class Diagnostics**
- 2. Bring Innovative Medicines to Patients Faster**
- 3. Use Technology to Improve the Delivery of Care**

# We Bring this Strategy to Life by Combining the Strengths of Two Leading Healthcare Companies



## “At Scale” Diagnostic Laboratory

PLUS

## End-to-End Drug Development

 **5,000**  
Frequently Ordered and  
Specialty Tests

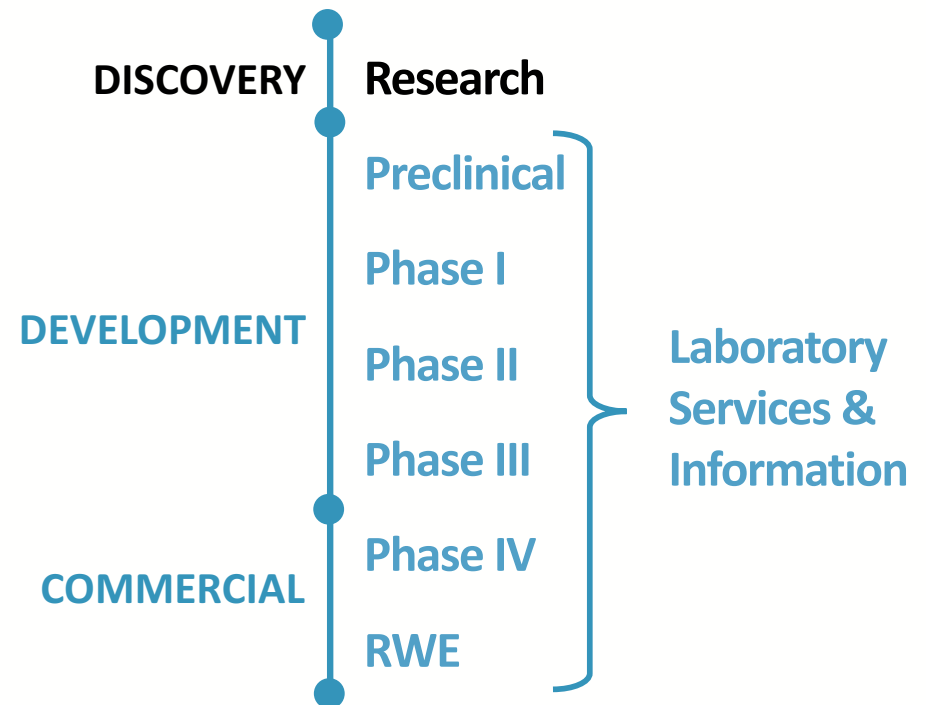
 **500 million**  
Tests Performed  
Per Year

 **700**  
Ph.D.s & M.D.s  
on Staff

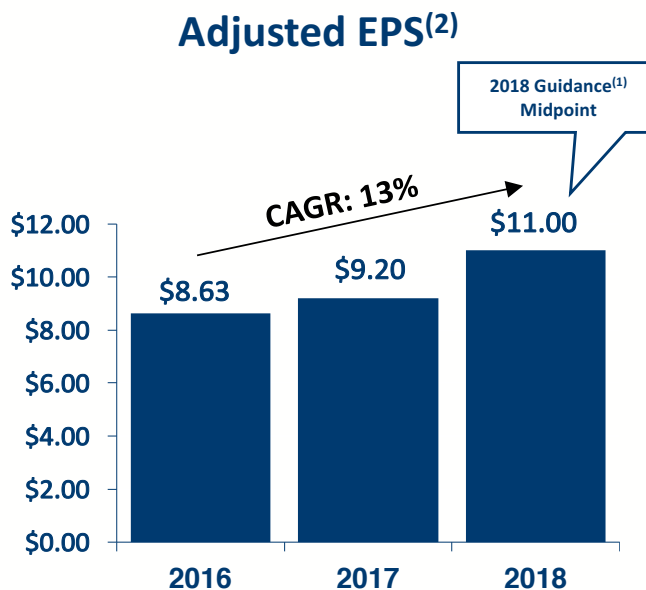
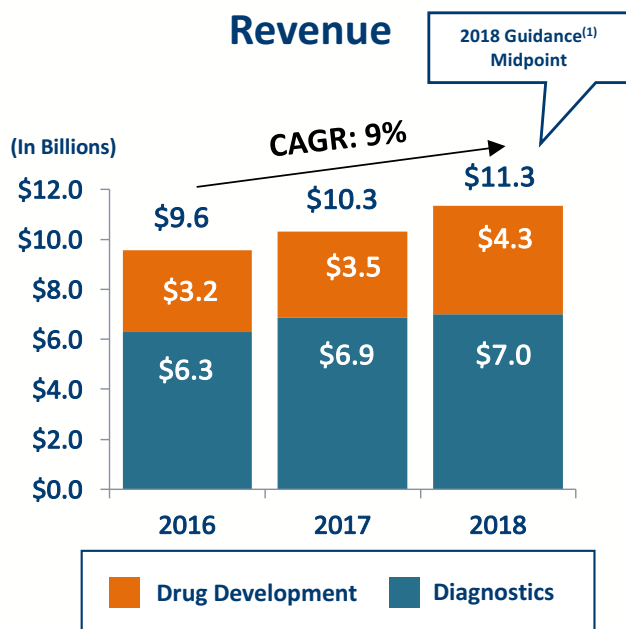
 **3,100**  
Couriers that  
Transport Specimens

 **1,850**  
Convenient Patient  
Service Centers (PSCs)

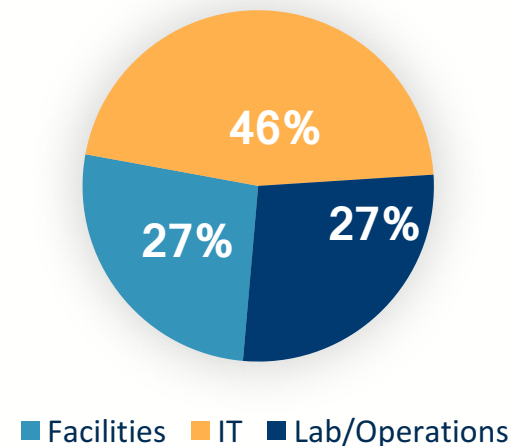
 **11,500**  
Phlebotomists in PSCs  
and Customer Locations



# Financial Performance Under ASC 606



### Capital Expenditures (2014 to 2018 Est.)



1. Based on guidance issued on November 30, 2018.
2. EPS, as presented, represents an adjusted, non-GAAP financial measure (excludes amortization, restructuring and other special charges). See Appendix for non-GAAP reconciliation.
3. Free cash flow represents operating cash flow less capital expenditures in each of the years presented. See Appendix for non-GAAP reconciliation.
4. Free cash flow in 2017 and 2016 has been reduced by \$8.7 million and \$13.4 million, respectively, as the result of implementation of ASU 2016-18. This amount represents the amount of historical payments made on the Company's zero-coupon subordinated notes deemed to be accreted interest.
5. Free cash flow increased by \$47.4 million and \$34.6 million in 2017 and 2016, respectively, for the reclassification of tax payments for net share settlements relating to employee stock vesting from operating activities to financing activities.
6. Free cash flow includes a fourth quarter tax payment of approximately \$125 million related to the disposition of the Food Solutions business.

