

## 2023 Challenge Puzzle: Strategy and Operations

**Background:** Heartbeat Health is a health-technology company that delivers virtual-first cardiology services nationwide. We provide cardiac diagnostics, televisits, etc. through our virtual platform and a national medical group (licensed/credentialed in all 50 states) that works with at-risk providers, payors, and device companies.

We've found success, in particular, helping at-risk groups identify and close gaps in care in their patient & member population, and in the transitional care space, where we've meaningfully reduced readmission rates.

Powered by a nationwide network of cardiologists, Heartbeat delivers a range of clinical services, including same-day diagnostic reads, televisits, and virtual care programs for patients with atrial fibrillation, vascular disease, and heart failure.

**Problem:** Heartbeat is in the process of finalizing its strategy to deepen its approach in the Medicare market and launch in the employer market, focused in delivering virtual-first clinical care regarding the following conditions:

### Virtual Care Condition Management Programs

1. Atrial fibrillation
2. Vascular disease (e.g., atherosclerosis, peripheral artery disease (PAD), etc.)
3. Heart failure

Based on our market research, most large employers and many Medicare plans do not understand the impact cardiovascular disease is having on their population. We are asking for your help to highlight the prevalence and cost for one or two of the three cardiovascular conditions listed above – for either the Medicare or employer market.

**Ask:** Please provide a summary (1-3 pages, slides, or whatever medium you prefer) on one or two of the three conditions listed above that contains the following information:

1. **Addressable Market:** Prevalence of one or two of the above conditions in an employer or Medicare population (pick one market, assume 100,000 lives). Demographic or other breakdowns are helpful – the goal is to frame the problem for a sale.
2. **Condition Costs:** Please help quantify the typical costs associated with members who have the condition(s) you select. Again, the goal is to frame the problem for a solution that Heartbeat can offer in the market.

Use whatever resources you have readily available, and please cite sources whenever relevant.

Thanks, and good luck!