



*IHI Triple Aim Seminar
April 29, 2014*

Bellin Health: Achieving Triple Aim Results for Working-Age Adults

**Randy Van Straten
Bellin Health**

Objectives

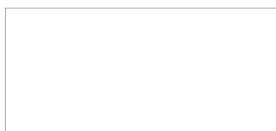
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- Review population, measures, portfolio and governance of an example working-age population.
- Describe elements of Bellin Health's employee health improvement program to meet the needs of working-age adults.
- Describe spread of work to other employers.



Overview

- Background
- Employee Group
- Model
- Results
- Spread to Employers
- Lessons Learned



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Green Bay, WI



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Green Bay, WI (another view)



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Vision



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Mission

Bellin Health is a community-owned not-for-profit organization responsible for the physical and emotional health of people living in Northeast Wisconsin and the Upper Peninsula of Michigan.

Directly, and in partnership with communities, employers, schools, and government officials, we guide individuals and families in their lifelong journey toward optimal health. We are committed to providing safe, reliable, cost-effective total health solutions with respect and compassion. Our innovative work will impact healthcare delivery in our region, as well as throughout the world.



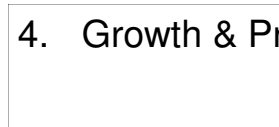
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Four Strategic Objectives

1. Patient, Family and Customer-Centered Organization
2. Engaged Staff and Partners
3. Improved Health of the Population
4. Growth & Prosperity



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Bellin Health Overview



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

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Population Segments

Total Population = 623,000 people



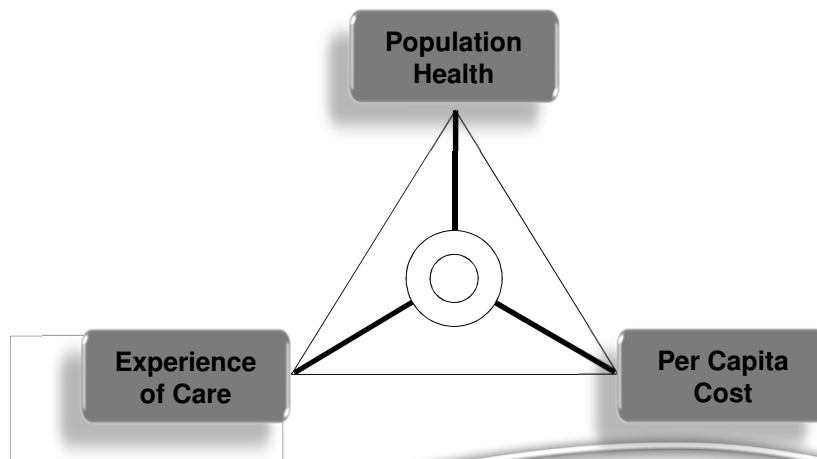
**Employers
Children & Families**
390,000 People (63%)
\$4,257/person

Medicare
98,000 People (16%)
\$7,904/person

Medicaid
80,000 People (13%)
\$1,304/person

Uninsured
55,000 People (9%)
\$70/person

The Triple Aim for a Population



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Top 5 Challenges for Employers

Watson Wyatt Report

- #1: Employee's poor health habits---67%
- #2: Underuse of prevention services---42%
- #3: High-cost catastrophic cases/end of life care---36%
- #4: Poor employee understanding of how to use plan---30%
- #5: Poor information on provider cost---24%



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POPULATION:
Bellin Health Employees
& Family Members




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The Bellin Story - 2002



**30%
increase!!**



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The Bellin Health Story

<i>Bellin's Problem</i>	<i>Bellin's Solution</i>	<i>Bellin's Results</i>
<p>Huge healthcare costs measured as PEPY in 2002</p> <ul style="list-style-type: none"> ▪ Double-digit increases: 30% projected 2002 to 2003 if no changes made to plan ▪ Unknown health status ▪ Heavy healthcare users ▪ Fear of culture impact if changes made ▪ Marketplace credibility 	<p>Encourage proper utilization, improve health, and create smart healthcare consumers by:</p> <ul style="list-style-type: none"> ▪ Redesigning our health plan <ul style="list-style-type: none"> - Consumer Driven Health Plan - Incentives for engagement and accountability - Value-based primary care for specific conditions ▪ Providing resources <ul style="list-style-type: none"> - Health Risk Assessments - Personal Health Coaches - Medical Home ▪ Utilizing our partners to receive the lowest cost/best value services 	<p>Lower healthcare costs measured as PEPY:</p> <ul style="list-style-type: none"> ▪ Averaging 15% below the national average for 10 yrs totaling over \$17 million less than average ▪ Strong culture maintained ▪ Employees as empowered healthcare consumers ▪ Improved health (increasing HRA scores) ▪ Marketplace credibility and leadership

The Stages of Development

Stage 1 – Awareness

Stage 2 – Engagement

Stage 3 – Accountability

Stage 4 – Culture of Health



Progression of Health Benefit

1. AWARENESS

Early 2000's

Health Care costs rapidly rising

2003

Incentive for HRA with plan design

Development of Health Coach Concept

Senior Leadership Engagement is Key!

2005

PBA created to reduce personal expenses

and to raise awareness of consumerism.

