Employee Accountable Care Journey

Robert J Fortini, PNP
Bon Secours Virginia Health System
Bon Secours Virginia Health System

BSV VITAL STATS

Volume FY13

- Acute Care: 9 hospital with RGH & SPAH
- Inpatient Beds: 1,500 licensed
- Employed Physicians: 650 MDs
- Total Medical Staff: 3,000 MDs
- Total Employees: 12,500
- Individuals: 12,500
- Emergency: 425,000 visits
- Discharges: 75,000
- Inpatient Surgeries: 75,000

Financials FY13

- Net Patient Revenue: $2.1 billion
- Operating Income: $102.8 million
Employee and Quality Focused Culture

Recognizing Innovation in Healthcare Quality and Efficiency
Bon Secours’

Value Based Care: Employee Journey FY13-14

HRA, Health & Biometric Screenings & Risk Assessment
- HRAs & Biometrics: 8605 +7%

Partner for Health
- 1872 Registered
- 1491 Enrolled

Advanced Lab Testing / Coaching / Goal Setting
- Advanced Lab Testing: 1491
- Coaching Sessions 6017

Medical Home / Establish PCP System / EHR
- Annual Physicals FY2014
  - BSR: (34%)
  - BSHR: (26%)
- 400 Physicians:
  - 100 Medical Group

Ongoing Coaching:
- Coaching Tracks: 1491
- Condition Management: 505
- Lifestyle Coaching: 170
- Healthy Weight: 454
- Low Risk: 317

“Triple Aim Approach”
Incentivizing Healthy Behaviors

2012-2015 Incentives linked to Benefits

Complete both parts of the PHA
> $300
 Added to HRA

*Complete after April 1st each year

NEW! Healthy Habits: Complete one of the following by August 31, 2015.
Log your steps and daily challenges on Motivation Alliance at www.bonsecourswellness.com

Complete a condition management program through Aetna’s ActiveHealth.
Complete a tobacco cessation program.
Complete 75 daily challenges on Motivation Alliance.
Log 500,000 steps on Motivation Alliance.

Maintain a healthy weight
> $300
 Added to HRA

Healthy Weight
Well Coached
Lost but not missed
Master of Exercise (earn this badge 3 x’s)

Up to $900 available per year
• Partner for Health is the health coaching component of the ACO III. Open to employees and spouses who participated in the Personal Health Assessment (PHA)

Included in the program:

• Telephonic Coaching
  – 6 month Lifestyle Coaching or
  – 9 month Condition Management
• Advanced laboratory testing with Health Diagnostic Laboratory Inc.

1. Screening
   • Health Assessment
   • Biometrics
   • Advanced Lab testing

2. Stratification
   • High risk
   • Moderate risk
   • Low risk

3. Outcomes
   • Health improvement
   • Enhanced patient experience

3. Engagement
   Targeted inHEALTH coaching and health improvement programs
Employee ACO Journey 2012-2015

Transition from High Risk Condition Management → Population Health Management

**Strategic Partner**

**ACO I**
- Starts with PHA
- N = 202
- Target: High Risk
- Coaching: Condition Management: Hypertension, Asthma & Diabetes
- PCP Engagement: PCP Referral

**ACO II**
- Starts with PHA
- N = 282
- Target: High Risk
- Coaching: Condition Management: Hypertension & Diabetes
- PCP Engagement: PCP Referral

**ACO III**
- Starts with PHA & Advanced Testing
- N = 1832
- Target: High, Moderate, and Low Risk
- Coaching: Condition Management, Lifestyle Coaching, Low Risk, Weight Mgt
- PCP Engagement: PCP Referral & Medical Home

**ACO IV**
- Starts with PHA & Advanced Testing
- N = 1872
- Target: High, Moderate, and Low Risk
- Coaching: Condition Management, Lifestyle Coaching, Low Risk, Weight Mgt
- PCP Engagement: PCP Referral & Medical Home

Employee Wellness Services
Advanced lab testing uncovered 58% of participants at-risk for developing diabetes. 35% of high risk (58%) would not have been identified by the typical Bon Secours PHA test.