**LabCorp Diagnostics  
Strategic Innovation**



# Utilizing Technological Innovation to Improve Care, Lower Cost and Enhance Consumer Experiences



Improve Care

Lower Cost

Enhance Consumer  
Experiences



# Link Physician Portal for Convenient Access to LabCorp Information and Services

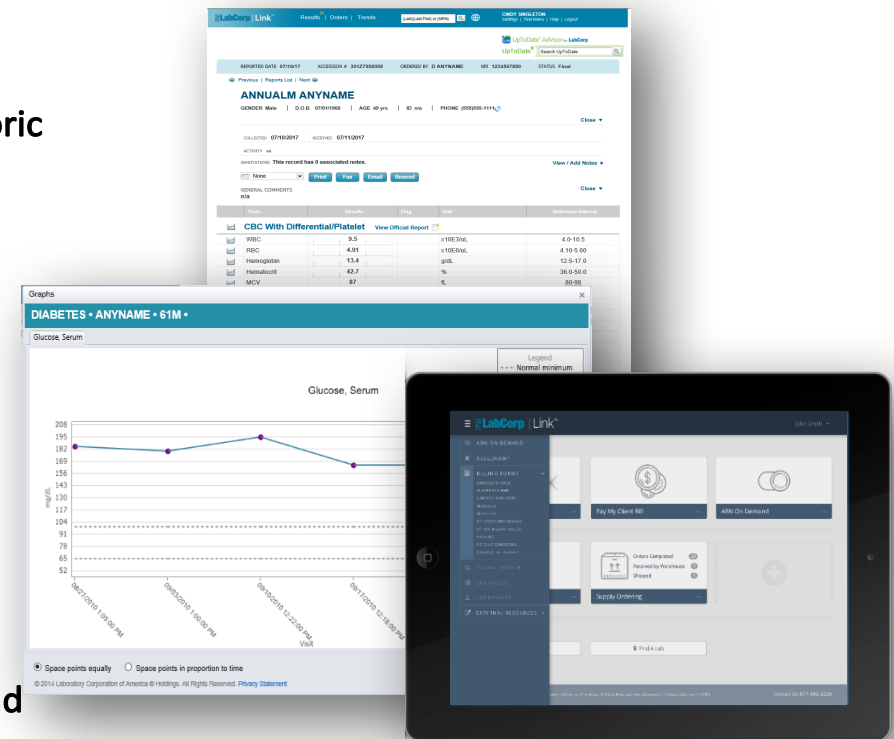


## ■ LabCorp | Link™ Order and Results:

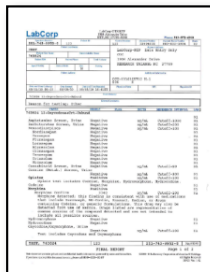
- ✓ Enhanced level of ordering and results reporting including historic results trending
- ✓ Integrated with many client EMRs for demographics
- ✓ View saved, standing and pending orders
- ✓ Automate routine tasks including Medicare ABNs
- ✓ Integrated AccuDraw

## ■ LabCorp | Link™ eServices:

- ✓ Suite of mobile optimized value added capabilities for ordering providers to use with Link or their own EMR
- ✓ Provides on-line supply ordering, invoice management and payment, billing information, ABN determination, Accudraw, and test change notifications



# Report Modernization – Improving the Physician and Patient Experience



LabCorp

LabCorp MedWatch

Prescription Drug Monitoring

Specimen ID: 2775-GT5-7777-8    Control ID: W7W7WW7777    Act #: 777777-77777    Phone: (777) 555-7777    Rec: 99

1st line available: WWWWWWWW Clinic  
7777 West St., Ste. 110  
Anytown, NC 77777  
5th line available: [Barcode]

**Lastname, Firstname**  
1234 Main Street  
Anywhere, KS 12345-6789  
Phone: (555) 555-1212

**Patient Details**  
DOB: 06/10/1972  
Age(yr/mo/d): 35/10/10  
Gender: F    SSN: \*\*\*\*-\*\*-4444  
Patient ID: 44444444444444444444

**Specimen Details**  
Date collected: 04/24/2011 23:44 ET  
Date received: 04/03/2011  
Date entered: 04/05/2011 15:27 ET  
Date reported: 04/05/2011 05:27 ET

**Physician Details**  
Ordering: Dr. Firstname Lastname  
Referring: Dr. Name@st Name@st  
ID: n/a  
NPI: 44444444444444444444444444

**Consistent\***  
Prescribed drug and/or metabolite

+ **Drug Detected - Prescribed:**  
Hydrocodone    Lorlab  
Hydromorphone    Lorlab  
Meprobamate    Soma

**Inconsistent Prescribed**  
▲ **Drug Prescribed - not detected:**  
Benzodiazepines (Xanax)

**Inconsistent Not Prescribed**  
■ **Drug Detected - not prescribed:**  
Oxycodone  
Oxymorphone

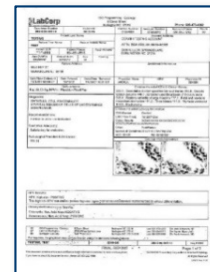
**Prescribed Medications:** Lorlab, Xanax, Fentanyl, Soma  
Notes: Analysis does not include Fentanyl - unable to determine compliance for this medication.

**Specimen Validity:** Normal

**Test Ordered: 787585 9-Oxycodone+Crt-Unbound    Specimen: Urine**

Drug	Result	Results (ng/mL)	Note	Screen	Confirm	Lab
Amphetamines	Negative	1000		500	01	
MDMA	Negative	500		250	01	
Barbiturates	Negative	200		200	01	
Benzodiazepines	Negative	200	Inconsistent	100	01	
Cannabinoids	Negative	20		10	01	
Cocaine metabolite	Negative	300		150	01	
Opiates	<b>Positive</b>	300		100	01	
Codaine	Negative	100		100	01	
Morphine	Negative	100		100	01	
<span style="color: green;">+</span> Hydrocodone	<b>Positive</b>	729	Consistent	100	01	
<span style="color: green;">+</span> Hydromorphone	<b>Positive</b>	366	Consistent	100	01	
Heroin metabolite					01	
(6-Acetylmorphine)	Negative			10	10	01
Oxycodone	<b>Positive</b>	100	Inconsistent	100	01	

Date Issued: 04/05/2011 14:26 ET    DUPLICATE FINAL REPORT    Page 1 of 8  
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LabCorp

Patient Report

Specimen ID: 256-951-5273-0    Control ID: PRO1490710    Act #: 4526442    Phone: (703) 971-2633    Rec: VV

**LASTNAME, FIRSTNAME M.**  
3060 S. CHURCH ST  
BURLINGTON, NC 27215  
(336) 436-8169

**Patient Details**  
DOB: 06/10/1972  
Age(yr/mo/d): 02/05/10  
Gender: F    SSN: 999999999  
Patient ID: 1234567890

**Specimen Details**  
Date collected: 09/12/12 11:17 ET  
Date entered: 10/01/12  
Date reported: 10/01/12 11:42 ET

**Physician Details**  
Ordering: M STAS  
Referring: [Redacted]  
NPI: [Redacted]

**Text(s) Ordered:** Pap/GC, Rv HPV ASCU, Chlg/HPV HPV  
**Gyn Source:** Vaginal  
**Collected:** 01 CYTC Thin Prep Vial, 02 CYTC Thin Prep Vial  
**Physician Provided Cytology Info:** ACC PRO149071    PID 245351

**INTERPRETATION**  
LESIL EPITHELIAL CELL ABNORMALITY, LOW-GRADE SQUAMOUS INTRAEPITHELIAL LESION, HUMAN PAPILLOMAVIRUS EFFECT IS PRESENT, +<sup>12</sup>

**Recommendation(s):**  
Suggest follow up as clinically appropriate.  
Pathologist Provided ICD-9 Code(s)<sup>13</sup>  
759.23, 079.4  
Specimen Adequacy<sup>14</sup>  
Satisfactory for evaluation. Endocervical and/or squamous metaplastic cells (endocervical component) are present.  
Maturation Index<sup>15</sup> P: 0 1: 70 5: 30

**HPV RESULTS**  
**HPV, high-risk -<sup>16</sup>**  
Positive  
Quantity not sufficient for analysis  
HPV, low-risk -<sup>17</sup>  
HPV Genotype, 16<sup>18</sup>  
Positive  
**HPV Genotype, 18<sup>18</sup>**  
Positive

**OTHER RESULTS**  
**Chlamydia, Nuc. Acid Amp<sup>19</sup>**  
Positive  
**Gonococcus, Nuc. Acid Amp<sup>19</sup>**  
Positive  
Trich Vag by NAA<sup>19</sup>  
Equivalant  
HSV 1<sup>20</sup>  
Negative  
HSV 2<sup>20</sup>  
Negative

