Private Sector Employer Innovations in Health Care Financing and Delivery

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May 25, 2011
Bellin Health Overview

Serving a market of 600,000 people

**Bellin Hospital**, a 220-bed community hospital with proven excellence in heart and vascular care; orthopedics and sports medicine; family programs and services; and minimally invasive procedures including robotic surgery

**Oconto Hospital & Medical Center**, a critical-access hospital in Oconto

**Bellin Medical Group**, a 93-member primary care group with 34 clinic sites and proven excellence in disease management and wellness care

**Physician Partners, Ltd**, more than 170 independent specialty physicians

**NorthReach**, a 26-member primary care group managed in partnership with Bay Area Medical Center in Marinette

**Bellin Psychiatric Center**, a dominant provider of in- and outpatient behavioral health services

**Bellin College** with baccalaureate and masters degree programs to educate and train nurses and radiologic technologists

**Unity Hospice**, providing hospice and palliative care services
Triple Aim:
Three Dimensions of Value
Triple Aim
Population Health
Determinants of Health
Population Segments

Total Population = 600,000 people

Employers
Children & Families
324,000 People (54%)
$3,742/person

Medicare
96,000 People (16%)
$6,951/person

Medicaid
108,000 People (18%)
$1,440/person

Uninsured
72,000 People (12%)
$70/person
Triple Aim Journey - Employers
Integrated Total Health Management

Insurance Company/TPA Broker

Employer Leadership Support Culture

Access Quality Data Health Risk Appraisals/Employer Clinics Work and Productivity Services
Leadership & Culture — Listening

AIM:
To develop a culture of health and wellness designed for the needs of the population resulting in improved productivity and profitability for employers.

DRIVERS OF SUCCESS:
Ownership by top management
Adequate resources
Employee involvement
Health Knowledge — Listening

**AIM:**
To provide timely, meaningful and accurate data for decision making.

**FORMULA FOR SUCCESS**
- Solution-based design, able to support and sustain desired change
- Costs
- Health status
- Employee satisfaction and experience
Health Advancement — Designing

**AIM:**
Engage individuals in their own health thereby improving the health status and reducing costs for the population.

**FORMULA FOR SUCCESS:**
- Confidence to manage health
- Work/Life and EAP program to address root behavioral cause of physical lifestyle challenges
- PCP relationship/Medical Home
Productivity Enhancement — Designing

**AIM:**
To decrease costs and enhance productivity and profitability by finding the right employees and keeping them on the job.

**FORMULA FOR SUCCESS:**
- Trusted team to manage the full continuum of workplace health and productivity (H&P)
- Active management
- Loss prevention plan which makes safety a priority
AIM:
To facilitate timely and appropriate access in the right place and at the lowest cost for the identified health need.

FORMULA FOR SUCCESS:
- Knowledgeable consumer
- Access platform designed for the needs of the population
- Integrated system of care coordination
Bellin Health
Health Plan Cost and Health Measure Trends

Note: Average costs based on Hewitt data
Triple Aim Journey-Children & Families
Vision

Every child can
Goal

schools will have the healthiest Children & Families in the country
Themes

A place that is healthy
A place where there is joy in learning
A place that is fun
A place where staff are inspired
A place that is safe
A place where every individual is valued
A place that includes the entire family
A place that involves the whole community
Driver Diagram

1. Activated Culture
   - Comprehensive cultural levers
   - Ownership by leaders
   - Adequate resources
   - Active involvement by all

2. Knowledge of the Population and the Individual
   - Deep knowledge of children, staff and families across all determinants of health
   - Solution based design able to support and sustain desired change

3. Health Advancement
   - Confidence to manage health
   - Work/life programs to address root behavioral cause of physical lifestyle challenges
   - Customized support to achieve life/health goals
   - Relationship with Primary Care

* See Childhood Obesity driver diagram
Driver Diagram

**PRIMARY DRIVERS**

4. Effective Coalitions

5. Replicable and Sustainable Delivery

**SECONDARY DRIVERS**

- Broad community resource partnerships to achieve goals
- Broad political relationships to achieve goals
- Broad business relationships to achieve goals
- Strong parent networks to achieve goals