2. ENGAGEMENT

2006

HRA scores defined plan for engagement

Plan of Improvement introduced with primary care

2009

Pilot program with Health Coach for employees with score of 60 or less

Six chronic diseases coverage covered at 100% for pilot group

FastCare Benefit

3. ACCOUNTABILITY

2010

HRA scores define plan level for participant

Wellness Certificate tied to two levels of PBA dollars

Expanded coverage of six chronic disease conditions to be covered at 100% for all health plan participants

4. CULTURE OF HEALTH

2011

HRA scores define two premium levels

Second Health Coach added for Bellin Employees and Spouses

Culture of Health Steering Team developed for the organization

2012

HRA scores defined by three premium levels

2013

Medical Home Incentive

Referral Incentive

Increased dollars tied to Wellness Certificate

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Employee Triple Aim Metrics

Metric	Actual		Goal	
	2012	2013	2014	2015
Health:				
HRA	78.5	78.6	78.8	79
% Taking HRA				
Work Comp	0.78	0.8	0.79	0.78
Cost:				
PEPY (includes EE prem.)	\$ 9,517	\$ 9,707	\$ 9,998	\$ 10,298
By Percent		2%	3% (ACA)	3% (ACA)
Total Spend (Millions)	15.2	16.5	16	16.5
% Health Cost to Net Rev	3.7%	3.7%	3.5%	3.4%
Experience:				
% Wellness Cert. Completed	67%	71%	76%	80%
% Lg. Claims (>\$50K)	19%	20%	20%	20%

79.3
2013

3 %
Trend

81%
2013

Notes:

Mercer 2012 PEPY \$ 10,558
 Mercer 2013 PEPY @ 5% \$ 11,086
 ACA is 3% for 2014+

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Improved Health: HRA Results

Annual HRA Participant Results

Date of report: 11/12/13

Year	Total Empl's	Total Spo's	Total Other's	Total Par's	Avg. Age	Avg. Score	Percent of participants in health point ranges				
							86 - 100	71 - 85	61 - 70	51 - 60	0 - 50
2013	2289	904	20	3213	44.4	79.3	45.0%	26.8%	13.5%	8.0%	6.7%
2012	2287	892	20	3199	43.6	78.5	42.6%	28.0%	14.2%	8.8%	6.4%
2011	2244	895	25	3164	43.4	78.7	43.1%	27.5%	14.3%	8.7%	6.5%
2010	2237	969	29	3235	43.6	77.3	38.5%	28.3%	17.3%	8.9%	7.0%
2009	1987	903	48	2938	43.7	75.6	35.9%	27.2%	17.4%	11.1%	8.4%
2008	2061	937	59	3057	42.8	74.1	33.6%	26.6%	17.3%	11.5%	10.9%
2007	1905	829	59	2793	42.9	73.4	32.9%	26.2%	16.8%	11.0%	13.1%
2006	1811	188	41	2040	42.1	72.1	32.1%	24.5%	15.5%	13.1%	14.8%
2005	1754	181	42	1977	41.4	72.9	34.8%	23.2%	15.1%	12.1%	14.7%
2004	1607	175	49	1831	42.1	72.7	32.7%	25.0%	16.8%	11.2%	14.3%
2003	1326	72	46	1444	40.5	72.3	32.0%	24.7%	15.9%	13.2%	14.3%

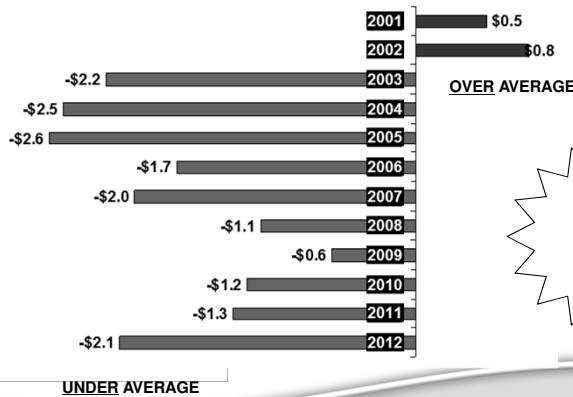
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Improved Cost

Bellin's Cost Difference Compared to Average
(In Millions)



**\$17+
Million
Saved**

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Improved Experience

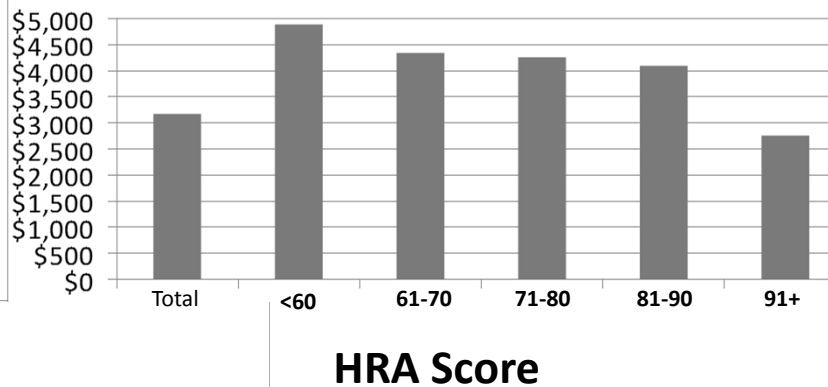
- **Prevention:** 71% compliance with age and gender screenings
 - 4 years ago: only 20% of \$50,000+ claims
- **Large Cases (\$50,000+):** 24% reduction in cases, 34% reduction in spend
 - Percent Large Case Spend: 27% to 19% of total spend
- **Removing Barriers:** Value-based primary care with 1,473 individuals in chronic care condition program generating 2,286 annual visits at an average visit cost of \$147