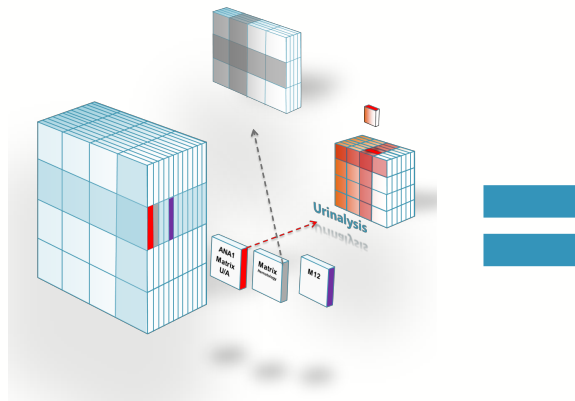
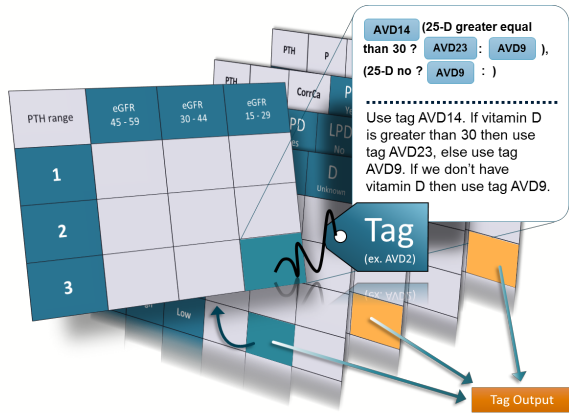
**PAP AND HPV HISTORY**

	08/12/12	08/08/11	07/25/10	06/09/09	07/28/08	02/07/07
PAP	LESIL	ATLS	ATLS	ATLS	ATLS	ATLS
HPV, HR	+	+	+	+	+	+
HPV, 16	+	+	+	+	+	+
HPV, 18	+	+	+	+	+	+

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- Physician friendly, easy to read, quick to digest.
- Improves patient communication and education.

# MDSL and the Matrix Optimize our Clinical Decision Support (CDS) Systems



**Chronic Kidney Disease**  
Action & Treatment Suggestions

**Progression or CKD by eGFR and Albumin Categories**

eGFR Category	UACR	A1	A2	A3
1	Low	Low	Low	Low
2	Low	Low	Low	Low
3	Low	Low	Low	Low

**eGFR, Blood Pressure, and Proteinuria**

**Recommendations**

**Follow-Up Suggestions for CKD**

- Recommended by KDIGO guidelines, Dialysis
- 25-Hydroxy Vitamin D
- 3 months
- 6 months
- 12 months
- 3 months
- 6 months
- 12 months

MDSL

Matrix

CDS

# EDI Connectivity in Support of Health Systems, Hospitals and Physician Offices



- Support for >700 EHR and LIS System Interfaces
- 8,000 – 10,000 Unique EDI Connections Implemented Annually
- >200 Personnel in Technical and Project Management Roles
- Provide Technical Support for > 67,000 active interfaces
- > 7 Million Electronic Order per Month (40%)
- Leverage Platforms for:

✓ B2B

✓ B2C

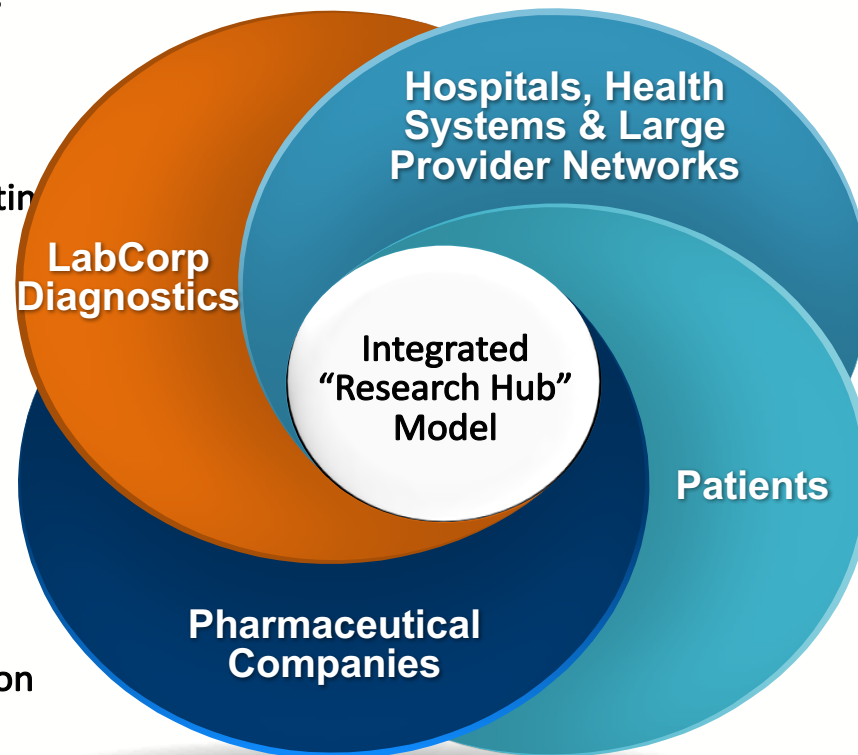


# Developing Integrated “Research Hub” Model for Hospitals and Health Systems



- Grow reference testing
- Cultivate long-term, comprehensive partnerships
- Improve patient recruiting for pharmaceutical companies

- Expand patient recruitment
- Enhance site identification



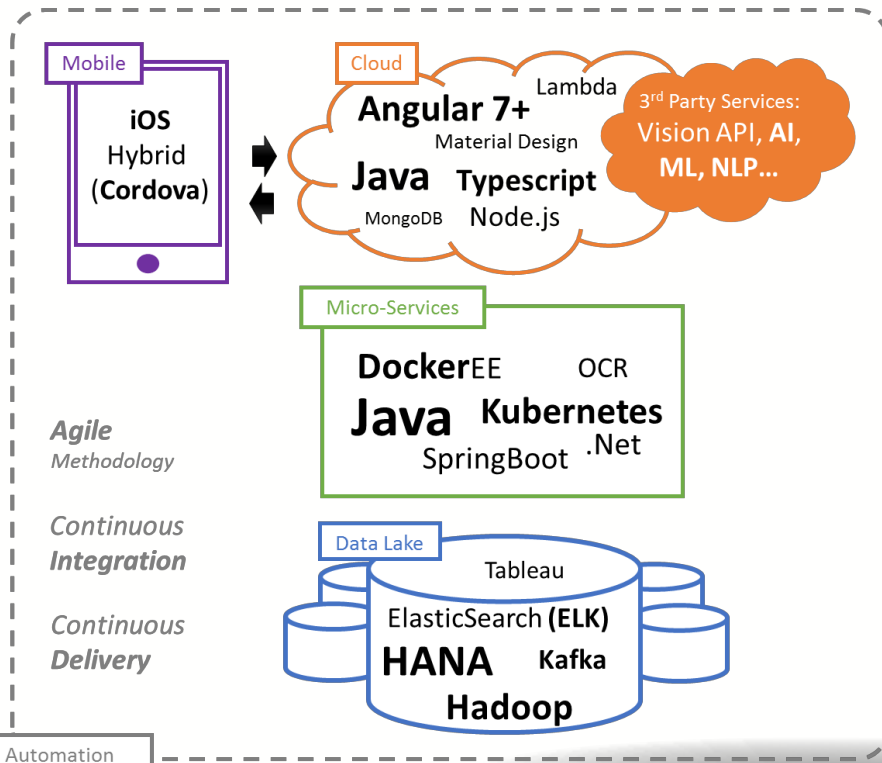
- Access to new revenue stream
- Differentiate from competitors
- Enhance academic reputation
- Reduce costs under value-based reimbursement framework

