Playing in New Formation:
The Triple Aim for Healthcare

Presented to the SCHA/SCMA TAP Conference
Friday, September 16, 2011
GREEN BAY PACKERS
Agenda

- Overview
- Game Plan
- Playbook
- Future
Overview
Bellin Health Story

Bellin’s Problem

- Huge healthcare costs measured as PEPY:
  - $5,440 in 2001
  - $6,237 in 2002
- Double-digit increases:
  - 13% 2001 to 2002
  - 30% projected 2002 to 2003 if no changes made to plan
- Unknown health status and issues facing employees – individually & collectively
- Heavy healthcare users
- Fear of culture impact if changes made
- Marketplace credibility – need to sell Business Health Solutions by example but were unable to do so

Bellin’s Solution

Encourage proper utilization, improve health, and create smart healthcare consumers by:

1. Redesigning our health plan
   - Higher deductibles
   - Stabilized premiums
   - 100% prevention coverage
   - Funded Personal Benefit Accounts
   - Incentives for primary care prevention screenings and HRA results

2. Assessing and helping to manage the health status of the total employee base, with focus on improving decision making
   - Health Risk Assessments
   - Personal Health Coaches

3. Utilizing our partners to receive the lowest cost/best value and providing targeted “wholesale” on-site services

Bellin’s Results

- Lower healthcare costs measured as PEPY:
  - $4,816 in 2003
  - $5,142 in 2004
  - $5,523 in 2005
  - $6,434 in 2006 (PBA)
  - $6,768 in 2007
  - $7,806 in 2008
  - $8,612 in 2009
  - $9,365 in 2010
  - $8,849 in 2011 (projected)
- Averaging 11% below the national average for 8 yrs totaling over $13 million less than average
- Strong culture maintained
- Employees as empowered healthcare consumers
- Improved health (increasing HRA scores)
- We now have a story!
Bellin Health Story – Success

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

- $0.4
- $0.6
- $1.0
- $2.0
- $1.7
- $2.6
- $2.5
- $2.2

2010
2009
2008
2007
2006
2005
2004
2003
2002
2001

$13+ Million Saved

$0.8
$0.5

OVER AVERAGE

UNDER AVERAGE
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

- Population Health
- Experience of Care
- Per Capita Cost
Triple Aim 101

- Identify population
- Articulate how much and by when for each of the three aims
- Develop measures to support your aims
- Develop a portfolio of projects that will accomplish the three aims
- No individual project can accomplish the Triple Aim but a portfolio of projects that are executed well can move closer to the aims
- For a work of this magnitude it must be strategic
Population

A group of individuals that share one or more characteristics from which data can be gathered and analyzed.
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
Determinants of Health
## Health Outcomes Rankings

<table>
<thead>
<tr>
<th>Rank</th>
<th>Mortality</th>
<th>Rank</th>
<th>Morbidity</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Beaufort</td>
<td>1</td>
<td>Beaufort</td>
</tr>
<tr>
<td>2</td>
<td>Dorchester</td>
<td>2</td>
<td>Lexington</td>
</tr>
<tr>
<td>3</td>
<td>Lexington</td>
<td>3</td>
<td>York</td>
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<tr>
<td>44</td>
<td>Lee</td>
<td>44</td>
<td>Dillon</td>
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<td>45</td>
<td>Williamsburg</td>
<td>45</td>
<td>Marlboro</td>
</tr>
<tr>
<td>46</td>
<td>Allendale</td>
<td>46</td>
<td>Lee</td>
</tr>
</tbody>
</table>
# South Carolina

## Health Factors Rankings

<table>
<thead>
<tr>
<th>Health Behaviors</th>
<th>Clinical Care</th>
<th>Social &amp; Economic</th>
<th>Physical Environment</th>
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<tbody>
<tr>
<td>1</td>
<td>Beaufort</td>
<td>Richland</td>
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<tr>
<td>2</td>
<td>Greenville</td>
<td>Greenwood</td>
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<tr>
<td>3</td>
<td>Pickens</td>
<td>Charleston</td>
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<tr>
<td>44</td>
<td>Union</td>
<td>Barnwell</td>
<td>Marion</td>
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<td>45</td>
<td>Jasper</td>
<td>Lee</td>
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<tr>
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<td>Jasper</td>
<td>Allendale</td>
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<tr>
<td>Health Outcomes</td>
<td>South Carolina</td>
<td>Beaufort County</td>
<td>Lexington</td>
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</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>Mortality</td>
<td></td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Premature death</td>
<td>9,264</td>
<td>6,770</td>
<td>7,675</td>
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<tr>
<td>Morbidity</td>
<td></td>
<td>1</td>
<td>2</td>
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<tr>
<td>Poor or fair health</td>
<td>16%</td>
<td>9%</td>
<td>14%</td>
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<tr>
<td>Poor physical health days</td>
<td>3.6</td>
<td>2.6</td>
<td>3.1</td>
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<tr>
<td>Poor mental health days</td>
<td>3.6</td>
<td>3.0</td>
<td>3.0</td>
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<tr>
<td>Low birthweight</td>
<td>10.1%</td>
<td>8.1%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Health Factors</td>
<td>2</td>
<td>1</td>
<td>46</td>
</tr>
<tr>
<td>Health Behaviors</td>
<td></td>
<td>1</td>
<td>4</td>
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<tr>
<td>Adult smoking</td>
<td>22%</td>
<td>19%</td>
<td>21%</td>
</tr>
<tr>
<td>Adult obesity</td>
<td>30%</td>
<td>20%</td>
<td>28%</td>
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<tr>
<td>Excessive drinking</td>
<td>15%</td>
<td>20%</td>
<td>14%</td>
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<tr>
<td>Motor vehicle crash death rate</td>
<td>24</td>
<td>19</td>
<td>21</td>
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<tr>
<td>Sexually transmitted infections</td>
<td>597</td>
<td>407</td>
<td>264</td>
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<tr>
<td>Teen birth rate</td>
<td>52</td>
<td>56</td>
<td>43</td>
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Game Plan
Vision

