

American Institutes for Research: Employer Engagement Learning Collaborative

Alliance Profiles

Albuquerque

- **Goals**
 - Have brought employers together, but what are the next steps? How can they position the employers they have brought together to begin moving forward? *What* does it take to keep employers at the table (particularly when the Alliance doesn't have the resources and infrastructure to do this)?
 - Would like to engage more employers from the private sector
 - Would like to address value and payment reform
- **Local employers**
 - Many small employers, many of whom do not currently provide coverage; because of this, they are unsure what their role should be in the dialogue
 - Lots of government employees (city, county, public schools, universities).
 - Not a lot of large, national employers
 - Small presence from companies such as Intel, Hewlett Packard, General Mills, and Ethecon, but their local presence is small in comparison to their national business
- **Strengths**
 - Alliance has organized some successful events that are helping to gain employer buy-in
 - Andy Webber spoke at an event last year about the impact of health care reform on employers
 - Harold Miller spoke at event in September 2011 and employers walked away feeling like the Alliance had something to offer them
 - Have a "Top 20" group who are very active partners in Alliance's efforts
- **Opportunities**
 - Employers asked the Alliance to serve as an organizing entity for them, but they lack one employer who wants to step up and establish a coalition
 - Local Chamber of Commerce has a health care commission, although they have not historically focused on issues the Alliance cares about
 - Challenge is keeping employers engaged and at the table
 - Employers have identified a need for wellness and prevention outreach/messaging

Boston

- **Goals**
 - Connect with the business community around messaging to create a synergy around certain issues (e.g., health and payment reform) to ensure that everyone is providing consistent messages
 - Success would be getting effective messages out to the community
- **Local employers**
 - Largest employers are health care industries (hospitals, associations); then universities and local governments as well as some mid-size employers
- **Strengths**

- Large groups/organizations are doing great work within their own associations.
 - Massachusetts Business Round Table (MBRT) is the association home to many of the large health care organizations (their mission is to help strengthen the long-term health of the MA economy by engaging with public and private leaders)
 - Association Health Industries of MA has been active in organizing employers as well (16,500 members across the state).
 - Group of Insurance Commissions who represent local and regional governments in MA
- MHQP (operational manager for AF4Q program) has a good relationship with big groups and larger employers; groups have supported transparency and public reporting
- **Opportunities**
 - Working with the associations to get the word out to employers
 - Using the AIR Communication Toolkit (hoping to get “lift and push” with the EELC and pilot within one organization); looking to provide or define some turnkey messages
 - Address health care and payment reform: how to communicate with patients and the general public about what this means for their care

Cincinnati

- **Goals**
 - Interested in working with employers to reach employees – provide information about cost and quality to help them to make informed decisions
 - Need to determine what is working with employers and what is not (listening to employers, trying to identify and respond to their needs)
 - Want to learn strategies, and to see what works and moves the needle; for example, what strategies will drive consumers to the website to view the data?
- **Local employers**
 - Many very large, self-insured employers (e.g., GE, Proctor and Gamble, Federated, Western Southern)
 - Hospitals, health systems, schools; there are five large health systems—the Alliance is trying to reach their patients through the doctors, but also want to approach them as employers
 - Most people are employed by smaller companies
- **Strengths**
 - Employers have been integral part of what the Alliance does
 - GE has an executive on loan to AF4Q
 - Staff member from P&G is a co-chair
 - Employers are involved on executive leadership groups, and every workgroup has employer involvement
- **Opportunities**
 - Lots of work being done around payment reform.
 - Create partnerships with benefit management companies
 - Mercer agreed to have account consultants talk about AF4Q and public reporting with employer customers. They (Mercer) can provide employers with Toolkit materials to use with employees about public reporting and various health care topics. The Alliance is looking to do a “train the trainer” program to train consultants to include the “Your Health Matters” when speaking with customers. Cincinnati developed 10 1-

page articles, adapted from the AIR [Communication Toolkit](#), branded under “Your Health Matters.”

