Onsite Health: Optimizing Engagement and Utilization
Ross M. Miller, MD, MPH
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Population Health strategy

**Know**
identify and predict what will happen within your population

**Engage**
people, their family and care providers to take action

**Manage**
outcomes to improve health and care
Connect the continuum

Empower people, care teams, and organizations

Facilitate knowledge-driven care and continuous learning

… to move from reactive care to proactive health
Strategy - Connected, coordinated population health management

On-site Infrastructure
- Population health & wellness consulting
- On-site pharmacy
- On-site fitness
- On-site health center

Health & Engagement
- Health navigation
- Health coaching
- Nutrition programs
- High-performance provider network
- Benefits administration
- On-site health center

Administration
- On-site infrastructure
- Infrastructure
- Data Warehouse
- Longitudinal Record
- Personalized Plan
- Analytics & Reporting
- Coaching & Care Management
- Engagement
A focus on connected health & care at on-site health centers

- Integrated health and care services
- No-wait model so that people spend more time with their care team, not the waiting room
- Care suites that emphasize consultation and privacy for the person
- Population health management technology to help improve care quality and engage patients in their health
Eligibility for the Health Center influences engagement

Who can use the health center?
Onsite health centers do not need to be restricted to just employees at the site. Other parties who might use the health clinic may include:

- Employees from other locations (presumably nearby)
- Covered dependents
- Children will depend on whether pediatrics is offered
- Retirees, who live locally
- Contractors
- Employees of nearby employers
  - Either on a fee-for-service or fixed fee basis
  - Structuring the clinic as a shared facility
Health center location influences utilization

- Location options and size
  - Within the building vs. near-site
  - Depending on staffing levels, scope of services, and estimated utilization: health centers range from 500 to over 20,000 sq. ft. (Most are 1,000 to 2,500 sq ft)

- Considerations
  - Ease of access and high visibility
  - Existing facilities (minor vs. extensive interior remodeling: walls, floors, plumbing)
  - Security and safety concerns for non-members being on-site (separate entry?)
  - Private, professional setting: patients expect privacy
Health Center capabilities drive utilization

**Occupational Health**
- Immediate care
- Emergency response
- Case management
- Medical surveillance
- Screenings and testing
- CPR and first-aid training
- Quality assurance

**Wellness**
- Screenings
- Education
- Immunizations
- Condition coaching

**Urgent Care**
- Allergies
- Bladder infections
- Coughs and colds
- Sinus infections
- Ear infections
- Strep throat
- Flu
- Mononucleosis

**Primary Care**
- Preventive services
- Chronic care management
- Referrals and care coordination
- eVisits / virtual services
- Telehealth

- Rashes
- Pneumonia
- Fever
- Bronchitis
- Minor trauma
- Pink eye
- GI infections
- STDs

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- Pneumonia
- Fever
- Bronchitis
- Minor trauma
- Pink eye
- GI infections
- STDs

- For injuries and illnesses such as:
  - Allergies
  - Bladder infections
  - Coughs and colds
  - Sinus infections
  - Ear infections
  - Strep throat
  - Flu
  - Mononucleosis

- Rashes
- Pneumonia
- Fever
- Bronchitis
- Minor trauma
- Pink eye
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- STDs
Onsite Pharmacies / Dispensaries

• Convenience:
  • Adjacent to health centers
  • High fill rate
  • No wait

• Cost Containment:
  • Medications purchased at a deep discount
  • Savings passed on to members and the health plan
  • Members typically save between 20% - 90%
  • High generic dispensing rates
  • High generic substitution rates
  • High therapeutic substitution rates

• Member Focus:
  • Medication consultations
  • Adherence programs
  • Alignment with the health center care team
Engagement Access Points

- Web
- Tablet
- Mobile
- Paper
- Devices

Creating healthier stories
Not your typical... engagement tools
Building initial awareness

Teaser campaign:

It’s Coming
The [center] health center
August 1, 2010

You’re invited to an open house
dem starter part of the health center in our open house. You’ll have the opportunity to tour the health center and meet the health care providers.


It’s Almost Here
Experience [health center name]

You want to know your providers. You want your provider to know you. It’s simple.

As one of your health care centers, provides care with you to create a healthier, more complete, more satisfying health care experience. We take care of you and help care you have the proper tools and information to take care of yourself.

Get the care you need — we care that focuses on you.

We’re open now.

Schedule an appointment at the [health center] or visit www.cen.com/appointments.

It’s Coming
The [center] health center
Opening dates: Contact your provider to join us.

Promotional materials:

Health Center Name:
Schedule an appointment:

(900)900-0000
www.cen.com/appointments

Posters + e-mail

Poster + postcard + table tent + e-mail

Fitbits + magnets and more to come
Health center design differs from community practices
Private, comfortable care suites contrast with the norm
Healthier, happier employees drive utilization

Patient satisfaction surveys

Please rate your ability to get an appointment close to the time you required

Were you welcomed and treated with courtesy and respect during the check-in process?

How long did you have to wait from your appointment time to be seen by the health center staff?

Please rate your overall experience with the care provider**

Did the care provider ask about or seem to know important information about your medical history?

Did the care provider listen carefully to you?

Did the care provider explain things in a way that was easy to understand?

Would you return to the health center and recommend the health center to your co-workers (or family and friends if appropriate)?