- Funding support
- Consistent standardized operational framework that allows for innovation
- Environment of all learning, all sharing
- District commitment
<table>
<thead>
<tr>
<th></th>
<th>Health</th>
<th>Cost</th>
<th>Experience/Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff</strong></td>
<td>- Body Mass Index</td>
<td>- Sick days</td>
<td>- Green Bay Public Schools Staff Satisfaction Survey</td>
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<tr>
<td></td>
<td>- Health Risk Assessment</td>
<td>- Health Risk Assessment converted scores into cost –(Top 10 claims dollars)</td>
<td></td>
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<tr>
<td></td>
<td>- Life Health Assessment</td>
<td></td>
<td></td>
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<tr>
<td><strong>Children</strong></td>
<td>- Life Health Assessment</td>
<td>- Cost based on achievement/ academic level WKCE scores</td>
<td>- Absence/Tardies</td>
</tr>
<tr>
<td></td>
<td>- Fitness baselines</td>
<td>- 10 or more full day absences.</td>
<td>- Attitude Survey – elementary social networking tool</td>
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<tr>
<td></td>
<td></td>
<td>- Reading and Math proficiency</td>
<td></td>
</tr>
<tr>
<td><strong>Families</strong></td>
<td>- Body mass index</td>
<td>- Health Risk Assessment converted scores into cost</td>
<td>- &quot;Title and Thrive events &quot;</td>
</tr>
<tr>
<td></td>
<td>- Health Risk Assessment</td>
<td></td>
<td>- at the schools attended by</td>
</tr>
<tr>
<td></td>
<td>- Life Health Assessment</td>
<td></td>
<td>- parents (i.e., parent/</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- teacher conf, school social</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- events)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Activity of parents/families</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(pre- and Post-op) Health</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Risk assessments and Life</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Health assessments</td>
</tr>
</tbody>
</table>
Triple Aim Journey - Seniors
AIM: Seniors

To provide health, and healthcare services, and resources, that lead to healthier lives
Seniors Population Key Drivers

HEALTHY PEOPLE

PRIMARY DRIVERS
- Social Networks
- Safety and Security
- Trusted Primary Care
- Active Engagement
- Community Alignment

SECONDARY DRIVERS
- a. Family
  b. Friends
  c. Community
- a. Independent home living
  b. Community
  c. Neighborhood
- a. Activated patient
  b. Proactive reach out
- a. Exercise
  b. Healthy choices
  c. Involvement in pleasurable activities
- a. Social service organizations
  b. Activity organizations
  c. Police/fire/safety
Seniors Population

Current population with Bellin PCP

Healthy

Moderate health

High need complex

- No chronic disease fitness member
- No fitness membership
- No chronic disease

- 1 – 2 chronic conditions fitness members
- 1 – 2 chronic conditions no fitness center memberships

- 3 or more chronic conditions
- Multiple specialty referrals per year
- Nursing home
- Assisted living
- Hospice
### Seniors Triple Aim Measures

<table>
<thead>
<tr>
<th></th>
<th>Health</th>
<th>Cost</th>
<th>Experience</th>
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</thead>
<tbody>
<tr>
<td><strong>Active Healthy</strong></td>
<td>HRA Health Activity (functional fitness assessment)</td>
<td>Annual Health Cost</td>
<td>Quality of Life Survey</td>
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<tr>
<td><strong>Moderately Healthy Inactive</strong></td>
<td>Quality index HRA Health Activity</td>
<td>Annual Health Cost</td>
<td>Quality of Life Survey</td>
</tr>
<tr>
<td><strong>High Risk/ Nursing Home</strong></td>
<td>Quality index Utilization</td>
<td>Annual Health Cost</td>
<td>Satisfaction Survey</td>
</tr>
</tbody>
</table>
Triple Aim Journey - Medicaid
Medicaid Population

**PRIMARY DRIVERS**

- Access to Care
- Confidence
- Sense of Belonging

**SECONDARY DRIVERS**

- Clinics/providers
  - Location
  - Transportation
  - Hours/day
  - Needs based patients

- Education
  - Appropriate source
  - 3Rs re: Access
  - Messages
  - Outreach/dissemination
  - Wellness/prevention
  - Education level – Mom
  - Social & economic status

- Relationship with Dr.
  - Ability to control health
  - Social support system
  - Language
  - Literacy
  - Culture

Improve Population Health for the Medicaid Population
**Medicaid Results**

<table>
<thead>
<tr>
<th></th>
<th>Bellin Performance</th>
<th>Medicaid Averages</th>
</tr>
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<tbody>
<tr>
<td>Immunizations 2 year old</td>
<td>75.6</td>
<td>72.3% (National HEDIS Medicaid Average)</td>
</tr>
<tr>
<td>Lead 1 (MEDDIC)</td>
<td>TBD</td>
<td>No national average</td>
</tr>
<tr>
<td>Lead 2 (MEDDIC)</td>
<td>TBD</td>
<td>No national average</td>
</tr>
<tr>
<td>Asthma Care</td>
<td>89.4</td>
<td>88.7% (National HEDIS average)</td>
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<tr>
<td>Tobacco care-counseling and meds</td>
<td>TBD</td>
<td>54.4% (State Average)</td>
</tr>
<tr>
<td>Diabetes A1c</td>
<td>86.4</td>
<td>80.5% (National HEDIS Medicaid Average)</td>
</tr>
<tr>
<td>Diabetes LDL</td>
<td>81.8</td>
<td>74% (National HEDIS Medicaid Average)</td>
</tr>
<tr>
<td>ED use</td>
<td>1.02</td>
<td>0.59 per continuously enrolled is based on State Average</td>
</tr>
</tbody>
</table>