- Large employer coalition and active workplace wellness group
- Companies are very interested and receptive to public reporting information and are “hungry” for information on value and cost
- Employers are collaborative with each other—there is a spirit of “we know health care is broken, and we need to collaborate for the greater good,” and they are looking to collaborate through the Alliance

Memphis

- **Goals**
 - Specific focus on smaller employers
 - Get employers to realize what is available to them, including tools they have to communicate with not only providers but also employees
- **Local employers**
 - Biggest employers: FedEx, government entities (school districts, universities, city and county governments), hospitals, some corporations (International Paper, Medtronic)
 - Define medium companies as 200-300 employees (have some of these)
 - Small employers are 100 employees or less – most don’t offer health insurance and health benefits
- **Strengths**
 - Memphis Business Group on Health (MBGH) is a strong partner, but is only geared toward providing services to members, who tend to be larger employers; Memphis has MBGH has used the AIR [Communication Toolkit](#) to communicate with members
- **Opportunities**
 - Owners of businesses are not even sure themselves whether the insurance benefit packages they are offering are the best
 - Employers want to communicate with employees about helping them get good quality care

Minnesota

- **Goals**
 - Have tried a lot of things with little success; are interested in hearing from others
 - Look to employers as another avenue to promote its public report and encourage use of quality data
 - Would like employers to see value in its public reporting and encourage their employees to use that information in their decisions
- **Local employers**
 - Large employers: Target, 3M, GM, University of MN, and the state
 - The challenge with these types of organizations is that they are not interested in partnering with the Alliance – they are large, national organizations that want materials that apply across states
 - Future targets are municipalities, school districts, and employees of the health systems themselves
- **Strengths**
 - State employees’ representative sits on Alliance board and the State embeds public reporting data in its online reporting system

- University of MN offered employees a \$50 stipend to complete a tutorial that contained information on public reporting
- **Opportunities**
 - More of a challenge: while there is a local purchaser coalition that is active in other AF4Q work, the Alliance has hit a dead end with them when it comes to employer engagement
 - Would like to gain more traction with municipalities, local organizations, and school districts; however, the Alliance struggles with what to ask of these groups and what value the Alliance can provide to them

Oregon

- **Goals**
 - Reach out to employers as a way to engage consumers; provide employers with messages and materials; share data
 - Interested in learning about tools, products, and services that Alliances have provided to employers to engage employees
 - Engage individual employers around quality
 - Created a brochure for an event a couple years ago for employers to let them know about their work (the event was hosted by Purchasers Coalition)—offered to provide materials to employers, but didn't get much uptake
 - Want to fill gaps not covered by Purchasers Coalition and other groups
- **Local employers**
 - Biggest employer: The state, then health care; have some national organizations (Nike, Intel), but a lot of smaller businesses
 - Purchaser's Coalition—does a lot of work to get their work out to employers including hosting a website for materials.
 - Don't have a good sense of the small business community—the Purchasers Coalition includes larger employers who can afford membership so they are not a major focus of the Alliance
- **Strengths**
 - Public Employees Benefit Board (PEBB) and State Education Benefits Board are active in purchasing for state employers
 - Require plans they contract with to participate in their quality initiatives (financial contributions and data)
 - While the Alliance does a lot of collaborative work, they have struggled with maintaining membership
- **Opportunities**
 - PEBB has a link to public reports—guide their members to reports and promote in newsletters; PEBB is one of the top 10 referring sites for the public reports
 - Is there a way to provide expanded analytics targeted to employers (have other Alliances done this)?
 - How have Alliances helped employers incentivize employees to look at or use quality data (preferred providers, tiering, etc.)?
 - Condition-specific interests around low back pain (employers are engaged around this as well – is there an opportunity here?)
 - Reducing hospital readmissions.
 - Purchaser's Coalition – opportunities to use them to get messages out and work with them to target specific employers