Note: Participants with optimal glucose and HbA1c

Advanced lab testing uncovered 65% at-risk for heart disease. 40% of participants with high risk (65%) would not have been identified by the typical Bon Secours PHA test.

Targeted Coaching to reduce risks identified through advanced laboratory testing
ACO III Preliminary Results

The Partner for Health program included:
• Health risk assessment and Biometric screening (PHA)
• Comprehensive /advanced lab testing with risk stratification
• Personalized health coaching and targeted interventions (6 or 9 months):

1. 19% (245 participants) lowered risk for diabetes
2. 5% (70 participants) improved risk for heart disease
3. 42% (456 participants) lost a total of 4,336 pounds.
4. 96% (1216 participants) reported a positive experience

**In a short time period of approximately 6 months, Partner for Health demonstrated impressive health improvements and significantly reduced risk for costly chronic conditions.**
# ACO III Results

## Annual Estimated Cost Avoidance Values Per Risk Factor Attributed to Advanced Lab Testing

<table>
<thead>
<tr>
<th>Risk Factor</th>
<th>Biomarker</th>
<th>% of Excess Risk Impact</th>
<th>Per Cap Medical Cost*</th>
<th>Per Cap Lost Prod’y Cost**</th>
<th>Total Cost Per Year</th>
<th># R.F. Impacts</th>
<th>Group Cost Avoid.</th>
<th>Per Cap Cost Avoid.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diabetes</td>
<td>A1c glucose insulin</td>
<td>19.3%</td>
<td>$1,234</td>
<td>$14,035</td>
<td>$15,269</td>
<td>245</td>
<td>$3,740,415</td>
<td>$2,829</td>
</tr>
<tr>
<td>Poor Lipids</td>
<td>Athero. Inflam. Protect.</td>
<td>11.2%</td>
<td>$ 949</td>
<td>$ 3,422</td>
<td>$ 4,371</td>
<td>70</td>
<td>$ 305,970</td>
<td>$ 231</td>
</tr>
<tr>
<td>Obesity</td>
<td>Body mass index</td>
<td>4.7%</td>
<td>$1,529</td>
<td>$ 4,359</td>
<td>$ 5,888</td>
<td>456</td>
<td>$2,684,928</td>
<td>$2,031</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td></td>
<td><strong>11.7%</strong></td>
<td><strong>$1,237</strong></td>
<td><strong>$7,272</strong></td>
<td><strong>$8,509</strong></td>
<td><strong>257</strong></td>
<td><strong>$2,243,771</strong></td>
<td><strong>$1,697</strong></td>
</tr>
</tbody>
</table>

* Annual medical care cost difference between high risk vs. low risk persons based on 18 peer-reviewed studies.

** Annual cost of absenteeism and presenteeism norms based on 27 peer-reviewed studies and Bon Secours’ employee compensation scale.
96% of participants had a positive experience. They would recommend it to family and friends.
Want to stop this from happening?

Take Action!

Replay the movie?
Stress Free Now Pilot

Cleveland Clinic Wellness

Focusing on Mental Health and Stress

Perceived Stress Scale

PRE

POST

% of Participants

Very High
High
Pop Norm
Low

51%
24%
11%
5%

36%
22%
36%
28%
Why focus on Stress and Depression?

Severe stress is affecting more than one third of Americans. Stress has a significant impact on the workplace.

- **46%** of all employees are stressed to the point of burnout, which leads to anxiety, insomnia, and heart disease\(^1\).
- **$150 billion** of revenue is lost to stress annually in absenteeism, lost productivity, and stress-related illness\(^1\).

**Depression** is the number one most costly modifiable health risk for employers

- Costing **$2185 more per year** in direct healthcare costs*.
- Depression impacts **1 in 9 Americans**\(^2\).
- Stress and depression lead in short term disability costs.
- Stress and Depression prevent individuals from focusing on healthy behaviors.

