

ROUNDTABLE

Value-based Care programs are driving improvements in quality and people's health



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Mississippi Business Journal Executive Roundtable

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UnitedHealthcare's value-based programs are driving improvements in quality and health outcomes for Mississippi and employers such as Southern Farm Bureau

Our traditional health care system is giving way to a new model, called value-based care, which creates a more personal connection for consumers who are now at the center of their care management and physician team, promoting higher quality, lower cost and better health.



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REILY: In today's healthcare industry everyone is talking about value-based care. How does UnitedHealthcare define value-based care and what is UnitedHealthcare trying to deliver and solve for its consumers, employers, and providers?



JOE: UnitedHealthcare's mission is to help people live healthier lives and help make the health system work better for everyone. The health care system has been organized around treating the sick and paying for volume, not value. Today, health care is shifting to a model that emphasizes the importance of keeping people healthy and rewarding physicians for coordinating care while helping employers save money and improve outcomes for their employees. This value-based care approach means creating the personal connection for the consumer—putting the patient at the center of their physician network. Value-based care can come in many different arrangements—through an incentive-based plan with primary care physicians, as a set of payments for bundled and episodic services, or in the form of an Accountable Care Organization (ACO) where high performing providers manage a population according to quality metrics and outcomes, which enables us to drive costs down.

High-performing health systems, UnitedHealthcare, employers and employees can all benefit from value-based care. Today, UnitedHealthcare and Southern Farm Bureau have worked together to drive higher quality, lower

costs and improve outcomes, truly the triple play of healthcare benefits right here in Mississippi. This allows Southern Farm Bureau to support and manage their employees according to their needs as a client, offering services such as their onsite clinic. UnitedHealthcare manages the quality metrics reporting with the hospitals and physicians and Southern Farm Bureau employees become the benefactors of improved outcomes and savings. Value-based care is really about rewarding our clients for improving patient health. UnitedHealthcare is leading the way in value-based care by re-imagining how we collaborate with and pay doctors and connecting consumers with the tools to find the right care. At the end of the day, it's about focusing on the overall value for the patient rather than the volume of services provided.

Traditional Care

Complicated health care system confuses and frustrates consumers



Consumer Experience

Value-Based Care

Consumers are at the center of the health care system, empowered with more information and support

Reactive, transactional care delivered in response to an injury or illness



Care Delivery

Proactive, preventive care, with an emphasis on keeping people healthy

ROUNDTABLE

REILY: Southern Farm Bureau switched its employee benefit service provider a few years ago to UnitedHealthcare. What played into that decision? Please also explain plan how are you driving better health outcomes and how the clinical engagement and value-based care network contracting helps support Southern Farm Bureau and your employees.



BILLY: Our previous provider did not share enough meaningful data for effective health plan cost management, including population health management and value-based care efforts. They also did not do enough to ensure providers were following evidence-based care management standards, particularly with high-cost claimants.

We have built a comprehensive employer health management strategy by leveraging a team of incredible partners, including UnitedHealthcare. The team works together to integrate efforts by sharing data, aligning communication and programs and evaluating the results.

Our population health vendor, Vigilant Health, is managing our premium incentive program and engaging our health plan members through an on-site clinic. We can now provide incentives for providers to shift to this type of care model via patient referrals. The highest-performing providers in the network receive the majority of the referrals.

Vigilant Health targets three subgroups to align benefits and the right level of care. These include: 1) keeping healthy people healthy, 2) helping those with health risks and early-stage diseases find the right care and programs and 3) working with those with co-morbidities to engage in care management programs to optimize their health and more effectively manage their care costs.

When it comes to clinical engagement, we are still working to get our network to the next level of high-performing providers. Thus far, engagement with our on-site clinic and UnitedHealthcare on United Medical Resource, UnitedHealthcare's third party administrator platform, has been outstanding and impactful.

REILY: How many members does UnitedHealthcare have under value-based care nationally, the Gulf States region and locally in Mississippi, and how many of these arrangements have you implemented so far? Additionally, what can Mississippi residents expect in the future, particularly in terms of enhancements around population management?



JOE: It is our mission to help people live healthier lives. Nationally, we serve 49 million people, we serve 1.8 million in the region and just fewer than 700,000 in Mississippi. This includes Medicaid, commercial, retiree and all our ancillary products such as dental and vision.

With regard to the value-based care population, we have 15 million UnitedHealth care members who are accessing care from a physician who has a value-based relationship with UnitedHealthcare. More than \$52 billion of annual spend is part of value-based payments going to doctors and hospitals that are committed to value-based programs. In Mississippi, we have more than 100 value-based care arrangements between hospitals and physicians. We launched our first ACO with Hattiesburg Clinic in partner-



ship with Forest General Hospital and are targeting two additional commercial ACOs in 2018 with the goal of having all major Mississippi systems participating in an ACO program by the end of 2019.