**MEDDIC**
- Lead 1 (MEDDIC) 72.3% (National HEDIS Medicaid Average) 75.6
- Lead 2 (MEDDIC) No national average

**Immunizations 2 year old**
- Bellin Performance: 75.6
- Medicaid Averages: 72.3% (National HEDIS Medicaid Average)
# Medicaid Reimbursement Schedule

<table>
<thead>
<tr>
<th>Quality Indicators</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td></td>
<td>State Target</td>
<td>5% Above</td>
<td>10% Above</td>
<td>20% Above</td>
</tr>
<tr>
<td>Diabetes - LDL</td>
<td>60.5%</td>
<td>64%</td>
<td>57%</td>
<td>73%</td>
</tr>
<tr>
<td>Diabetes - A1C</td>
<td>72%</td>
<td>76%</td>
<td>79%</td>
<td>86%</td>
</tr>
<tr>
<td>Asthma</td>
<td>86.9%</td>
<td>91%</td>
<td>96%</td>
<td>104%</td>
</tr>
<tr>
<td>Lead 1</td>
<td>58%</td>
<td>61%</td>
<td>64%</td>
<td>70%</td>
</tr>
<tr>
<td>Lead 2</td>
<td>66%</td>
<td>69%</td>
<td>73%</td>
<td>79%</td>
</tr>
<tr>
<td>Immunization</td>
<td>70%</td>
<td>74%</td>
<td>77%</td>
<td>84%</td>
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<table>
<thead>
<tr>
<th>ER Target</th>
<th>Reduction Level Option 1</th>
<th>Savings (Based on Bellin ER Rate)</th>
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<tbody>
<tr>
<td>1</td>
<td>5% reduction from current rate</td>
<td>$ 110,000.00</td>
</tr>
<tr>
<td>2</td>
<td>10% reduction from current rate</td>
<td>$ 220,000.00</td>
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<tr>
<td>3</td>
<td>15% reduction from current rate</td>
<td>$ 330,000.00</td>
</tr>
<tr>
<td>4</td>
<td>20% reduction from current rate</td>
<td>$ 440,000.00</td>
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<table>
<thead>
<tr>
<th>Incentive</th>
<th>ER Target</th>
<th>Quality Target</th>
<th>Incentive Payout</th>
<th>Dollars Payout</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>15%</td>
<td>$ 16,500.00</td>
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<tr>
<td>2</td>
<td>1</td>
<td>2</td>
<td>17%</td>
<td>$ 18,700.00</td>
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<td>3</td>
<td>1</td>
<td>3</td>
<td>20%</td>
<td>$ 22,000.00</td>
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<tr>
<td>4</td>
<td>1</td>
<td>4</td>
<td>23%</td>
<td>$ 26,800.00</td>
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<tr>
<td>5</td>
<td>2</td>
<td>1</td>
<td>25%</td>
<td>$ 56,000.00</td>
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<tr>
<td>6</td>
<td>2</td>
<td>2</td>
<td>27%</td>
<td>$ 59,400.00</td>
</tr>
<tr>
<td>7</td>
<td>2</td>
<td>3</td>
<td>30%</td>
<td>$ 66,000.00</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
<td>4</td>
<td>33%</td>
<td>$ 72,600.00</td>
</tr>
<tr>
<td>9</td>
<td>3</td>
<td>1</td>
<td>35%</td>
<td>$ 116,500.00</td>
</tr>
<tr>
<td>10</td>
<td>3</td>
<td>2</td>
<td>37%</td>
<td>$ 122,100.00</td>
</tr>
<tr>
<td>11</td>
<td>3</td>
<td>3</td>
<td>40%</td>
<td>$ 132,000.00</td>
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<tr>
<td>12</td>
<td>3</td>
<td>4</td>
<td>43%</td>
<td>$ 141,900.00</td>
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<tr>
<td>13</td>
<td>4</td>
<td>1</td>
<td>45%</td>
<td>$ 198,000.00</td>
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<tr>
<td>14</td>
<td>4</td>
<td>2</td>
<td>47%</td>
<td>$ 206,800.00</td>
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<tr>
<td>15</td>
<td>4</td>
<td>3</td>
<td>50%</td>
<td>$ 220,000.00</td>
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<tr>
<td>16</td>
<td>4</td>
<td>4</td>
<td>53%</td>
<td>$ 233,200.00</td>
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Note: Incentive Payout is driven by ER savings