Engaging Employers: What Works?

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Memphis Business Group on Health
Aligning Forces for Quality Annual Meeting
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• Why Do Employers Matter?
• What Do Employers Want?
• What are the Obstacles to Employer Engagement?
• How Do We Make Partners Out of Employers? – Lessons from the Field
Why Do Employers Matter?

- **Vested interest** - after Government, largest purchaser of health care services
- **Reputation** - recognized community leader
- **Convener** - can help bring other stakeholders to a common table
- **Influencer** - of other key stakeholder groups, particularly health care plans and consumers
- **And key change agent** - but with important caveat: if mobilized!
What do Employers Want?

- Improved workforce health and productivity – it’s a competitive asset!
- Better control of the direct and indirect costs associated with workforce illness and disability – it’s a growing operating cost and drag on profits (and wages)!

*Both Goals are Business Imperatives!*
What are the obstacles?

- **Unfamiliar Territory and Complexity** – “It’s not our business – we make widgets”
- **Corporate Bureaucracy** – HR and Health & Safety silos – with little C-Suite engagement
- **Competing Interests** - Many employers in the business of health care or their key customers are
- **Reliance on Others** – Health Plans, PBMs, benefit consulting firms
- **Self Interest** - Hard to look beyond individual employer strategy to collective engagement
- **Return on Investment** – Where is it? 
  “Culture Eats Strategy for Lunch Every Day!”
How Do We Partner?

- Examples from the field
  - Cristie Upshaw Travis, Memphis Business Group on Health
  - Roxanne Wolfe, Paramount Agricultural Companies
  - Mark Saiz, City of Albuquerque
Employers sharing solutions & providing tools to manage cost & quality of health benefits
15 employer/purchaser members with 350,000 covered lives in Memphis & TN

Work with 24 other organizations to achieve our mission

Our approach

We focus on the role our members plan in health benefit design, selection & implementation.

We connect members’ HR health benefits professionals with experts, mentors & peers.

We identify promising national solutions & provide tools to help our members implement those solutions across their organization.

We collaborate nationally & regionally to enhance program effectiveness & achieve results across a broader footprint.

www.memphisbusinessgroup.org
Lessons from Memphis

- Frame the results (i.e., what you can do for them)
  - Increased cost efficiency
  - Improved quality of care
  - Improved health of employees
  - Improved health of the community

- Present a clear ASK (i.e., what you need from them)
  - Describe their role & responsibilities
  - Provide a work plan, including dates & deliverables

- Engage them in their natural roles
  - Benefits & benefit design
  - Worksite programs & environment
  - Employee relations/communications
  - Health plan/vendor management
Consumer Engagement

• Benefits & Benefit Design
  o Motivate employees to use high value services
  o State of TN ParTNers for Health—Premium reduction, copay-coinurance-deductible differentials, no-cost diabetes medications/supplies
  o FedEx Express Rewarding Healthy Behavior – cash incentive
  o Methodist Healthcare My Healthy Life – premium reduction

• Worksite programs & environment
  o Rhodes College Health Trek – incentive based health promotion
  o Shelby County Schools -- on-site clinics
  o First Horizon – tobacco-free campus
Consumer Engagement

• Employee communications
  ◦ 10 employer coalition employee communication project on “Getting Quality Care”
  • Based on AIR Communications Communications Toolkit

http://communicationtoolkit.airprojects.org/
• Establish/Measure/Report on clear set of health plan expectations
  o NBCH’s eValue establishes purchaser expectations around AF4Q drivers:
    • Consumer engagement (CE)
    • Provider performance measurement & reporting (PMPR)
    • Chronic disease management (CE, QI)
    • New delivery model pilots/demonstrations (QI, Pay Reform)
    • Provider incentives & rewards (PMPR, Pay Reform)
    • Regional collaboration (CE, QI, PMPR, Pay Reform)
  o We’ve seen significant improvement in consumer engagement, chronic disease management, provider measurement & reporting

www.nbch.org/eValue8 & www.memphisbusinessgroup/blog
Successful Engagement

• Understand the value of AF4Q activities

• Incorporate AF4Q priorities & messages in their benefit designs, worksite programs, employee communications

• Hold health plans accountable for collaboration & implementation of AF4Q priorities