- Greater access to clinical trials
- Improve patient care and outcomes

# The Phoenix Project is Modernizing our Unique Business Processes and Systems

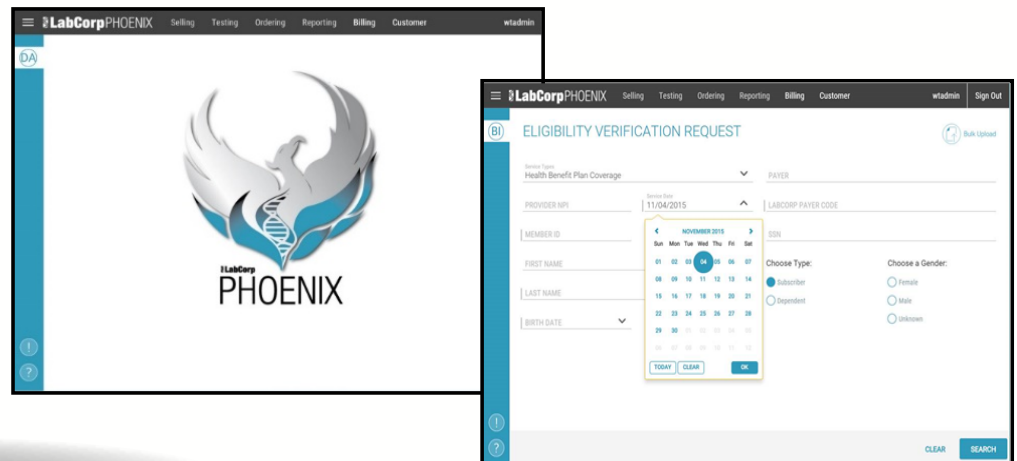


## Phoenix Tech Stack



## Examples:

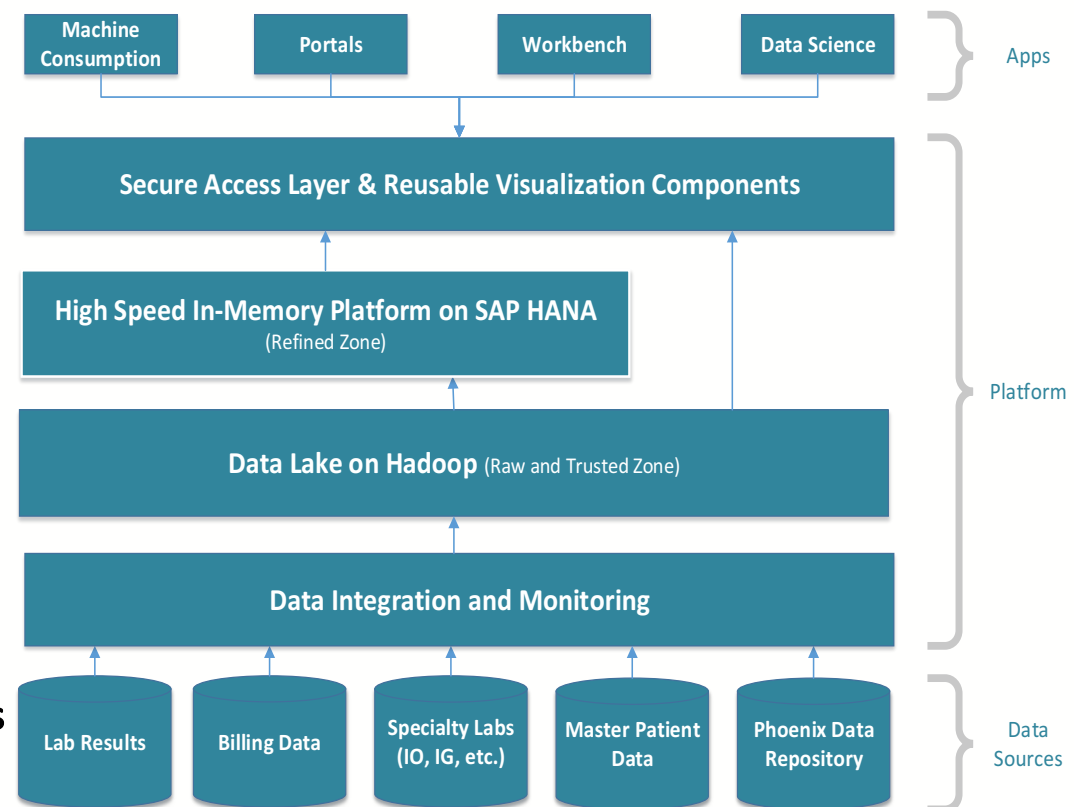
- Revenue Cycle Management (a.k.a. Healthcare Billing) System to improve our cash flow, DSO, bad debt expense and efficiency.
- Customer Support for health system and physician customers by enhancing our self-service capabilities and optimizing our call center services.



# High-Performance Healthcare Big Data Platform with a Variety of Customer Focused Tools



- “Data Lake” to Accumulate Disparate Data
- “ELTTT” and Information Curation
- Master Data Management
- Patient Matching
- Memory / Disk Optimization Engine
- Flexible Information Access Tools:
  - ✓ Structured Reporting
  - ✓ Business Analytics
  - ✓ Data Feeds to other systems
  - ✓ Power tools for Data Scientists & Statisticians (SAS, R, etc.)



# AccuDraw Phlebotomist Guidance System Ensures Accuracy and Precision



- Combines on-screen visual cues with specimen collection instructions based on the specific combination of tests ordered to help ensure accuracy and precision when collecting specimens
- Following the collection, handling, and shipping guidance may help to reduce the need for patient redraws and repeat visits
- Integrated into LabCorp systems used by our In Office Phlebotomists and Clients as well as in our Patient Service Centers
- Available on the Internet for use by our customers (<https://accudraw.labcorp.com>)

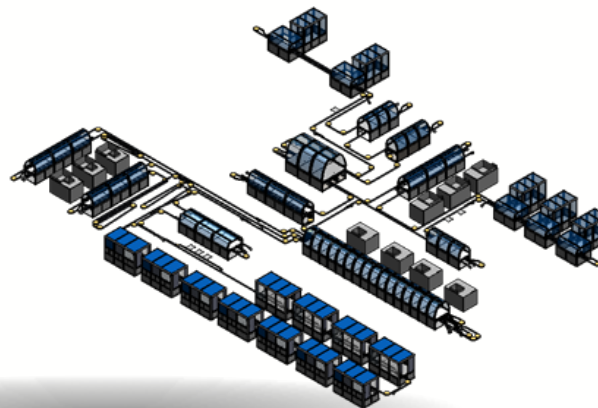




# LabCorp Designs and Builds Proprietary Advanced Robotics



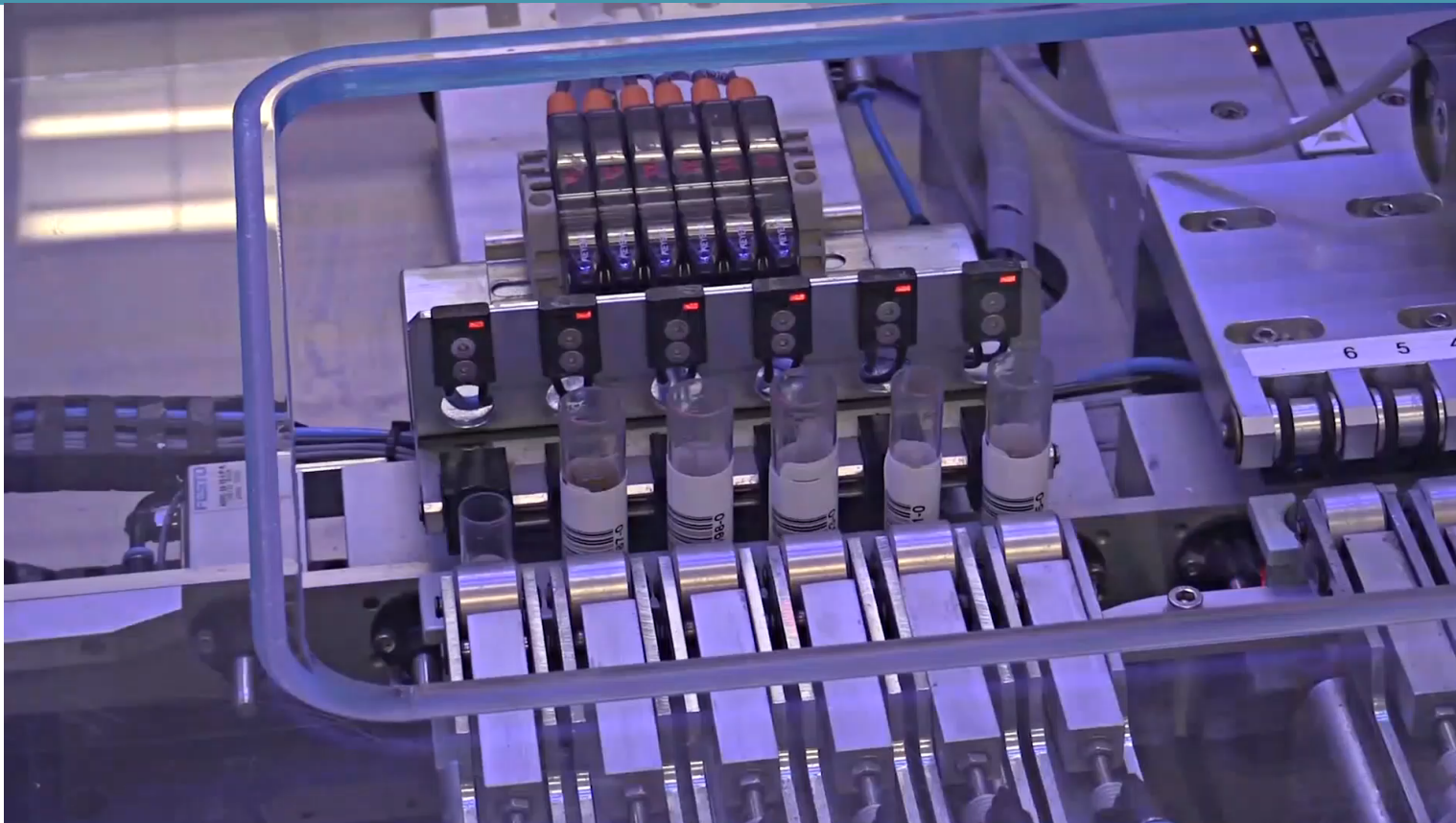
- Propel serum aliquoting robot
- Software and hardware designed and built by LabCorp
- Processes 80,000 orders (250,000 test tubes) in an eight hour shift
- Currently implemented at our laboratories in:
  - ✓ Burlington, NC (x2)
  - ✓ Tampa, FL
  - ✓ Birmingham, AL
  - ✓ Dublin, OH
  - ✓ Houston, TX
- Enhances efficiency, quality and customer service.