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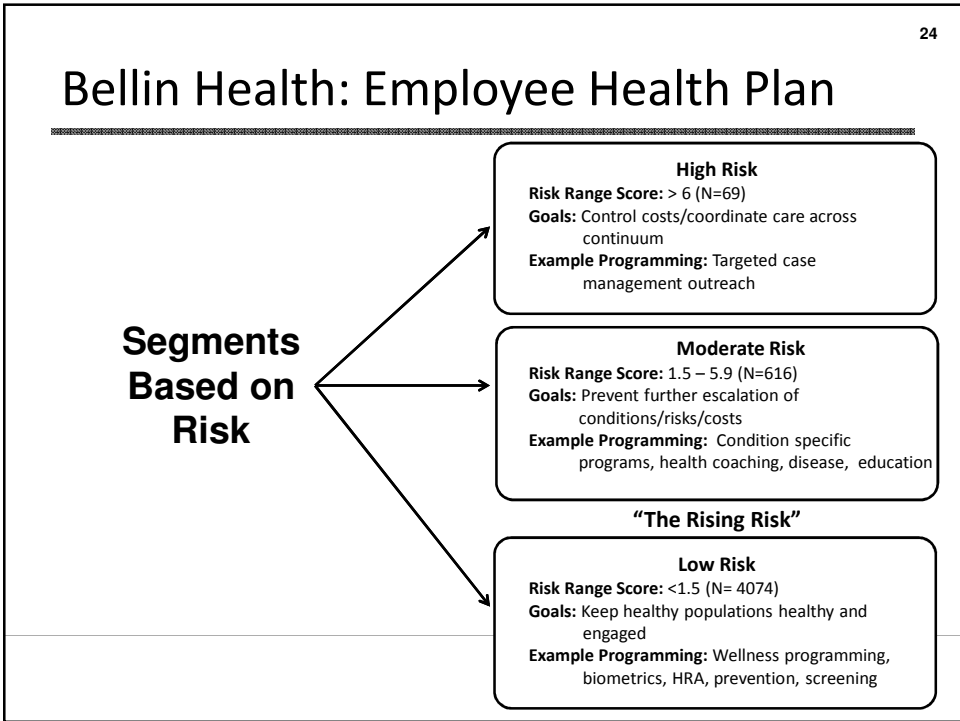
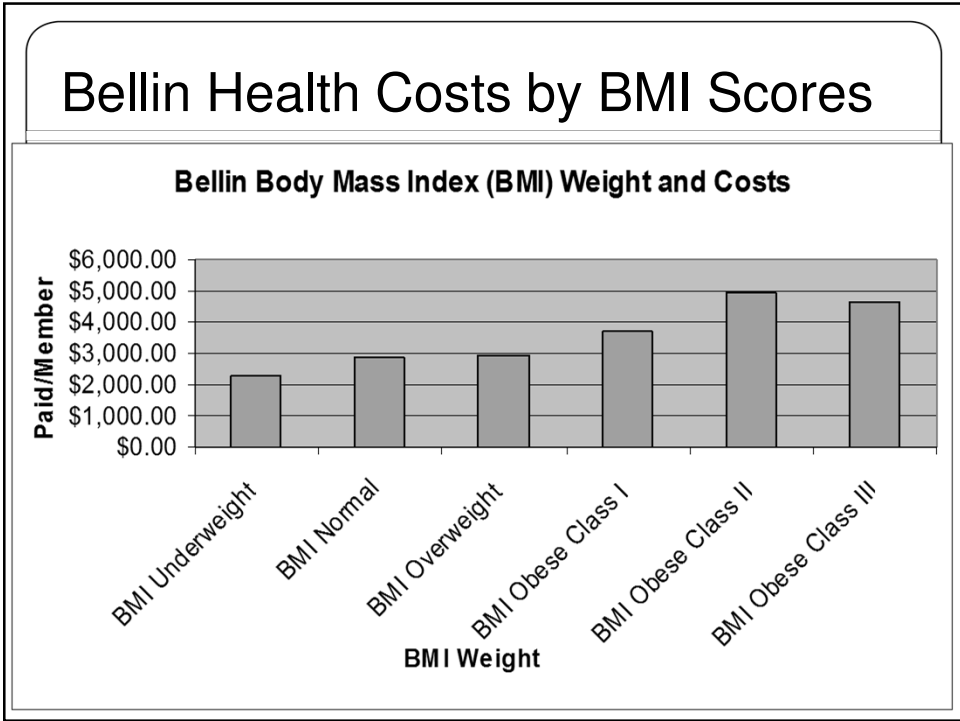
Health Risk Appraisal to Cost