The importance of the ACO is that it puts the primary care physician in front of the patient more consistently. The population that is part of the ACO has the opportunity to be more clinically integrated for referrals, identify gaps in care and set up preventive measures to keep people healthy. We continue to see our ACOs driving higher quality care, lowering costs and improving outcomes. We have a total of four commercial ACOs in Louisiana (Ochsner Health Network, LCMC Health, Franciscan Missionaries of Our Lady Health System and Gulf South Quality Network) with several new targets in 2018. Through ACO arrangements, we have the ability to drive more people into this level of care through new benefits and product offerings, which are the focal point of the value-based care profile.

REILY: Has the implementation of Southern Farm Bureau's on-site clinic changed your benefits experience in terms of quality, convenience, as well as cost savings? Is there anything else you would share about the results of your value-based benefits plan?



BILLY: Since launching our on-site health clinic, we have been really encouraged by the results thus far, which include a reduction in claims and absenteeism. We have also seen significant gains in employee morale and an overall healthier workplace culture.

To-date, more than 80 percent of our employees and over 60 percent of dependents on our health plan have used the on-site clinic. Our health plan members now consider and go to the clinic as their primary care facility and others use it in conjunction with their primary care provider. Our clinic and provider network work with vendors and United Medical Resource, UnitedHealthcare's third party administrator, have enabled us to cross promote the many benefit programs and resources we offer employees, including health education, wellness programs, and on-site group training activities.

There are five key partners in the success of a strong wellness/health program: (1) brokers/consultants, (2) insurance carrier, (3) clinic vendor, (4) wellness team and (5) employees. When all of these are "paddling in the same direction," it is very powerful and the results are phenomenal.

REILY: What is UnitedHealthcare doing to support Southern Farm Bureau and its mission to

Traditional Care

Lack of technology and incentives for physicians to coordinate patient care



Care Coordination

Value-Based Care

Physicians empowered by new technology, data and financial incentives to coordinate care

offer one of the top employee benefit plans?



CHRISTINE: Each year, UnitedHealthcare meets with Billy and his team in conjunction with their broker, Hub International, to conduct a plan performance review from the previous year and establish goals for the coming year, including how Southern Farm Bureau has performed relative to UnitedHealthcare's book of business as well as industry data. We also discuss the goals of Southern Farm Bureau and any plan changes or improvements we need to make to meet our goals.

UnitedHealthcare's comprehensive and competitive network in Mississippi gives us a greater amount of tools and resources to meet our employee healthcare needs. We have worked with Billy and his team to collaborate on their on-site clinic programs as well as many other progressive and innovative items that Billy has put in place. It is a great partnership that is shared between UnitedHealthcare/United Medical Resource, HUB International and Southern Farm Bureau.

REILY: As Southern Farm Bureau's medical officer, what do you expect from a partner like UnitedHealthcare? How are you engaging with your employees through the benefit plan and on-site clinic?



DR. DUDDLESTON: We have had a very responsive partner in United Medical Resource which is vital in collaborating on innovations for our health plan. UnitedHealthcare has brought us a wide network of providers, an excellent data management system and an array of product offerings to help us build an integrated program. In addition, we now have an active case management system with UnitedHealthcare, a great improvement after the non-existent case management we had with our previous carrier.

We have a unique culture at Southern Farm Bureau, built on many years of communication with our employees. This communication, and our company-wide commitment to transparency and "doing the right thing" have resulted in a feeling of trust among our employees. With this trust, there is a high level of engagement that extends to participation and broad based support to help meet our health plan goals. This engagement has evolved over time, allowing us to get buy-in and see results. These really positive engagement results were the impetus for opening the on-site clinic.

Regarding the meshing of the benefit plan and the clinic, a few

Traditional Care

Data trapped inside massive repositories; lack of sophisticated analytics



Data and Information

Value-Based Care

Data can be mined to identify patient health risks, improve care coordination and enhance efficiency

points stand out. We have a moderately high deductible coupled with a no-charge-to-members on-site clinic in a central location. This drives care to the clinic, which is geared to primary care. The clinic structure is unique as well, with a "nurse navigator" serving as a central point of communication and coordinator of care, who works alongside a team of experienced internal medicine doctors. The doctors serve as active teachers and clinicians, backing up the nurse practitioners. The whole system is knitted together with a very powerful population health computer system that impacts both group and individual health outcomes.

The employees, building on the established culture of trust, have embraced the clinic without hesitation and are very pleased with the quality of care there. All combined, it has provided us with excellent control of our health plan and an unprecedented three years of renewals with zero increase in total premiums.

REILY: How does UnitedHealthcare collaborate and share data with providers to Southern Farm Bureau's employees when they are getting care?



CHRISTINE: We continue to refine the way we deliver data, making it both timely and easily translatable into specific, usable actions. UnitedHealthcare and United Medical Resource share data with Vigilant Health, which allows them to conduct risk stratification, maintain their healthy population with routine care, and manage and follow care for higher risk members. We provide their nurse navigator with real time, usable data to assist them in treating and providing the right level of support to their members.