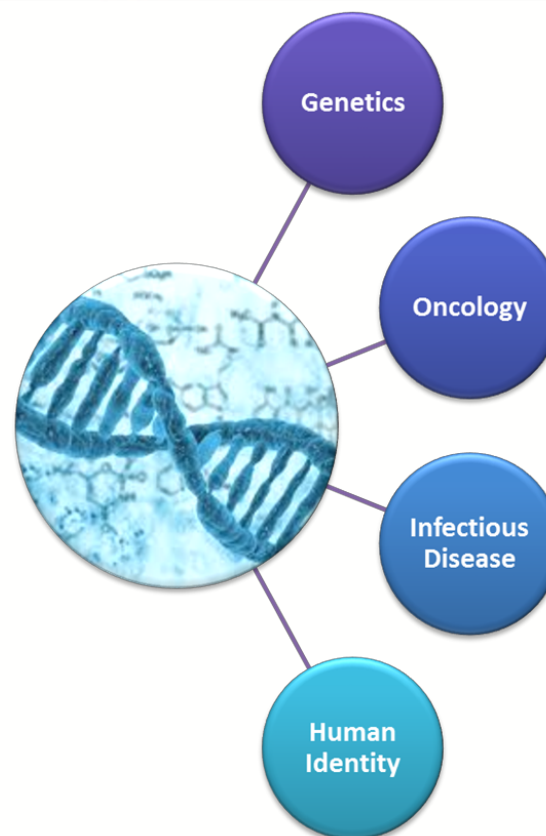
## Technical Statistics

- ✓ 7,000 square feet
- ✓ 133,000 pounds
- ✓ 50,000 piece parts
- ✓ 4000 actuators
- ✓ 49 robots
- ✓ 17 machine vision systems
- ✓ 2 miles of network cable
- ✓ 1 million lines of code

# LabCorp Designs and Builds Proprietary Advanced Robotics



# Bioinformatics Team is Accelerating the Introduction of New DNA Tests to the Market

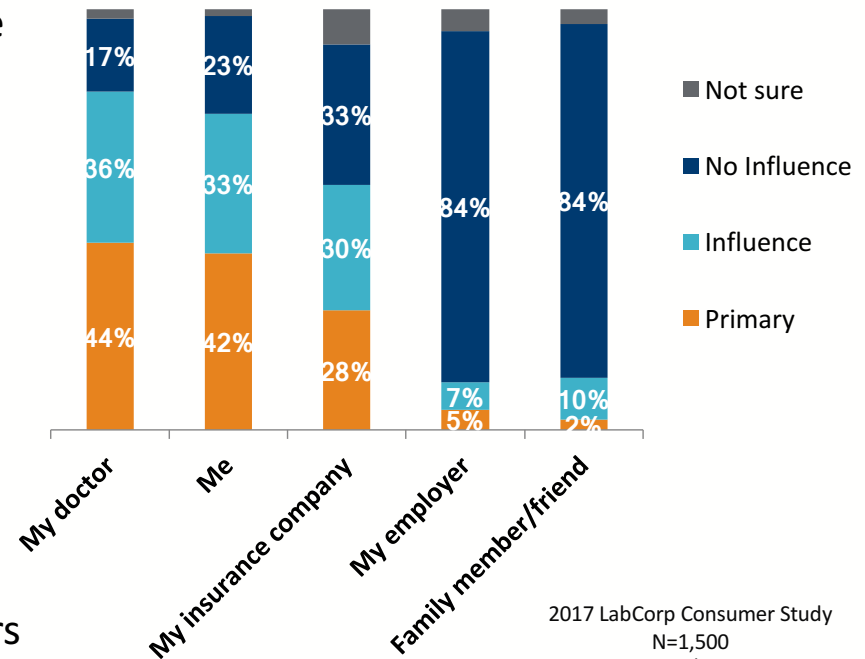


# Why Focus on Patients as Consumers?



- Consumers are taking greater responsibility for their wellness and healthcare
- Higher co-pays and deductibles drive consumers to influence healthcare decisions
- Advances in technology drive expectation of convenience
- Empowered consumers expect convenience, insights, engagement, and price transparency
- LabCorp is uniquely positioned to engage with health care consumers at scale:
  - ✓ Performs testing for >2.5 million consumers per week
  - ✓ Sees >150,000 consumers per weekday in person
  - ✓ Has diagnosis and test result information
  - ✓ Has data and clinical expertise to engage with consumers in a personalized manner

## Who is involved in the decision on where to get your lab testing?



2017 LabCorp Consumer Study  
N=1,500  
MOE +/- 2.5%

# Patient Out-of-Pocket Cost Estimates



- The estimator service is enabled across the LabCorp PSC network and for LabCorp in-office phlebotomists
- Estimates are customized for each individual and health plan
- For select genetic testing, consumers can obtain cost estimates online without visiting a PSC

**LabCorp**

**PATIENT ACKNOWLEDGMENT OF ESTIMATED FINANCIAL RESPONSIBILITY**

**PATIENT INFORMATION**

Name: Jane Smith      Responsible Party: John Smith  
DOB: 05/15/1985      Address: 1234 Anywhere Lane  
Gender: Female      Anycity, ST 12345

---

**INSURANCE COVERAGE INFORMATION**      **PHYSICIAN INFORMATION**

Primary: XYZ Insurance Company      Account: 32333333  
LabCorp Payer Code: XYZC      Practice Name: West Advantage Health  
Subscriber #: XYZ123456789      Physician Name: Davis, J

Your Health Plan Benefit Status: Eligible on 06/02/2016

**SERVICE INFORMATION**

Date of Service: 06/02/2016  
Tests Ordered: 005009, 322000, 235010, 004259, 081950, 007149

---

**SUMMARY OF ESTIMATED CHARGES**      **YOUR ESTIMATED RESPONSIBILITY**

**\$19.51** + **\$17.73** = **\$37.24**

DEDUCTIBLE, COINSURANCE, AND COPAY      NONCOVERED SERVICES      TOTAL  
Credit Card Authorization Requested Today

---

**COVERED SERVICES**

Billing Code	Description	Health Plan Allowed Rate	Estimated Amount Paid by Health Plan	YOUR OUT-OF-POCKET EXPENSES	
				Deductible	Coinsurance / Copay
80050	General Health Plan	\$47.87	\$38.30	\$0.00	\$9.57
82306	Vit D,25-Hydroxy	\$40.33	\$32.26	\$0.00	\$8.07
84436	T&T Total	\$9.35	\$7.48	\$0.00	\$1.87
<b>Totals:</b>		<b>\$97.55</b>	<b>\$78.04</b>	<b>\$0.00</b>	<b>\$19.51</b>

**\$19.51**  
DEDUCTIBLE, COINSURANCE, AND COPAY

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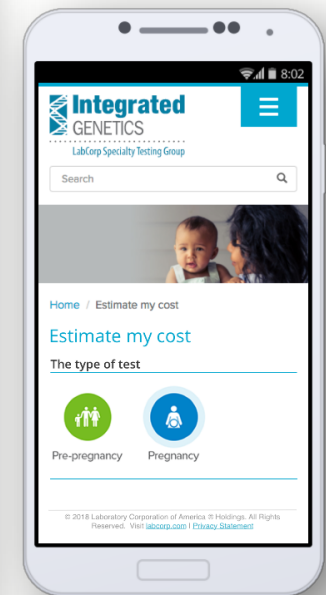
**NONCOVERED SERVICES**

Noncovered services may relate to restrictions or limitations applied by your health plan. Some services may require prior authorization by your health plan. All of your health plan's policies may not be considered in this estimate and your health plan policies can change. This may impact your estimated financial responsibility even if this estimate indicates zero.