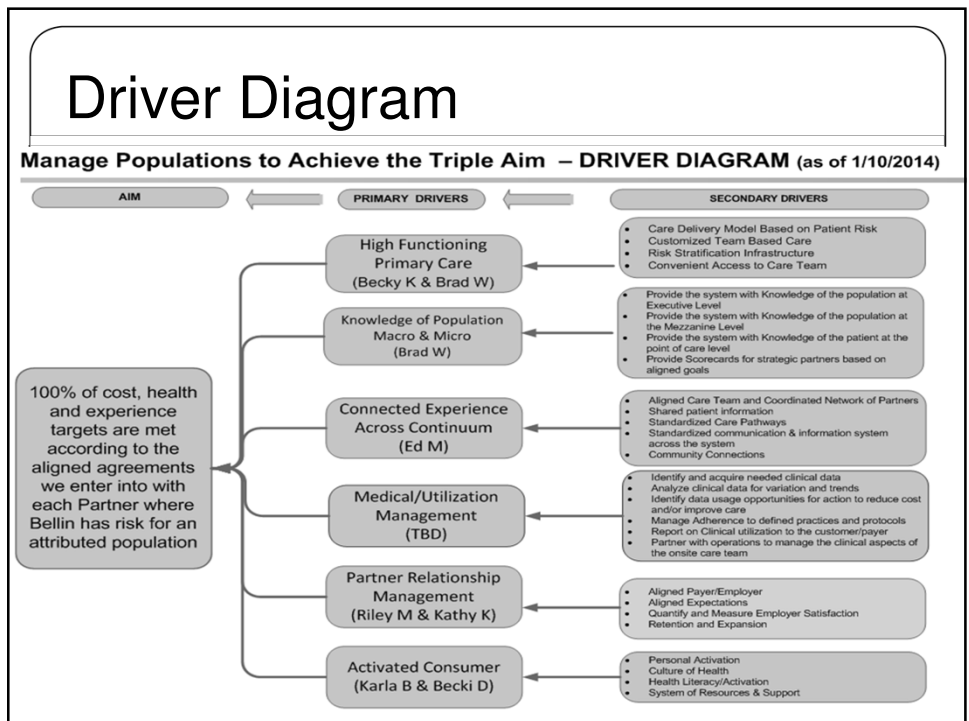
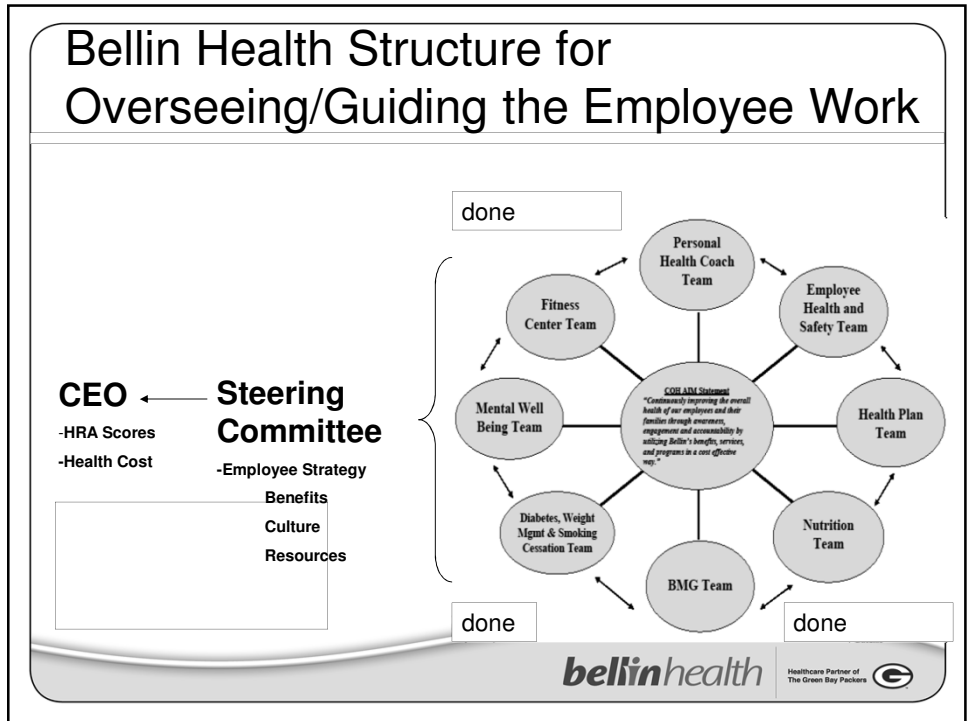


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Support to Take Your Health to a New Level

The Personal Health Coach Program at Bellin Health is a resource offered to employees and their spouses to support healthy lifestyles. It provides you with convenient, no-cost access to a full suite of quality health and wellness services. The program is staffed with two RN/Personal Health Coaches, Sandy Treichel and Allie Duran. They will compliment the care you receive from your physician regardless of health system affiliation. Sandy and Allie are backed by a team of qualified, caring professionals who bring a strong preventive care philosophy, proven expertise, experience and clinical excellence from areas including nutrition, fitness counseling, tobacco cessation programs and a broad portfolio of resources to meet your needs.



Sandy Treichel, RN
satrei@bellin.org



Allie Duran, RN
ajdura@bellin.org

Sandy and Allie are available to provide care and assistance for health concerns such as:

- Health coaching for lifestyle related issues (i.e. nutrition, exercise, weight loss, smoking)
- Chronic care management (i.e. diabetes, cholesterol, blood pressure)
- Information on age-appropriate screenings and tests
- Access and referral to an Ergonomic Specialist
- Health system navigation

Affordability

Employees can see the Personal Health Coach for unlimited, free, confidential appointments.

Convenience and Accessibility


You can see the Personal Health Coach with no long waits. Scheduled appointments and walk-ins are both welcome. Sandy and Allie are also available for one-on-one and team meetings at all on and off campus sites. To schedule appointments, call (920) 433-3501 or E-mail Sandy, satrei@bellin.org or Allie, ajdura@bellin.org.

Appointments Available Monday-Friday

Appointment schedule is flexible to meet your needs.

Privacy and Confidentiality is Number One

Bellin Health is committed to your privacy, and pledges all interactions, services, and medical records with the Personal Health Coaching Program will be held in strict confidence. Your records will be maintained by Bellin Health and in accordance with their stringent security standards, as well as the Health Insurance Portability and Accountability Act (HIPAA). No one but the Personal Health Coach will have access to individual health records.



Remember, you don't need to have a Bellin Health provider to access the Personal Health Coach Program, just someone interested in improving your own health.

To schedule an appointment, call (920) 433-3501.

