Population Health and Wellness: 2 Stories from Cleveland Clinic

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Cleveland Clinic
2 population health stories

- Cleveland Clinic Employee Health Plan

- Cleveland Clinic Medicare Shared Savings Plan
"To ensure that our employees receive high quality evidence-driven health care that includes both prevention and treatment at a sustainable cost to the employee and the organization."
Employee Health Challenges

- Build a Culture of Wellness
- Support Healthy Life Style Choices
- Promote Personal Responsibility
- Use Accurate Objective Data
- Control Costs
Tools

- Active Outreach/Care Coordination
- Care and Support Programs
- Financial Incentives
- Bully Pulpit
Resources
Caregiver Wellness
EHP Employees (2009-2013) and EHP Employees + Spouses (2014-2016)

2016 Goal: 55%

Percent of Unique Employees and Spouses with Diabetes, Hypertension, Asthma, Hyperlipidemia or BMI >27 enrolled in Care Management
2009 vs. 2015
Change in Utilization, Cost and PMPM
(Medical and Pharmacy Claims)

EHP Metrics

Utilization
Unit Cost
PMPM

EHP vs. Milliman Benchmark

Utilization
Unit Cost
PMPM
Median PMPM Milliman

EHP primary members only; claims paid through November, 2016
PMPM normalized for ASC Grouper, PBB and 09/01/2010 rate change
Includes pharmacy CMS subsidy, rebates and internal savings
PBB = Provider Based Billing
ASC = Ambulatory Surgery Center
Milliman median commercial benchmark
## Pre vs. Post Care Management Enrollment Utilization Trend

<table>
<thead>
<tr>
<th>Disease</th>
<th>Inpatient per 1,000</th>
<th>ED per 1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pre Utilization</td>
<td>Post Utilization</td>
</tr>
<tr>
<td>Diabetes</td>
<td>206</td>
<td>170</td>
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<tr>
<td>Hypertension</td>
<td>139</td>
<td>107</td>
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<tr>
<td>Asthma</td>
<td>170</td>
<td>133</td>
</tr>
</tbody>
</table>

1. Number of employees: Diabetes → 1,945; HTN → 2,510; Asthma → 2,260
2. Non-normalized PMPM; claims incurred through 3Q16 and paid through 11/2016
Average Weight Gained or Lost by EHP Population by Healthy Choice Participation

Sources: Wellness database; Weight data from COACH, Epic, Fitness centers
Weight data collected and aggregated with Ingenix Reports

Number of Members in Yellow
Estimated Percent of Tobacco Users
EHP Employees and Spouses by Year

Sources: Clarity; Optum One CDR

"Maximum Percent": Assumes that members "Not Asked" are smokers

# of Confirmed Smokers
Confirmed Smoking %  Max % (if no data = smoker)
Annual Trend 2004 - 2009 = 7.5%
Annual Trend 2010 - YTD 2016 = 2.6%
Annual Trend 2013 - YTD 2016 = 0.5%

Trended EHP Paid PMPM by Quarter
(Medical and Pharmacy Claims)

EHP primary members only; claims paid through 11/30/16; Data Sources: EHP Warehouse, HCTA, EHP Financial Summary
PMPM normalized for ASC Grouper, PBB , 09/01/2010 rate change and rate exception (April 2012 – March 2013)
Includes pharmacy CMS subsidy, rebates, internal savings and error adjustment
PBB = Provider Based Billing
ASC = Ambulatory Surgery Center
Estimated Cumulative Savings by “Bending the Trend” Since 2010

Cumulative Savings (in Millions)

Source: EHP Financial Summary; claims paid through November, 2016
Cleveland Clinic Medicare ACO

- Medicare Shared Savings Program – Upside only
- 4,000+ Cleveland Clinic hospitals, employed physicians and select Independent PCPs
- CCMACO is at risk for ~65,000 beneficiaries – Medicare Fee-For-Service
- Jan 1, 2015 – Dec 31, 2017
Medicare ACO Shared Savings Model

- **Historic Benchmark**
- **Adjusted Benchmark**
- **Beneficiary Expenditure**
- **Savings**

<table>
<thead>
<tr>
<th>Year</th>
<th>Benchmark Type</th>
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<tbody>
<tr>
<td>2012</td>
<td>Historic</td>
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<tr>
<td>2013</td>
<td>Adjusted</td>
</tr>
<tr>
<td>2014</td>
<td></td>
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<tr>
<td>2015</td>
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<tr>
<td>2016</td>
<td></td>
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<tr>
<td>2017</td>
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</table>
Key Care Model Transformations