Billing Code	Description	Coverage Comment	Noncovered Service Rate
80061	Lipid Panel	Unsupportive Diagnosis	\$17.73
<b>Totals:</b>			<b>\$17.73</b>

**\$17.73**  
NONCOVERED SERVICES

Page 1 of 2      -Dollar Figures Provided for Illustrative Purposes Only-



# Patient Friendly Test Reports



- Educate patients about what their lab results mean
- Empower patients to participate in their own care
- Condition-specific care plans

PATIENT	DATE OF BIRTH	SEX	DATE OF SERVICE	PHYSICIAN
Patient Name	XX/XX/19XX	M	XX/XX/2016	

**Your Test Results**

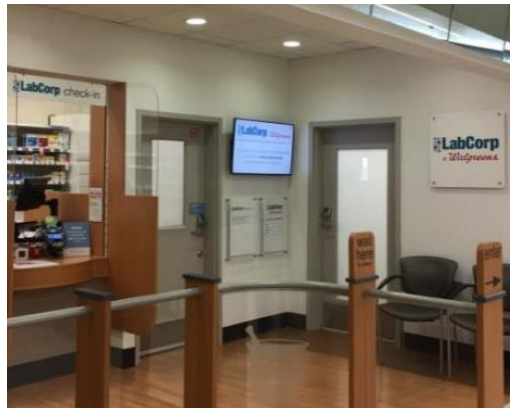
WITHIN GOAL ✔ BORDERLINE ⚠ OUT OF GOAL ❗

Test	Your Results	Comments
<b>Blood Sugar</b>	<b>9.3%</b>	<b>YOUR A1C IS HIGH</b> and has gotten worse since your last test. High blood sugar levels can damage your heart, blood vessels, kidneys, feet and eyes. Make sure you always take the medications prescribed by your doctor and follow his/her instructions.
<b>Blood Lipids</b>	<b>50</b>	<b>HAVING LOW LDL HELPS PROTECT YOUR HEART AND BLOOD VESSELS.</b> Remember to take any medications prescribed by your doctor. Your doctor may recommend even lower cholesterol levels to reduce your risk of heart disease. Weight loss, exercise (at least 30 minutes 5 times a week), a diet low in trans and saturated fats, and quitting smoking can keep cholesterol low.
	<p>LDL CHOLESTEROL is the bad cholesterol that can clog your arteries.</p> <p>Ref. Range: 0 to 99 mg/dL</p>	
<b>Kidney Health</b>	<b>93</b>	<b>YOUR RESULT SHOWS NORMAL KIDNEY FUNCTION.</b> Control of diabetes and blood pressure can help to preserve kidney function.
	<p>eGFR estimates how well your kidneys are filtering blood. The higher the number, the better your kidneys are working.</p> <p>Ref Range: &gt;59 mL/min/1.73m<sup>2</sup></p>	
<b>URINE ALBUMIN : CREATININE RATIO</b>	<b>51.6</b>	<b>YOUR URINE ALBUMIN IS HIGH.</b> Controlling conditions like high blood pressure and diabetes can help to lower your urine albumin. Your doctor may change or increase your medicines to help treat these conditions. Remember to take all medicines prescribed by your doctor. Regular exercise, weight loss, and quitting smoking can also help to improve urine albumin.
	<p>Higher amounts also put you at risk for heart disease and loss of kidney function. The lower the result, the better.</p> <p>Ref. Range: 0 to 30 mg/g creat</p>	

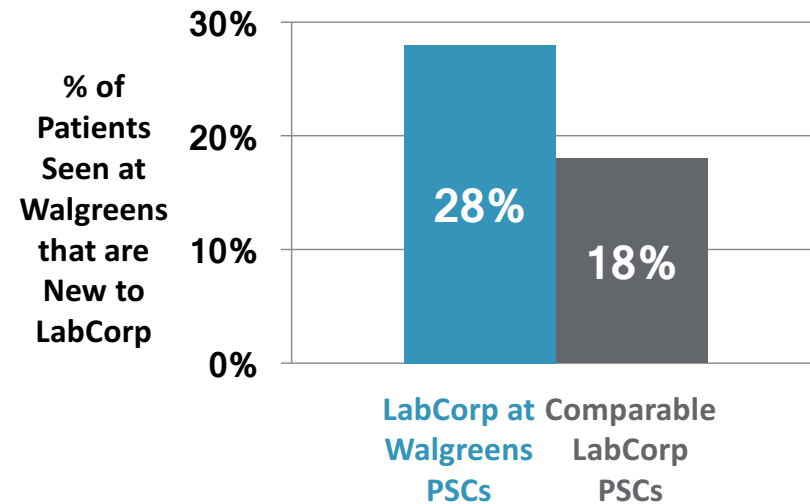
DISCLAIMER: You should discuss this information with your physician. LabCorp does not have a doctor-patient relationship with you, nor does it have access to a complete medical history or physical examination conducted by a physician that would be necessary for a complete diagnosis and comprehensive treatment plan. Neither you nor your physician should rely solely on this guidance. Isolated result descriptions in "Comments" consider either the reference range or target range for the test result. Reference range refers to the LabCorp reference interval. Target range refers to the guideline/recommended goal. #BXND10223-American Diabetes Association's Standards of Medical Care in Diabetes-2014 (Diabetes Care, Vol 37, Suppl 1, Jan 2014); National Diabetes Education Program's 4 Steps to Manage Your Diabetes for Life (2013, NIH Publication 13-5482).

	<p>Michelle S. Lahn, PhD Laboratory Director CLM 1420897314</p>	<p>LibHealth, A LabCorp Company 2250 West Campbell Park Drive Chicago, Illinois 60612</p>	<p>800 538 4333 Telephone 888 361 7339 Facsimile www.libhealth.com</p>	<p>Version: 7.2.3.9 Printed: 08/01/2016 Page: 1 of 1</p>
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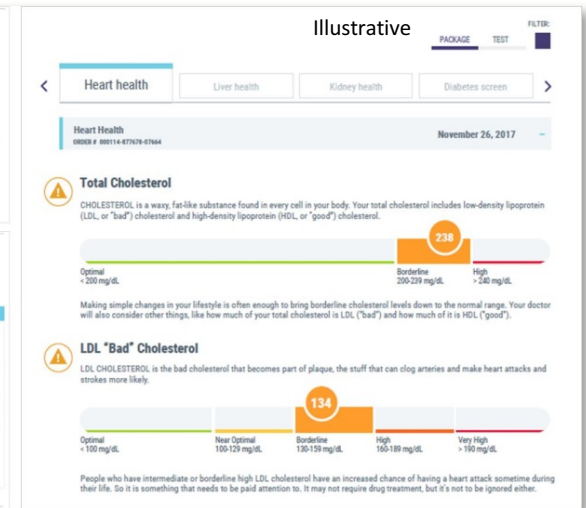
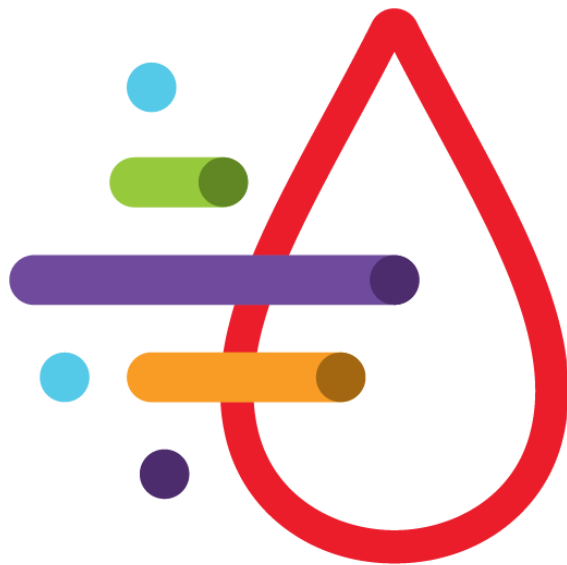
# LabCorp at Walgreens