**Bon Secours Virginia**

- Impact on productivity and medical costs – **$10 million/year**


Healthy Performance with Stress Free Now

A clinically-developed six week experience which combines in-person team sessions with an interactive online tool to learn practical ways to decrease perceived stress and live more mindfully.

Bon Secours Virginia Pilot Program

- 546 Participants (Richmond, Hampton Roads)
- Program Date: February 4, 2014 – November, 2014
- Weekly group sessions - six weeks
- Interactive website

Bon Secours – Initial Cohort Results (VA)

- 37% reduction in Perceived Stress
- 64% decrease in mean Burnout Exhaustion (Maslach Burnout Inventory)
- 83% likely to continue using tools and techniques learned

“Sometimes it’s hard to schedule time away from my workload but having a scheduled meeting made me leave and participate. We should continue having classes at least once a week. I found it truly beneficial and miss them now that they’re over. These meetings/exercises really impacted and reduced my stress levels and my performance and productivity increased after I performed a stress reducing exercise. I would highly recommend this program to be implemented on a regular basis...

High Perceived Stress - Elevated marker of biological aging, higher cortisol levels, suppressed immune function, slower wound healing, poorer health practices, insomnia, consuming greater amounts of alcohol

Vitality – Measure of perceived energy over exhaustion. Key for promoting a high-energy and engaged individual and workforce.

Burnout Exhaustion – Directly relation to level of engagement one is at their job... level of fulfillment at work.

90% Satisfied to Very Satisfied
Hospital’s Electronic Health Record to be Replaced by New, Efficient “Paper Chart” System

by The Funky-Looking Kiddo - Jul 8, 2014

60k SHARES

NEW YORK – Citing slow load times, confusing menu structure, and overall frustration with the user interface, St. Barnaby’s Hospital has announced that the old electronic health record (EHR) will be replaced with a new state of the art binder-based system, in which a so-called “paper chart” is kept for each patient.

The new system, brainchild of prominent New York internist Dr. Brent Shelby, was developed to improve efficiency of workflow on the wards and to cut down on the burden of useless autopopulated information that currently makes up approximately 95% of every clinical note in the EHR.
BSV: Other Program Highlights

- **Targeted Health Coaching (Employee Wellness sponsored)**
  - Telephonic, Web Based, 1:1 (focused on healthy weight, tobacco cessation, lifestyle strategies)
- **Condition Management – Nurse Navigator**
  - Diabetes
  - Hypertension
- **Building the Culture of Health & Well-being**
  - Walking paths - maps and organized walks across BSV
  - Stairwell Campaign – driving engagement in physical activity
  - Healthy Foods Initiatives – partnering with vendors to drive healthier choices in BSHSI cafeterias and vending
  - Wellness Focused Leader Day – engaging BSV Leaders in wellness initiatives
  - Leadership Challenges – leader sponsored wellness activities
- **Nicotine Free Hiring & Tobacco Free Campus Policies**
  - Tobacco cessation coaching – 1:1 & web based
- **Dedicated Web Portal for Wellness – Motivation Alliance**
- **Wellness Wednesday Huddles**
- **Good Health Onsite Clinics**
Measuring Success

Total Health Insurance Benefit Expense vs. National Trends

2012
Original Actuarial recommendation 11%

BSV 2012: -4.40%
National Trend 2012: 4.90%
BSV 2013: -2.20%
National Trend 2013: 6.30%
BSV Projected Reduction 2014: -9%
National Projected Trend 2014: 4.50%
Moving Away from Costly ED Visits

Richmond Claims

<table>
<thead>
<tr>
<th>Patient Type</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>% CHG from Baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER Visits per 1000</td>
<td>245.8</td>
<td>224.8</td>
<td>211.8</td>
<td>-14%</td>
</tr>
<tr>
<td>Admissions per 1000</td>
<td>71.5</td>
<td>67.4</td>
<td>68.2</td>
<td>-5%</td>
</tr>
</tbody>
</table>
# Hampton Roads 3-Year Trend Analysis

