DEVELOPING AND MARKETING A POPULATION HEALTH MODEL

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Today’s Agenda

1. Welcome and Introductions
2. A Population Health Primer
3. The Marketers Role
4. A Case Study
5. Discussion
Population Health is Not a New Idea

Collective community action improves health outcomes. To achieve change we need to engage more powerful drivers of population health outcomes: lifestyle, living conditions, social determinants of disease.
As “Obamacare,” “ACA,” or “Reform” (whatever you want to call it) puts pressures on hospitals to improve outcomes, population health is the new buzzword.

- Drew Harris, Program Director, Health Policy Jefferson School of Population Health
Overarching Goal of Population Health

1. Improve community health status,
2. Access to care, and
3. Contribute to value-priced care.

Three Key Elements for Successful Population Health Management

From Mission to Market™
Population Health Defined

• Many definitions:

  – “A sophisticated care delivery model that involves a systematic effort to assess the health needs of a target population and proactively provide services to maintain and improve the health of that population.”

  – “Population health management aims to deliver holistic healthcare that addresses a broad array of determinants of health to prevent chronic and acute disease.”
“A state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.”
Another...

Population health is a truly revolutionary means of tackling the twin dilemmas plaguing the US health system: high costs and poor outcomes. Like it or not, change is occurring, but we won’t know the final outcome until the smoke clears.

– Drew Harris, DPM, MPH, Program Director; Health Policy Jefferson School of Population Health
An Interesting Timeline

- Fee for Service (pre-80’s)
  - Focused on care whatever the cost

- Managed Care (80’s/90’s)
  - Focused on cost whatever the care

- Population Health (2010 - )
  - Focuses on both; better outcomes and lower costs
It’s All the Rage

- 98% of CEO’s believe that hospitals need to investigate and implement population health management strategies
  - 2012 Annual Survey of Hospitals (AHA)

- 90% of healthcare leaders say their organization will pursue a population health strategy
  - 2013 Health Leaders Survey
It’s All the Rage

• 75% of health leaders identify population health management as an “opportunity”

• 40% list care models, including population health, as a top target to reach financial goals

– Health Leaders Industry Survey, 2014
It’s All the Rage

- PH is taking hospitals in new directions in terms of partnerships
  - Community organizations, payors, and other health providers
  - 98% of CEO believe their organization will work with partners to promote population health management such as community needs assessment
    - Will also participate in an health information exchange (HIE)
Analytics Are the Key

- Data analytics are vital in improving population health and the core of the strategy
  - 66% of health systems report their intention to become more adept at analytics (Health Leaders Survey)
  - Data-based initiatives top the list of population health management investments for the next three years including integrating clinical care data across the continuum
Big Ideas

Population Health works:

- Across the Continuum
- With Data Analytics
- In Partnerships
Big Ideas

- It just makes sense and is the right thing to do:
  - Hospitals are being held accountable for health outcomes and need to proactively manage the health of populations beyond acute care.
  - Populations health strategies are essential to achieve value-based care.
The Role of Marketing

- Population health management is as much about patient engagement and education as it is about an individual episode of care.

- Today’s climate demands a transformation of communications from one way promotional and awareness efforts to multi-faceted ongoing consumer and physician messaging.

From Mission to Market™
The Role of Marketing

- Your strategy must encompass the entire continuum of care including risk stratification, screening, educational tools to help consumers manage risk, multi-generational health, and chronic conditions.

- Rather than promoting awareness of a particular service line, turn focus to building relationships with our consumers to include targeted, multi-channel communication and navigation throughout the continuum of care.
Tools

- Community Knowledge
  - Research, know your market
- Targeting, new populations/niches
  - Don’t forget your own (employee) population
- Manage relationships
- Measurement
- Well Relationship Building
  - Educational
  - Screening
  - Navigational resources
    - Discharge reminders
    - Care reminders, etc. (prevent re-admission)
Tools

- Engage patients and integrate communities
  - Strategy
  - Content
  - Technology
  - Engaged patients cost less (Advisory Board)

*Patients who are more knowledgeable, skilled, and confident about managing their day to day health had costs that were 8 percent lower in base year and 21% lower in the next year compared to patients who lacked this type of skill/confidence.*
Think of it this way...