Corporate Health Challenge

LIVE HEALTHY LIVE WELL

2014 Corporate Health Challenge

Commitment Form

Site Coordinator

Yes! I pledge to support the 2014 Corporate Health Challenge. As the Site Coordinator I will:

1. Submit monthly updates to the Bellin Wellness Consultant.
2. Pass along the updates and education pieces I receive from Bellin Health to my team members.
3. Advocate for participation in the challenge.
4. Attend or send a representative from my organization to the quarterly update forums held by Bellin.
5. Keep my CEO/Leadership Team informed of the challenge content pieces and quarterly updates.

Company Name (Please Print) _____ Number of Local & Regional Employees (Green Bay/De Pere, Northeast WI, & Upper MI) _____

Mailing Address (Street or P.O. Box) _____ City _____ State _____ Zip _____

INSURANCE INFORMATION: please scan a copy of both sides of insurance card (preferred) or provide:

- Employer's Health Insurance Company Name: _____
- Plan Name: _____
- Group Number(s): _____

Site Coordinator Name _____ E-mail _____ Phone _____

X Site Coordinator Signature _____ Date _____

Authorization

Authorization Name (CEO/President Name) _____ X Authorization Signature _____ Date _____

Join The Challenge!

Powered by **bellinhealth**

Complete form and return to Wellness Consultant at WellnessConsultant@bellin.org or fax (920) 436-8699.

Please Note: This form must be completed and submitted in order to receive access to 2014 program materials.

Works on Wellness Program



**83 employees, 525 pounds lost, 436 inches lost and 168 HRA points improved...WOW!
Bellin Health "Works on Wellness"**

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Bellin Health: Health Plan Design Elements

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Action Item	Supportive Incentive Design
Participation: Health Risk Appraisals and Age/Gender Screenings	\$550/\$1,100 PBA for participation Qualify for \$750 to \$1,500 potential premium savings
Engagement: Removal of Barriers and Utilization Management	No cost primary care visits and labs for 6 chronic conditions No cost acute care for retail clinics 25% lower coinsurance for PCP referral to specialists
Accountability (Outcomes): Health Contingent Biometric Results on HRA*	\$750 to \$1,500 potential premium savings

*Requires "Reasonable Alternative Standards"



2014 Aligned Incentives

PREMIUM TIERS			
BASE	BRONZE	SILVER	GOLD
<ul style="list-style-type: none"> No HRA No Wellness Statement 	<ul style="list-style-type: none"> HRA (70 or less) Completed Wellness Stmt <p>“Jump Up” with:</p> <ul style="list-style-type: none"> Bump Up Provision Reasonable Alternative Standard (RAS) Options (to earn back points): <ul style="list-style-type: none"> RAS Activity Special Circumstance Option 	<ul style="list-style-type: none"> HRA (71-85) Completed Wellness Stmt <p>“Jump Up” with:</p> <ul style="list-style-type: none"> Bump Up Provision Reasonable Alternative Standard (RAS) Options (to earn back points): <ul style="list-style-type: none"> RAS Activity Special Circumstance Option 	<ul style="list-style-type: none"> HRA (86-100) Completed Wellness Stmt
ANNUAL EMPLOYEE HEALTH PREMIUM REWARD (Difference in cost from Base level premium)			
\$0	\$750 Premium Reward	\$1250 Premium Reward	\$1500 Premium Reward
ANNUAL PBA REWARD			
\$0	\$550/\$1100	\$550/\$1100	\$550/\$1100

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2014 Health Plan

Reasonable Alternative Standards (RAS)

- As of June 3, 2013, HCRA requires a “Reasonable Alternative Standard” (RAS) be provided for out-come based wellness incentive plans
- RAS is an activity that can be completed to earn back HRA points lost so that employee may move to lower premium level
- 3 Categories of RAS Activities:
 - Weight/BMI
 - Blood Pressure/Cholesterol/Triglycerides/Glucose
 - Nicotine Use
- Employees/spouses may complete multiple RAS Activities, if needed to gain back points needed to move to Silver or Gold level

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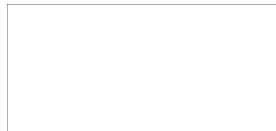
2014 Health Plan

REASONABLE ALTERNATIVE STANDARD ACTIVITIES FOR BELLIN'S HEALTH PLAN

Weight/BMI	Blood Pressure/Cholesterol/Triglycerides/Glucose	Nicotine
<input type="checkbox"/> Health Coach Sessions Cost: Free	<input type="checkbox"/> Health Coach Sessions Cost: Free	<input type="checkbox"/> Freedom From Smoking (Group) Cost: Free
<input type="checkbox"/> Corporate Challenge Participation Cost: Free	<input type="checkbox"/> Corporate Challenge Participation Cost: Free	<input type="checkbox"/> Freedom From Smoking (1:1) Cost: Free
<input type="checkbox"/> HMR Weight Management Program Cost: HMR Food purchase required (\$80- \$97/week)	<input type="checkbox"/> HMR Weight Management Program Cost: HMR Food purchase required (\$80- \$97/week)	
<input type="checkbox"/> WOW (Works on Wellness) Classes (2 Sessions, 14 weeks) Cost: \$178 (2 sessions @ \$89/each)	<input type="checkbox"/> WOW (Works on Wellness) Classes (2 Sessions, 14 weeks) Cost: \$178 (2 sessions @ \$89/each)	
<input type="checkbox"/> Bellin Fitness Center Membership (3 months) Cost: Free (for employee only) if facility used 12x/per month. Discounted Membership fee for Spouse.	<input type="checkbox"/> Bellin Fitness Center Membership (3 months) Cost: Free (for employee only) if facility used 12x/per month. Discounted Membership fee for Spouse.	



