



Engaging Employers: What Works?

Cristie Upshaw Travis, CEO
Memphis Business Group on Health
Aligning Forces for Quality Annual Meeting
May 17, 2011

- 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

- **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!

- **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!”

- 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 play 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

- 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

- Benefits & Benefit Design
 - Motivate employees to use high value services
 - State of TN ParTNers for Health—Premium reduction, copay-coinsurance-deductible differentials, no-cost diabetes medications/supplies
 - FedEx Express Rewarding Healthy Behavior – cash incentive
 - Methodist Healthcare My Healthy Life – premium reduction
- Worksite programs & environment
 - Rhodes College Health Trek – incentive based health promotion
 - Shelby County Schools -- on-site clinics
 - First Horizon – tobacco-free campus

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

<http://communicationtoolkit.airprojects.org/>

- Establish/Measure/Report on clear set of health plan expectations
 - 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)
 - We've seen significant improvement in consumer engagement, chronic disease management, provider measurement & reporting

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

- 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