As Joe discussed earlier, our ACO initiatives are based on the primary care physician model. We continue to put strong primary care provider requirements in place with our products as a way to encourage consumers to form a stronger relationship with those physicians. We are hoping to continue to develop those products and introduce them in the Mississippi market.

Through our clinical and provider advocate team, we continue to have a high level of physician engagement. We are aligned to promote preventative care as well as assist with the management of member's chronic conditions.

REILY: What type of clinical engagement are you planning next within Southern Farm Bureau and UnitedHealthcare?



DR. DUDDLESTON: We are planning to leverage more data from UnitedHealthcare that predicts patient potential care needs and the population health system powered by our on-site clinic partner, Vigilant Health. One of the many fascinating features is the ability of the system to "bubble up" the health plan members with the most acute health concerns and place them at the top of the list the nurse navigator manages to track and improve performance. In the future, we would also like to promote a "culture of health" where we all feel accountable to each other in maintaining and improving our individual health. UnitedHealthcare will remain a vital part-



Traditional Care

Costs climb without corresponding health improvements



Costs

Value-Based Care

Insurance companies and care providers are paid based on quality and patient health improvements

ner in these innovations by virtue of the company's flexibility and commitment to exploring new ideas and opportunities to further our goals.

REILY: You have been responsible for managing and servicing this employer for the past several years. Compared to other engaged employers, what is some of the "secret sauce" on why Southern Farm employees "buy in" and have been so successful in driving better outcomes?



SHELBY: Southern Farm Bureau has made significant investments in the health of their employees and their employees feel valued by that investment. Southern Farm's strategy not only includes engaging employees in healthy behavior, but also assisting them in seeking care and following that care through the on-site clinic and Vigilant Health. They help to drive care and outcomes through targeted care plans, as well as targeted referrals.

Southern Farm Bureau is somewhat unique in that a significant portion of their employee population works in the main office in Jackson, which is where the clinic is housed. In addition to the convenience of the clinic, this also allows targeted communication and activities within the office. Southern Farm Bureau also has an on-site cafeteria with several healthy options and calorie counting assistance.

United Medical Resource shares data with Vigilant Health, which allows them to conduct risk stratification, maintaining their healthy population with routine care, as well as manage and follow care for higher risk members. We also collaborate through UnitedHealthcare's clinical care management team on catastrophic cases as well as utilization management on hospital admissions for potential outreach as well as discharge management following an inpatient stay. Through UnitedHealthcare's customized communication, we are able to provide direction and clarity regarding plan benefits, resources, and programs available to members.

I work with Southern Farm Bureau and HUB International to research new ideas for plan design or programs as well as implement new and innovative solutions for their health plan. I am involved in ensuring all data exchanges are set up appropriately and working for Vigilant Health. In collaborating with Vigilant Health and Leslie Arcana's team at HUB International, we are able to use the data exchanges to collaborate on large cases and high service utilization, as well as address issues or concerns voiced by members.

Through UnitedHealthcare's data integration, communication and collaboration with Southern Farm Bureau, HUB International and Vigilant Health, the plan is able to manage and steer care in a way that has achieved not only clinical results in improving the health of the members, but also financial results in terms of long-term plan cost. This cohesive partnership is the reason we are able to achieve these results for the employer, the employees and their families.

REILY: If you look a few years down the road, what do you see being offered in collaboration with

Southern Farm Bureau and UnitedHealthcare?



JOE: When we collaborate with care providers and align our interests, we improve the patient experience and positively impact the health of every population served by UnitedHealthcare. This gives employers in Mississippi the ability to increase quality, control costs and improve their employee outcomes, something that has been missing in Mississippi. By transforming our relationships with employers such as Southern Farm Bureau, collaborating with Vigilant Health and other health systems and providers in Mississippi, together we are putting greater emphasis on paying for value and improving and simplifying the care experience for the patient.

In the very near future we will be expanding this ACO model to be offered as a unique product option in the employers benefit plan, where health systems and employers will participate in the oversight of this joint value-based care to achieve quality improvements, control costs and health outcomes.



BILLY: We see a growing partnership with all of our vendors, like UnitedHealthcare, Mississippi Business Group on Health (Murray Harber's leadership), HUB International and Vigilant Health, in which we help our health plan members understand the resources available to them and create a dialogue about which ones best fit their specific health issues.

We expect to see more promotion of value-based care efforts, such as the quality rating systems (UnitedHealthcare's Premium Physician Designation tool), so members can be better consumers of care by seeking out the best providers to improve their health outcomes.

UnitedHealthcare data and clinical support is a key aspect of our program. Having partners, such as HUB International, UnitedHealthcare, Mississippi Business Group on Health and Vigilant Health working together, we now have a solid foundation to implement the most comprehensive and proactive employer care management program in the region.

In 2015 and 2017, Southern Farm Bureau was awarded Mississippi's Healthiest Workplace in the large employer category. These awards would not have occurred if our partners and we as a company did not work together to offer a healthy workplace and integrated set of benefits that truly benefit our employees and their families.