Overall patient satisfaction

*NCQA/AHRQ 2015 CAHPS Physician and Groups Survey National Results
**Question no longer included within benchmark data
Empower employee engagement

A patient portal that gives individuals convenient access to:

- Online appointment scheduling
- Secure messaging with their care team
- Health information such as visit summaries and lab results
Empower providers to manage populations increases utilization

A chronic condition and wellness registry solution enables providers to:

- Identify, attribute, measure and monitor people at an individual or population level
- Identify the areas of largest opportunity within the population
- Adhere to industry-recognized best practices
Empowering employers with insight drives engagement

• Delivers real-time monitoring of clinical, financial, experiential outcomes

• Provides an overview of key health center performance trends:
  • Visit type & volume
  • Orders
  • Referrals
  • Work-related & OSHA metrics
  • Summarizes patient satisfaction survey results

• Allows ability to view performance in context to other health initiatives and data
Wellness as a foundation for engagement

- Allows organizations to automate and manage an effective wellness program
- Empowers individuals with personalized, meaningful and actionable tools and resources
- Leverages employer’s existing brand, assets and resources
Rewards & incentive management

**Reward** points for wellness activities

**Manage** tracking and reporting in the health portal

**Integrate** with third party reward vendors

- Challenges
- Logged activities
- Screenings
- Weight loss
- Workshop participation
Health Navigation

- Creates customized engagement plan
- Matches individual to provider and coach based on preferences and risks
- Uses segmentation analysis to refine strategies and offer personalized communication and seamless service experience
Segmentation analysis to drive engagement

34,349
Total Members
18% 82%

Active Sick
“Plan builder”
5,349 / $555

Demographics

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<thead>
<tr>
<th>Gender</th>
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Average Age: 28

Wellness & Engagement

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Clinical Values

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Focused Sick
“Plan participant”
10,111 / $537

Demographics

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Wellness & Engagement

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Clinical Values

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Disengaged Sick
“Potentially unaware”
6,052 / $611

Demographics

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Average Age: 42

Wellness & Engagement

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Clinical Values

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Active Well
“Motivated”
2,589 / $322

Demographics

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Average Age: 22

Wellness & Engagement

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Clinical Values

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Opportunistic Well
“Participates if convenient”
526 / $383

Demographics

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Wellness & Engagement

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Clinical Values

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Disengaged Well
“Well for now”
8,733 / $377

Demographics

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Average Age: 39

Wellness & Engagement

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<tr>
<td>Blood Pressure</td>
<td>Average Systolic Blood Pressure: 127</td>
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Health Coaching: Chronic condition mgmt assists engagement

- Personal health assessment
- Labs & biometrics
- Secondary review of claims data *(including ICD 10 diagnosis codes)*
- EMR data
- Physician referrals

Can also include
- “healthy and fit” category

*Based on data from the Agency for HealthCare Research and Quality (AHRQ)*
Customized marketing on-site health services

- Expertise and flexible options that help you:
  - Drive maximum levels of awareness engagement in your health promotion programs, including on-site health centers
  - Ease the burden associated to creating and deploying effective marketing materials

Types of marketing materials available:

- Brochures
- Direct mail
- Emails
- Flyers
- Invitations
- Launch communications
- Monthly newsletters
- Pay-Stub stuffers
- Postcards
- Posters
- Refrigerator magnets
- Save the dates
- Table tents
- Water bottle inserts
- Welcome to the program

Clients should have access to a library of templates with the following customizable features:

- Images that mirror workforce
- Colors that match brand
- Content that fits exact needs
- QR codes that drive utilization
- Logos that represent the program
Living the journey with our own workforce

Our realization

Unsustainable path

- Projected: $179M
- Actual: $69M
- $110M avoidance (61%)

Our strategy

HEALTH
- Stay well
- Manage well

CARE
- Get well

continuum
Living the journey with our own workforce

Our results

Paid PMPM – Seven year trend

Trending from 2010 to 2014
1,800 associate cohort
Five clinical risk factors

74% Improved or maintained health status
7% Number of participants with three or more risk factors
Lessons learned to maximize utilization

• Populations are not homogeneous
  • Age, demographics, socio-economic, health literacy, personal health beliefs
  • Health “experience” preference; participation willingness; motivation

• Employers must have the info necessary to customize engagement
  • Stratification plays a crucial role in effective population health mgmt.
  • Employ technology (including different formats)

• Incentives for driving healthier outcomes
  • Co-pay waivers; participation gift cards; outcomes-based premium reduction

• Optimize convenience – on-site/near-site
  • Primary, urgent, occ med, specialty, behavioral health, musculoskeletal, Rx

• Forge partnerships with community providers
  • Continuity and coordination of care
The 5 commandments of engagement

• Speak their language
  • Dedicate time and resources to making every communication understandable to every customer – wording and style resonates differently
  • Language, tone, and medium determine whether messages get employees to take healthy actions including use of on-site health centers

• Make the member portal a self-service destination
  • Highly functional; user-friendly; allow users to self-manage preferences

• Simplify call centers and telephone systems
  • Invest in software to automate workflows and access information

• Provide useful information
  • Help employees improve their health and make best use of benefits;
  • Integrate wearables, secure text messaging, emails

• Get employees to share their information
  • Makes it easier for providers, payers, and employer sponsors
Shifting from reactive care to proactive health

Know Engage Manage