Spread to Employers



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Spread: Employer Services

- It's simple. Helping employers is good business.
 - For Employers:
 - Control health costs while improving health and productivity
 - For Health Systems:
 - Aligns with mission
 - Create a market channel advantage at the employer site

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Little Rapids Corporation

FINCANTIERI MARINE GROUP

GP

Bell

Northeast Wisconsin Technical College
Your Community College

Associated Bank

Georgia-Pacific

BAY TOWEL
LINEN and UNIFORM RENTAL

Foth

Arians

LA FORCE
Your close spacing specialist for life safety and security

UnitedHealthcare

Valley Cabinet Inc.

U.S. Paper Mills CORP
A subsidiary of TORCO

WGR furniture

WS Packaging Group, Inc.
Leaders in Printing and Packaging Worldwide

CITY OF GREEN BAY
TITLETOWN, USA

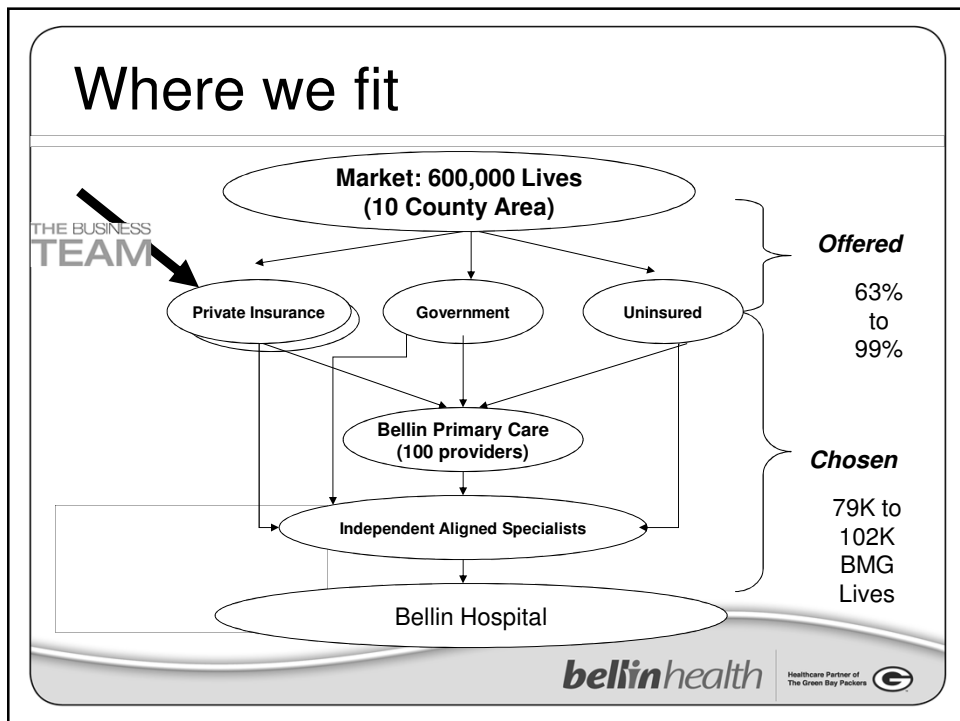
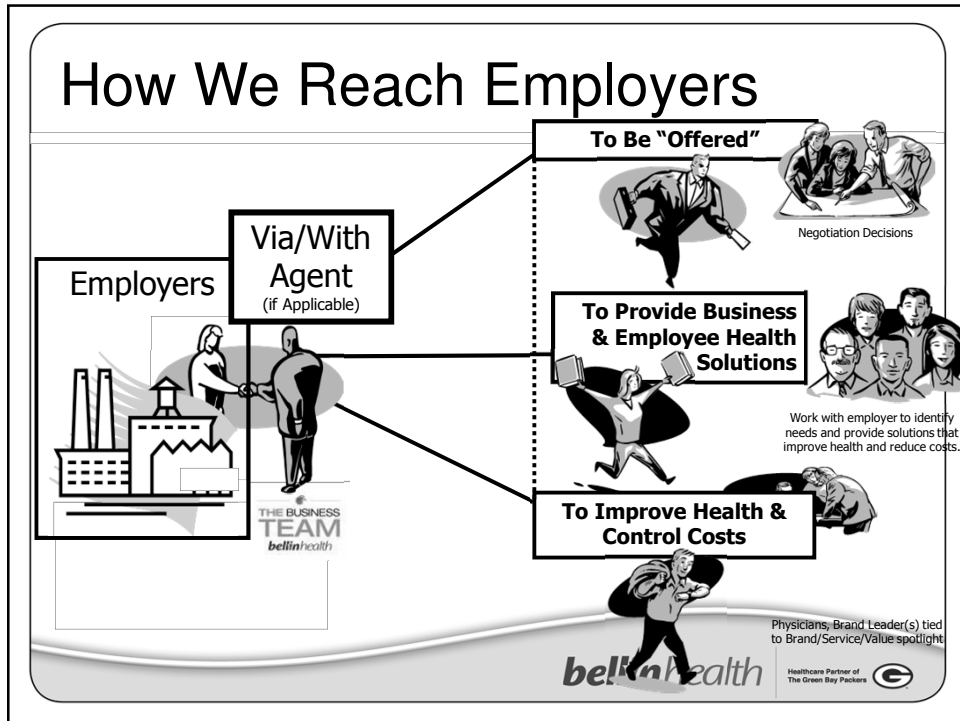
Unity
LEADERS IN HOSPICE AND Palliative CARE
A program for post-operative (Major Health, St. Mary's and St. Joseph's Hospital)

the konop

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Providing solutions to over 2,500 employers
Establishing 78 employer clinics