## Risk Factor Count (average count for participants)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Change T1-T3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.51</td>
<td>2.41</td>
<td>2.32</td>
<td>-0.19</td>
</tr>
</tbody>
</table>

Hampton Roads

## Risk Stratification (% of participants within a given risk level)

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Change T1-T3</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>12.80</td>
<td>10.83</td>
<td>9.84</td>
<td>-2.95</td>
</tr>
<tr>
<td>Moderate</td>
<td>33.66</td>
<td>32.94</td>
<td>31.43</td>
<td>-2.23</td>
</tr>
<tr>
<td>Low</td>
<td>53.54</td>
<td>56.23</td>
<td>58.73</td>
<td>5.18</td>
</tr>
</tbody>
</table>

Source: 3-Year Trend Analysis 2012-2014 Annual Personal Health Assessment Data

Population Risk Shifting toward Low
(Despite aging workforce)
### Risk Factor Count (average count for participants)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Change T1-T3</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>2.22</td>
<td>2.15</td>
<td>2.05</td>
<td>-0.17</td>
</tr>
<tr>
<td>Moderate</td>
<td>29.68</td>
<td>27.16</td>
<td>26.11</td>
<td>-3.57</td>
</tr>
<tr>
<td>Low</td>
<td>61.17</td>
<td>63.33</td>
<td>65.68</td>
<td>4.50</td>
</tr>
</tbody>
</table>

### Risk Stratification (% of participants within a given risk level)

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Change T1-T3</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>9.15</td>
<td>9.52</td>
<td>8.21</td>
<td>-0.94</td>
</tr>
<tr>
<td>Moderate</td>
<td>29.68</td>
<td>27.16</td>
<td>26.11</td>
<td>-3.57</td>
</tr>
<tr>
<td>Low</td>
<td>61.17</td>
<td>63.33</td>
<td>65.68</td>
<td>4.50</td>
</tr>
</tbody>
</table>

Source: 3-Year Trend Analysis 2012-2014 Annual Personal Health Assessment Data

Population Risk Shifting toward Low (Despite aging workforce)
Plan Impact %
(Natural Flow %)

HIGH RISK
46.84% (63%)
NO CHANGE

MEDIUM RISK
50.70% (45%)
NO CHANGE

LOW RISK
82.62% (70%)
NO CHANGE

12.86% (6%)
MOVED DOWN

35.57% (35%)
MOVED DOWN

40.30% (31%)
MOVED DOWN

YEAR 1
N = 8,815

> 4 Risk Factors
3 – 4 Risk Factors
0 – 2 Risk Factors
Plan Impact %
(Natural Flow %)

HIGH RISK
39.87% (63%) NO CHANGE
11.86% (20%) MOVED UP
15.71% (25%) MOVED UP
1.82% (5%) MOVED UP
82.47% (70%) NO CHANGE

MEDIUM RISK
47.50% (45%) NO CHANGE
40.64% (35%) MOVED DOWN

LOW RISK
1.82% (5%) MOVED UP
11.86% (20%) MOVED UP
17.15% (6%) MOVED DOWN

YEAR 2
N = 8,815

42.98% (31%) MOVED DOWN
Potential Total Cost Savings:
Health & Productivity Impact Extrapolation Model

Medical Cost Savings:
- $2.86 million
- $324 per member

Productivity Savings:
- $2.86 million
- $324 per member

Total Savings:
- $5.72 million
- $648 per member
Key Strategies to Reduce Risk & Drive Healthy Behavior

1. Benefit Plan Design
2. Culture of Health and Wellness
3. Connecting Employees to a PCP & Medical Home
4. Tracking Data and Measuring Risk
5. Targeted Programs for all Populations – Low, Moderate and High
7. Wellness Strategy - included as SQP objective