Healthcare organizations told you what was wrong and treated you.
Then, they added extra features to make it a better experience.
Then, they provided specialty services which spoke to certain target groups.
Another View

Today, like population health, they provide immersive experiences which allow you to manage your lifestyle.
Bottom-Line:
Population health is “all the rage” because it balances cost and care to maximize your bottom-line.
From a marketer’s perspective, it engages audiences and integrates the entire care continuum.

PS
The bottom line is that your internal branding strategy has evolved

It’s evolved to become a significant business discipline within your organization

And that evolution is to facilitate profitable exchanges that drive growth and better business performance
RR

OK- so what are some clear, actionable and achievable ideas to build on:
The Role of Branding

- Branding is your unique opportunity to develop and deliver on customer expectations and experiences
- Your enterprise’s point of differentiation
- Your opportunity to communicate
  - Internally and externally
Lehigh Valley Health Network

CASE STUDY
• Fast Facts
  – In Allentown/Bethlehem area, north of Philadelphia
  – Recognized by U.S. News & World Report, Fortune, Modern Healthcare, Leapfrog, others
  – 5 hospital campuses, 11 Health Centers
  – 1,200 physicians (700 network-employed)
  – 13,000 employees
  – Ancillary Services
  – Physician Hospital Organization

Show picture of hospital campus - Greg to talk through these points - maybe consider two shots - one of people, one of buildings/campus, etc.
Value vs. Volume
Payment Innovation – Pressure from Payors
Triple “Aim” – Allspire
Payment innovation
The Challenge Before Us

“Fee-for-Service”  “Fee-for-Value”

“Piece Work”  “Lives Under Management”

PRESENT

Quality incentives
Fee-For-Service

NEAR-TERM

Shared Savings
Fee-For-Service

FUTURE

Global Risk Contracting
Fee-For-Service

LVHN: 1.2%

Just starting journey
As we move toward managing risk, “Race to space”

Building the infrastructure
Snapshot of where emphasis now
Patient centered medical home
Team of
Preparing for Population Health Management

Care Continuum Infrastructure
- Community Care Teams
- Patient Centered Medical Homes

Population Health Management and “Risk” Infrastructure
- Analytical Tools
- Health Benefits Infrastructure
- Leading edge of Risk Capabilities
- Aligned Provider Network

From Mission to Market™
Integrating Analytics and Technology as Core Enablers for a Value Based Model
Introducing Populytics

Formed in 1998 as Spectrum Administrators, Inc.

Grew into full service Third Party Administrator providing services to employers in PA, NJ, MD, VA, NY & DC.

Investments in risk stratification, analysis and predictive modeling.

Rebranded as Populytics in 2012 to represent our approach to Population Health Management through applied analytics.

From Mission to Market®
How message out?
Key Capabilities

- Predictive Modeling > Identify Future Clinical Risk
- Risk Scoring the Population > Stratify High Cost Claimants
- Identify Gaps in Care > Engaging Patients & Providers
- Medical Expense Targets > Managing Future Healthcare Expenses
Key Capabilities

- Analytical support:
  - Shared savings/risk contracting with payers
  - Accountable Care Organization (ACO) development

- Administrative services offering:
  - Enhanced for self-insured businesses
Population Health Summary

- We have made investments in the Care Continuum and Population Health Management Tools
- Early results show Care Management interventions work
- Critical success factors
  - Predictive analytics
  - Engagement
    - Patient
    - Physician
    - Consumers
    - Colleagues
A name grown from what we will DO:

Populytics

Population Health Management Analytics
Succinct Benefit Promise:

How HEALTHIER Happens
Equip the Team with a Collateral Toolbox:
Inform “First Tier” External Audiences

- Bullet copy
- Bullet copy
6 Pillars of Population Health

• Accurately Identify the population
  – Once data sets are collected, analysis should include the use of predictive modeling to identify members of the population at highest risk and greatest needs

• Stratify the population based on risk and cost
  – Predictive modeling based on classifications

• Implement care management strategies
  – Deployment of programs
Pillars

- Engage members
  - Without engagement, no amount of intervention will improve quality of life

- Provider Engagement

- Measure Outcomes
Discussion

THANK YOU