LabCorp PSCs in Walgreens stores are attracting new patients



# Moving Reliable Self-Collected Testing to the Home





# Enhancing the Consumer Experience



**Covance Drug Development  
Strategic Innovation**



# Leveraging Technological Innovation and LabCorp-Covance Combined Strength



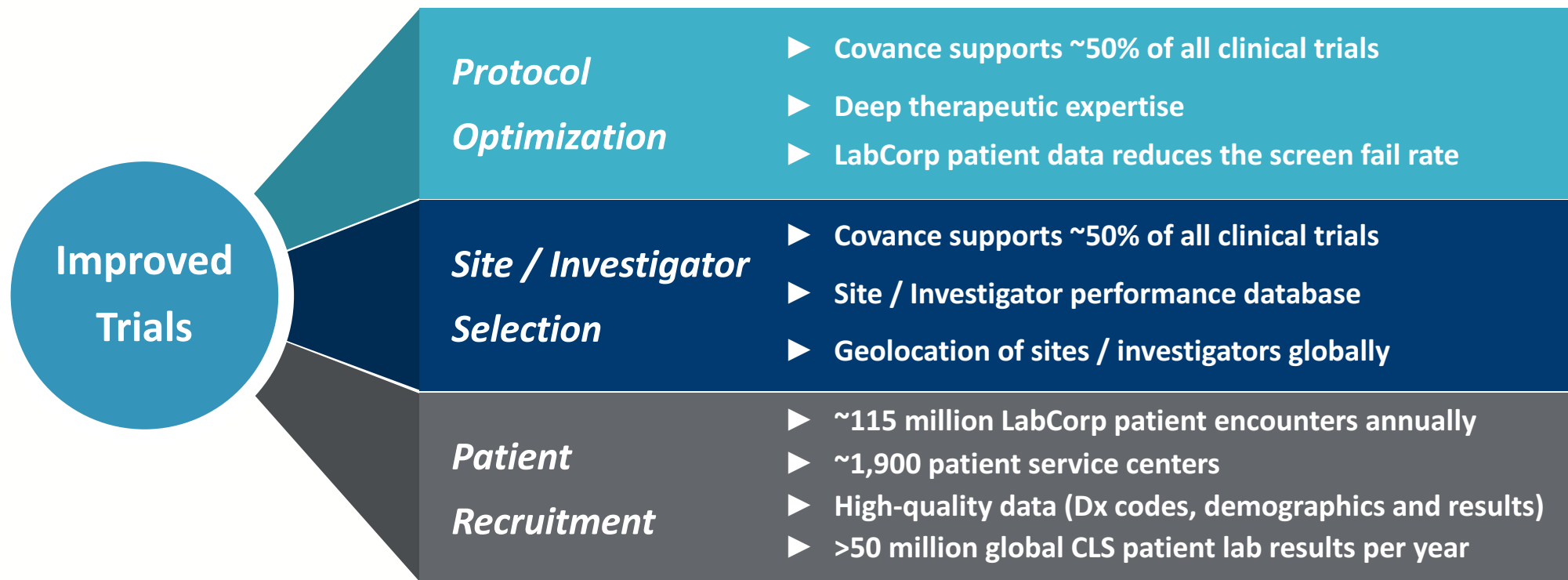
Improved Trials by  
using Real World  
Evidence

Comprehensive  
Companion  
Diagnostics (CDx)  
Solutions

Portfolio of  
Innovative Solutions  
Focused on Client  
Needs

# Leveraging LabCorp-Covance Combined Strength

Holistic Approach to Protocol, Site/Investigator, and Patient Intelligence



# Ulcerative Colitis Example



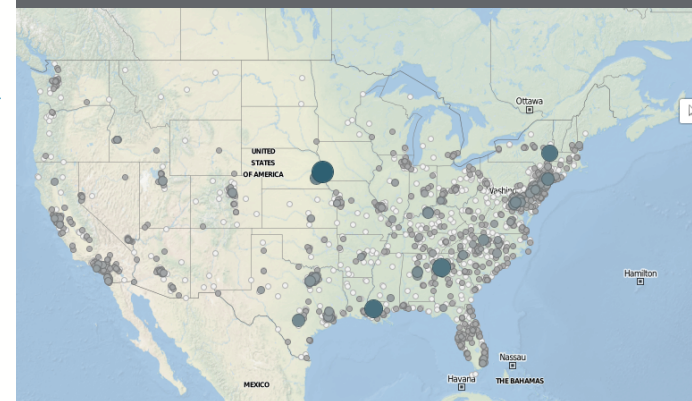
# Understanding the Impact of Study Design on the Protocol and Available Patient Pool

75%  
reduction

51,814 patients between June 2016 and May 2017 identified  
48,708 patients between 18 and 80 years old  
20,288 without Crohn's Disease, IBD and UC Proctitis  
20,146 without Malignancy, Inherited Immuno Syndrome, TB and HIV/AIDS  
20,075 without Hepatitis B and C  
13,950 with all relevant labs populated  
13,750 with Neutrophil value  $\geq 1.5 \times 10^9/L$  and Platelet  $\geq 100 \times 10^9/L$   
13,552 with Hemoglobin  $\geq 8.5g/dL$  and Lymphocyte  $>500$  cells/uL  
13,516 with Total WBC  $\geq 3.0 \times 10^9/L$  and Serum Creatine  $\leq 2 \times ULN$   
13,227 with Alk Phos  $\leq 2 \times ULN$  and ALT  $\leq 2 \times ULN$   
12,980 with AST  $\leq 2 \times ULN$  and Bilirubin  $\leq 3 \times ULN$



The protocol inclusion / exclusion criteria is applied to the patient pool and then matching patients are geo-located on the map

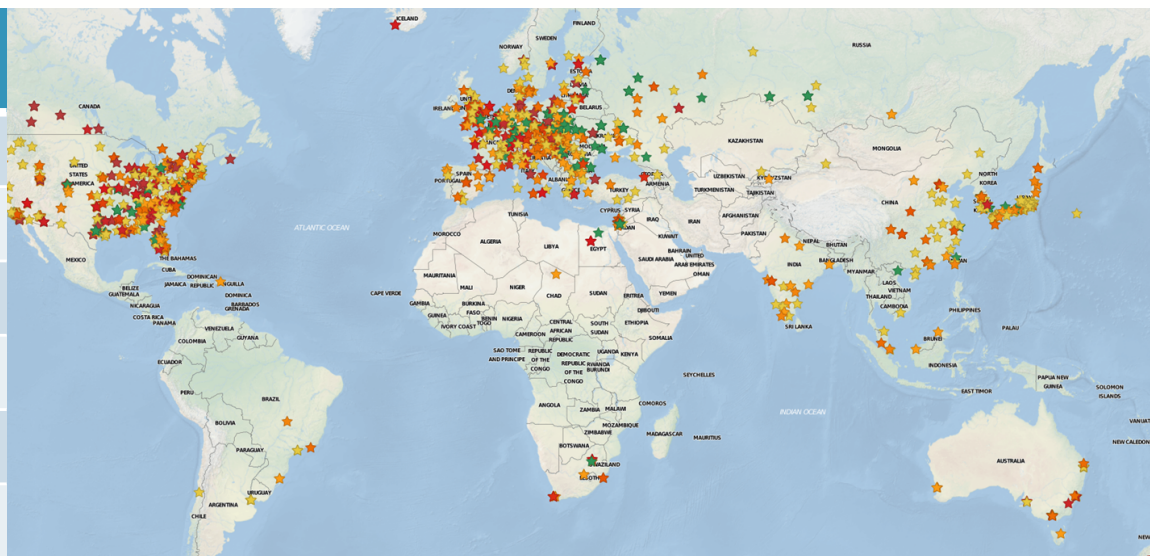


# Covance Data Insights Show Workload of Key Investigators



- Investigator patient accrual per study drops as more studies are taken on – diminishing return from in-demand sites
- Objective site performance data around the globe which includes 8+ pharma programs and 53 active UC studies
- Creates immediate 963 sites for targeted outreach
- 27 out of 1,054 (3%) of known investigators are not in an active trial