Strategic Position

THE BUSINESS TEAM
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Sales and Account Mgt

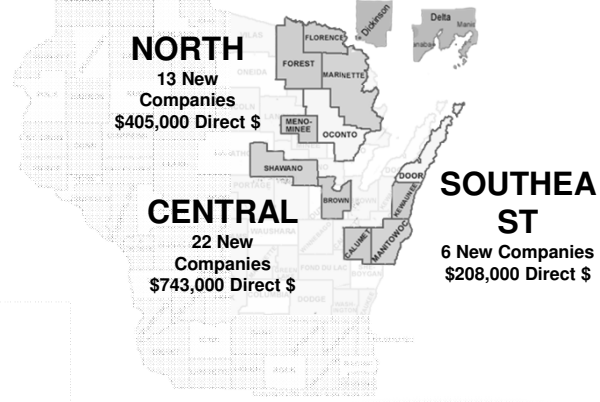
THE BUSINESS TEAM
bellin health

 <p>Rachael Steffens Account Manager</p>	 <p>Riley McDermid, Account Manager</p>	 <p>Angela Becker, Account Manager</p>	 <p>Kate Bartell, Account Manager</p>
 <p>Kristin Jacques, Senior Sales Executive</p>	 <p>Tyler Van Asten, Senior Sales Executive</p>	 <p>Ann Kresl, Senior Sales Executive</p>	 <p>Karla Buckley, Engagement Leader</p>

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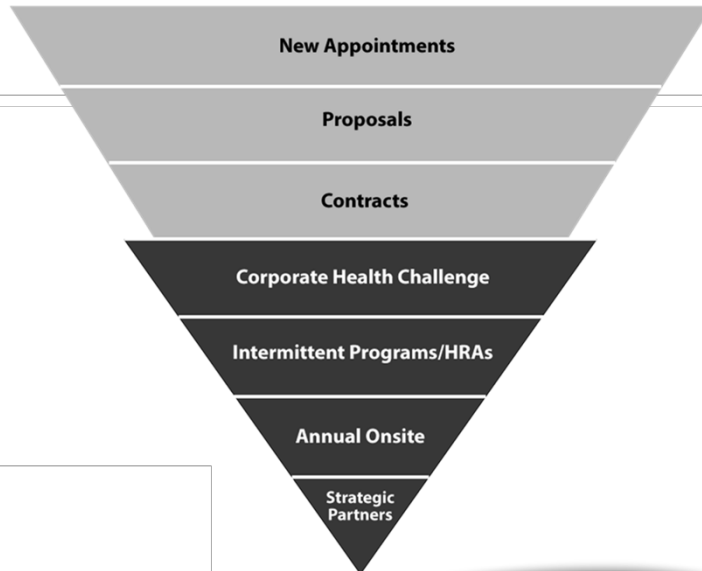
Sales Forecast

BELLIN BUSINESS HEALTH SOLUTIONS ACCOUNT EXECUTIVE REGIONS



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Account Management

COMPANY NAME	Number of Employees	HEALTH KNOWLEDGE		HEALTH ADVANCEMENT		PRODUCTIVITY ENHANCEMENT			HEALTH NAVIGATION	4/22/2010
		Belin Exclusive/Favorable: 50	Belin Offered: 25	HRA'S: 10	Nursing/Onsite Provider: 10	Onsite Rehab/Ergo: 10	Work Injury/Clinic Services: 5	Drug Test Management: 5	Nurse on Call Protocols: 10	CUMULATIVE
PMI	100	50	10	10					10	80
Belin Health	2800	25	10	10		10	5		10	75
CA Lawton	80	25	10	10		10	5		10	75
Konop Vending Machines Inc	180	25	10	10		10	5		10	75
Little Rapids Corp	357	25	10	10		10	5		10	75
Lord's Dental	140	25	10	10		10	5		10	75
Village of Ashwaubenon	300	25	10	10		10	5		10	75
Bay Towel	170	25	10	10		10	5		10	70
MCL Industries Inc	120	25	10	10		10			10	70
MEGTEC Systems Inc	555	25	10	10		10			10	70
American Foods Group	1200	25	10	10		10	5		10	65
Foth & Van Dyke, LLC	300	25	10	10			5		10	65
HC Miller	120	25	10	10		10			10	65
NPS	150	25	10	10			5		10	65
NWTC	1000	25	10	10		10			10	65
Triangle Distributing	100	25	10	10		10	5		10	65
Sonoco - DePere (U.S. Paper)	72	25	10	10		10			10	60
Dental Health Products	100	25	10	10					10	55
LA Force Hardware	280	25	10	10					10	55
Paper Transport	240	25	10	10		10	5		10	55
Schwabe North America (Enzymatic)	250	25	10	10					10	55
Unity Hospice	150	25	10	10		10	5		10	55
West De Pere School District	100	25	10	10			5		10	55
De Pere Public Schools	150	25	10	10					10	50
Georgia-Pacific Corp	2500	25				10			10	50

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Overview: United Healthcare

- Employees: 2,000
- Established: 2011
- Full-Scope Primary Care
- Open 5 days a week
- Staffing per week
 - Nurse Practitioner: 40 hours
 - Medical Assistant: 40 hours
 - Physical Therapist: 12 hours
 - EAP/Social Worker: 8 hours



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Overview: Fincantieri Marine Group