600K Challenge

Bellin Health Population 600,000

The people in our region will be the healthiest in the nation.
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.
Strategic Objectives

PATIENT, FAMILY, AND CUSTOMER-CENTERED ORGANIZATION

We will provide a positive experience for the population in all interactions, and will encourage and include the active participation of people and their families as we provide care. Everywhere in our region, we will know our customers, build relationships, and connect services at the right time and right away to meet their needs.
Strategic Objectives

ENGAGE STAFF AND PARTNERS

We will work with people directly associated with Bellin, and others critical to success in accomplishing our mission, and maintain a positive culture based on our values.

We will influence other healthcare organizations in our region to adopt processes designed to improve the health of our population, and look for opportunities to cooperate with these organizations to more effectively accomplish our Mission.

We will challenge our competitors to work toward improving the health of the population and improving the affordability and quality of healthcare in the region.
Strategic Objectives

IMPROVED HEALTH OF THE POPULATION

We will provide superior healthcare products and services at an affordable cost, which are of high quality, and offer a positive experience. Our focus will be on identifying and achieving individual health goals, providing a safe environment, attaining positive clinical outcomes, and continuously improving the overall health of our population. We will relentlessly improve and innovate.
Strategic Objectives

GROWTH AND PROSPERITY

We will continue to be a strong organization through innovation and expansion of our influence on the lives of the population. We will strive to lower the cost of healthcare services in our region to the lowest in the nation. At the same time, we will maintain a bond rating at, or above, investment grade, which is a comprehensive and objective indicator of our financial strength.
Playbook
Triple Aim Journey-

Employers
Employers

Providing solutions to over 2,500 employers

Establishing over 70 employer clinics
The Total Health Model
Integrated Total Health Management

- Access
- Quality Data
- Health Risk Appraisals/Employer Clinics
- Work and Productivity Services

Insurance Company/TPA Broker

Employer
- Leadership Support
- Culture

bellin health
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
Access Platform - Delivering

**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

His Health Assessment & Her Health Luncheons

Visits to Onsite Provider

Tertiary Care
Emergency Department
Specialists
Primary Care Physicians
FastCare Retail Health
Customized Employer Services
Community Screenings/Prevention Complementary Medicine
24/7 Nurse On Call
Epic MyChart Patient Portal

Compare Care Cost & Quality Comparisons

Free 24/7 Nurse On Call

FastCare Just $52 (incl. Lab)

Free

His Health Assessment & Her Health Luncheons
Total Health Model:
Green Bay Study 2009

Employers with:
- CDHPs
- HRAs
- Onsite services
- Aligned Incentives
- Prevention coverage

...results 21% below cost average
Bellin Health
Health Plan Cost and Health Measure Trends

PEPY: $6,237  $4,816  $5,142  $5,523  $6,434  $6,768  $7,806  $8,612  $9,356  $8,849

Note: Average costs based on Mercer data
Other Triple Aim Journeys-

• **Medicaid**
  Pop’n: 10,000 lives with Bellin PCP, 70 % with UHC/AmeriChoice
  Focus: ER utilization, HEDIS and prevention measures
  Partner: UHC/AmeriChoice, shared resources, $500,000 pay for performance
  Strategy: research to understand utilization/matching back to PCP

• **Seniors**
  Pop’n: 20,000 lives with Bellin PCP – grouped by chronic conditions, 500 (none), 13,000 (1-2) 6,500 (3+)
  Focus: Redesign primary care
  Partner: Bellin PCP’s
  Strategy: guided RN coach

• **Children**
  Pop’n: 18 Green Bay elementary grade schools
  Focus: Faculty, parents, students
  Partner: GBPSD
  Strategy: Thrive – a wellness learning collaborative
Future
Population Health Strategy

- Activated Individual
- Population Segments / Integrator Role
- Specialty / Acute Care
- Primary Care
- Strategic Partnerships
- State / National

Determinants of Health

600,000 People

Cost Per Capita

Health of a Population

Experience

Triple Aim
Strategic Partnership - Example
Strategic Partnership - Example

Bellin is the onsite provider for United Healthcare’s Green Bay location for 2,000 employees
Grass Roots -
Example
Key Questions

- Comprehensive integrated population health strategy:
  - How do we compete and collaborate?
  - How do we engage everyone in the organization in population health strategy?
  - What is our role versus the role of others?
  - What are the traditional boundaries of the system and what are the extended boundaries of the system?
  - How will we measure our success?
  - What is the fundamental driving force of moving the health and cost of 600,000 people?
Thank You

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