	# Active Studies	# Investigators	Patients Per Investigator
	9+	28	72
	5-8	63	33
	4	123	87
	2-3	169	15
	1	644	10
	0	27	11

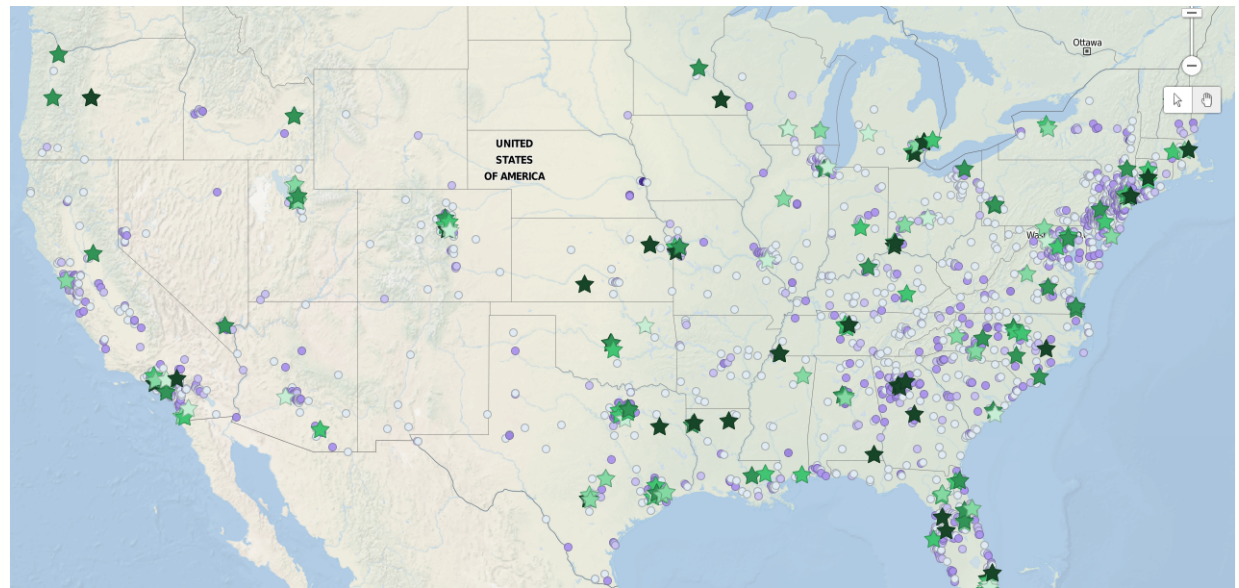
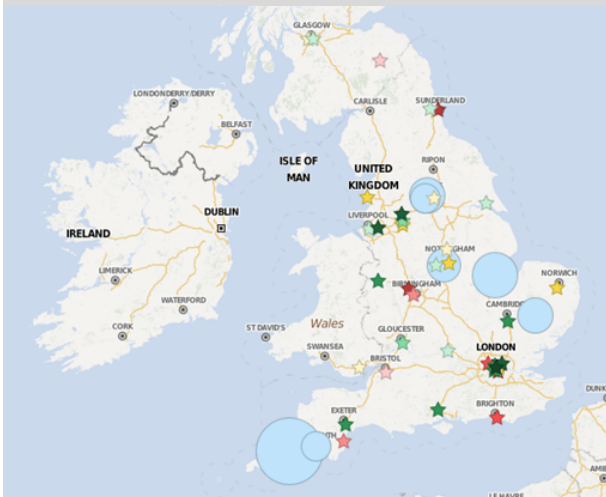


# Location of Investigator Sites in Relation to Ulcerative Colitis Patients



## Sample from Seven UK GP Surgeries

**BLUE DOTS** – Crohn's and UC Patients from EMR  
**SIZE OF BLUE DOTS** – Number of Patients  
**STARS** – Covance sites  
**COLOR OF STARS** – **Green** high score to **red** low score



**DOTS** – UC patients who match study design from LabCorp Real World Database  
**STARS** – High performing Covance sites

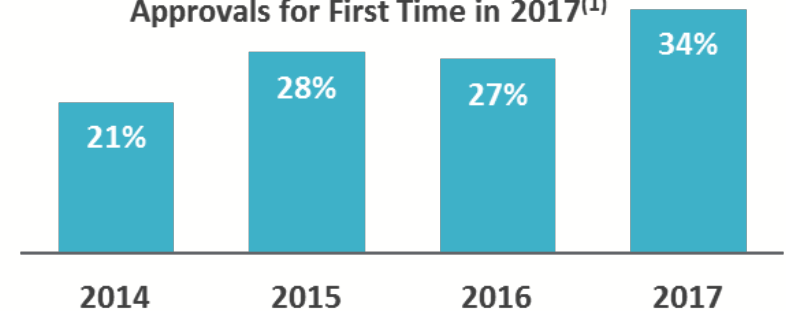


# Companion Diagnostics (CDx) is a Key Driver of Precision Medicine



- ▶ A companion diagnostic is the ultimate biomarker test
  - Co-developed and linked with a specific therapy
  - Help identify patients most likely to respond
  - Help identify patients who may have an adverse event
  - Provide added value for how the diagnostic and therapy are used
- ▶ Genomic and proteomic biomarkers are key features of developing new therapies and diagnostics
- ▶ Collaborated with > 40 clients on > 165 CDx projects in 2017

Personalized Medicines Top 30% of FDA Approvals for First Time in 2017<sup>(1)</sup>



(1) Source: Personalized Medicine Coalition. *Personalized Medicine at FDA: 2017 Progress Report.*

## Covance Provides Comprehensive CDx Solutions For The Drug Life Cycle



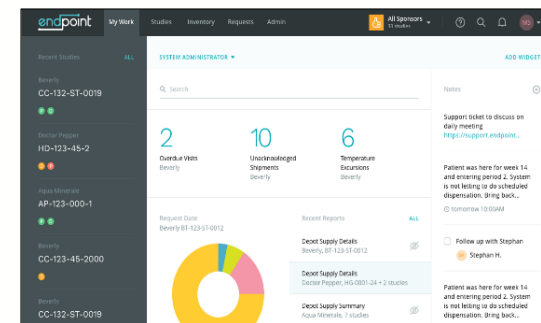
# Covance Offers a Suite of Differentiated Drug Development Tools for Trial Planning and Execution



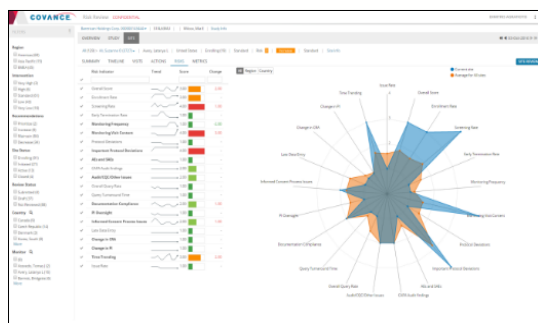
- Metrics and Benchmarking
- Trial Forecasting



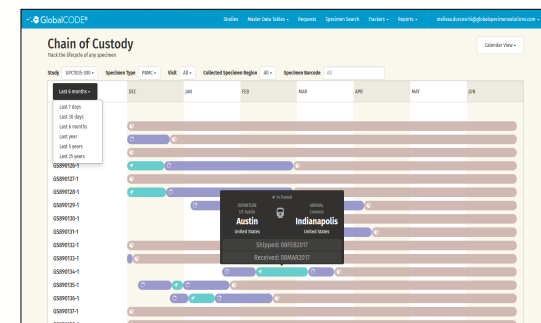
- Pulse
- Drive



- Clinical Data Hub
- Monitoring Solutions
- Data Management
- Insights



- GlobalCODE
- snapTRACK
- LabCODE



**LabCorp** is a **leading global life sciences company** that is deeply integrated in **guiding patient care**

**Our Mission** is to **Improve Health and Improve Lives**

**Our Strategic Objectives** are to:

- 1. Deliver World-Class Diagnostics**
- 2. Bring Innovative Medicines to Patients Faster**
- 3. Use Technology to Improve the Delivery of Care**