- Patient centered medical home
- Care coordination
- Post-acute network
- Readmissions
- Care paths
- Population health analytics
- Teamwork
2015 Results

n = 62,600 Beneficiaries

Best performing 1st year MSSP ACO Nationwide
6th best performance of all MSSP ACO’s

$10,110

$9,659
Performance Drivers

- Inpatient: 12%
- Skilled Nursing: 21%
- 30-day All Cause Readmission: 6%
Top Quartile Quality Performance

90th
- Heart Failure
- Ischemic Vascular Disease
- All Cause
- Readmissions
- Tobacco Screening
- Falls Screening

80th
- Diabetes
- Coronary Artery Disease
- Hypertension
- Breast Cancer
- Screening
- Colorectal Screening
- Pneumonia
- Vaccination
Total Medicare Shared Savings Program (MSSP) Beneficiaries

Number of 2016 beneficiaries 8.1% higher than 2015.
MSSP Membership by Enrollment Type

- **End Stage Renal Disease**
  - 2012: 648
  - 2013: 676
  - 2014: 627
  - 2015: 584
  - 3Q2016: 334

- **Disabled**
  - Declines likely due to Medicaid Expansion
  - 2012: 7,956
  - 2013: 8,477
  - 2014: 8,344
  - 2015: 7,867
  - 3Q2016: 7,308

- **Aged/Dual**
  - Declines due to MyCare Ohio program
  - 2012: 3,681
  - 2013: 3,813
  - 2014: 3,587
  - 2015: 1,586
  - 3Q2016: 2,614

- **Aged/Non-Dual**
  - 2012: 42,146
  - 2013: 47,463
  - 2014: 52,545
  - 2015: 57,419
  - 3Q2016: 54,636
Utilization Rates

- Short Term Hospital Discharge
- Skilled Nursing Facility or Unit Utilization Days
- Emergency Department Visits
- Emergency Department Visits that Lead to Hospitalizations
- Computed Tomography (CT) Events
- Magnetic Resonance Imaging (MRI) Events

<table>
<thead>
<tr>
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<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>3Q2016</th>
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<tr>
<td>Short Term Hospital</td>
<td>377</td>
<td>355</td>
<td>304</td>
<td>291</td>
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<td>Discharge</td>
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<tr>
<td>Skilled Nursing</td>
<td>2,580</td>
<td>2,350</td>
<td>1,634</td>
<td>1,558</td>
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<td>Facility or Unit</td>
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<tr>
<td>Utilization Days</td>
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<tr>
<td>Emergency Department</td>
<td>828</td>
<td>810</td>
<td>739</td>
<td>697</td>
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<tr>
<td>Visits</td>
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<tr>
<td>Emergency Department</td>
<td>257</td>
<td>244</td>
<td>199</td>
<td>192</td>
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<tr>
<td>Visits that Lead to</td>
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<tr>
<td>Hospitalizations</td>
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<tr>
<td>Computed Tomography</td>
<td>841</td>
<td>858</td>
<td>816</td>
<td>807</td>
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<tr>
<td>(CT) Events</td>
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<tr>
<td>Magnetic Resonance</td>
<td>276</td>
<td>273</td>
<td>251</td>
<td>254</td>
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<tr>
<td>Imaging (MRI) Events</td>
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</tbody>
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Chronic Obstructive Pulmonary Disease or Asthma
Congestive Heart Failure
Bacterial Pneumonia

Ambulatory Care Sensitive Conditions (Discharge Rates Per 1,000 Beneficiaries)
Post Acute Utilization Rates

30-Day All-Cause Readmissions Per 1,000 Discharges
- 2012: 218
- 2013: 198
- 2014: 198
- 2015: 185
- 3Q2016: 176

30-Day Post-Discharge Provider Visits Per 1,000 Discharges
- 2012: 782
- 2013: 796
- 2014: 792
- 2015: 777
- 3Q2016: 779
Lessons Learned

• Communication is Key!
  - Employers are extremely effective at delivering wellness messaging

• Incentives work
  - Make it meaningful for the audience

• Cost and quality cannot be considered independently of each other
Every Life Deserves World Class Care