- Employees: 3,000
- Established: 2011
- 1 RN-Scope Clinic
- 2 Full-Scope Primary Care
 - Open 5 days a week
 - Staffing per week
 - Nurse Practitioner: 40 hours
 - Medical Assistant: 40 hours
 - Receptionist: 40 hours
 - Physical Therapist: 12 hours



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Overview: West De Pere Schools

- Employees: 300
- Established: 2012
- Full-Scope Primary Care
 - Open 3 days a week
 - Staffing per week
 - Nurse Practitioner: 12 hours
 - RN: 8 hours
 - Athletic Trainer: 6 hours

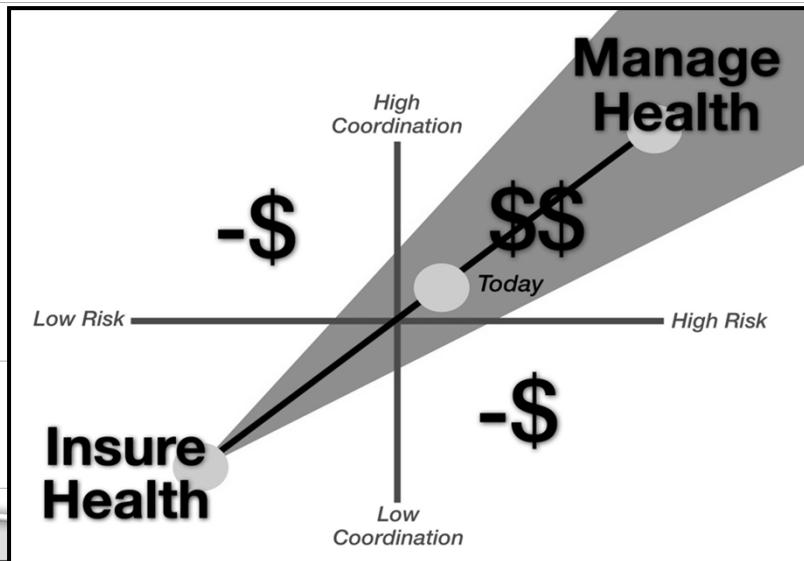


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New Corridor



Strategic Partnerships

Definition: a long-term commitment between two parties for the purpose of achieving specific goals

Key elements:

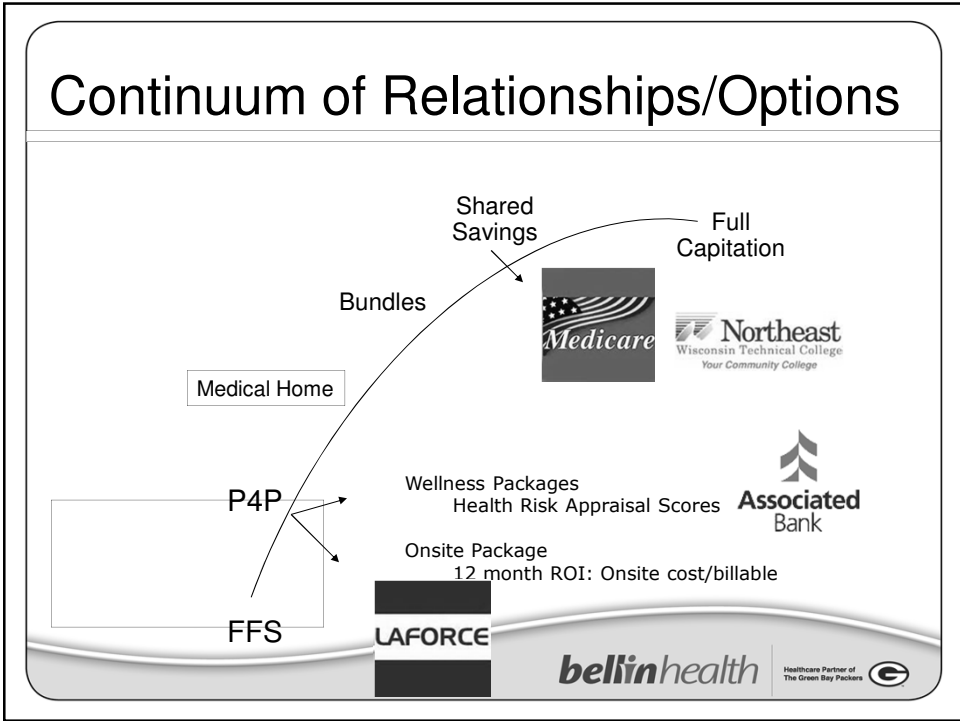
- Common goals and strategic interests
- Mutually creating and protecting a competitive advantage
- Encouraging innovation
- Spreading risk
- Creating goodwill

Aim: To guide development of our strategic partnerships that produce triple aim results for our customers, while creating growth and prosperity for Bellin Health and affiliated partners.

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Results

Employers with:

- CDHPs
- HRAs
- Onsite services
- Incentives for participation
- Prevention coverage

...results 21% below cost average

...results 41% more use of Bellin Health

<http://youtu.be/1hoW-xZw4wk>

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Karen's Story



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Key Lessons: Triple Aim Base

Health Plan

- Engage leaders early, often, and lead by example
- Engage primary care physicians early and involve in decisions
- Involve your health consultants/brokers
- Build a culture of support, dedicate resources, make resources easy to find, and get the word out
- Create/use levers to drive health

Employer Strategy

- Stay close to customers
 - Listen, Design, Deliver (On a platform)
- Build a sales structure and support
- Work closely with health consultants/brokers
- Involve operations early
- Focus on Triple Aim results

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Questions



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