Puget Sound

- **Goals**
 - Develop a tangible return on investment (ROI) for employers to invest in the Alliance.
- **Local employers**
 - Larger employers: Starbucks, REI, Boeing; also government entities (state, King County).
 - Other large organizations, such as Microsoft, Amazon, and Costco, are not members of the Alliance, but the Alliance is trying to engage them
- **Strengths**
 - King County is serving as the pilot for a campaign called “[Own Your Health](#)” – Alliance supplied content for emails, newsletter articles, posters, and lunch and learns; created a mini-site with basic information for consumers, and supplemented with resources and testimonials from patients; also using social media
 - Employers find services of the Alliance to be useful—the role of the Alliance ranges from convener to helping employers be more motivated, organized, and educated
 - Sponsors eValue8 – done directly through employers – started in 2008
- **Opportunities**
 - Majority of the seats on the Board are purchasers—purchasers have a lot of power that they’re not aware of – is there a way to leverage this?
 - How to implement evidence-based benefit design?
 - Create and promote actionable data (drawing from Community Checkup results) - provide larger employers with actionable data based on specific populations, helping employers use this to reformulate benefits?
 - Resource use: purchasers are interested in this information

South Central PA

- **Goals**
 - Want a champion employer to engage other employers
 - Want messaging and communications to be a resource for employers around consumer engagement and cost transparency
 - Other areas that they would like to engage in employers in: payment reform, transitions of care, medication reconciliation and instructions; potentially package reports on inpatient cost and efficiency indicators for employers and eventually consumers
 - Want to segment and target employer groups; develop a plan for the small business sector (<250 employees)
 - Supplement gaps as a disseminator of resources
- **Local employers**
 - Largest industries are the healthcare systems: Wellspan (8,500 employees) Hanover Health, Memorial Hospital (about 1,000 each); then manufacturing (e.g., BAE, Johnson Controls, Harley Davidson, potato chip); then the service industry (e.g., WalMart, Target, restaurants) which are all headquartered elsewhere; many/most self insured (e.g. Hanover Health)
 - Two largest payers are Medicaid and Medicare—the payer mix, without Medicaid and Medicare, is very splintered
 - Some success with employers focused on workplace wellness programs, but many want an immediate ROI
- **Strengths**

- Work done by Alliance on Inpatient Cost and Efficiency Indicators
 - The Alliance sponsor (Healthy York County Coalition or HYCC) is a health improvement organization with a wide scope (dental health, physical activity, school wellness, workplace violence, county health).
 - The county does not have a health department—with AF4Q, HYCC became involved in direct patient care
 - Ongoing webinars, luncheons/brown bags and summits to discuss relevant topics
 - HYCC is the only game in town (regarding purchasing and purchasing information)
 - They currently provide patient empowerment and self-management support—employers and health plans appreciate information going out on preventable hospitalizations.
 - Wellspan will have Prometheus data (2012)—this can be used to help build the case
- **Opportunities**
 - October Roundtable Summit around local innovations in primary care and payment reform (invited 30-40 employers)
 - Hold focus group of small employers to identify needs to inform what the Alliance does
 - The Chamber of Commerce is merging with the economic development corporation, becoming the “York County Economic Alliance”—will approach in mid- to late- 2012
 - Focus on adverse drug events/medication reconciliation

West Michigan

- **Goals**
 - Want engagement from a group of employers that represent 70,000 employees (this would take getting the top 50 non-health care related employers) for their time, talents and resources to address a number of issues: payment reform, benefits design, consumer communication conduit, QI initiative.
 - Needs to be able to demonstrate strong ROI to engage employers
 - Use AF4Q as a road map to provide a structure and forum to convene employers to collectively act together and influence provider community, facilitate AF4Q agenda, and develop/facilitate education to address issues
- **Local employers**
 - Market is primarily small to medium-size employers, mostly dominated by small employers.
 - Largest employer is 8,000 employees, then drops down to about 400 employees, and moves down from there.
 - Medium sized employers are self-funded, with a growing population of CDHPs, although there is still a large segment covered by HMOs
 - Manufacturing is the largest category of employers (auto industry); also large amount of retail (Myers grocery chain), education (public schools, colleges/universities), local governments and a large health care organization
 - There are a few headquarter offices for international and national companies
- **Strengths**
 - CEO Health Care Summit to engage CEOs—followed up with second meeting about what AF4Q is, areas of mutual benefit for employers, roles to play, and how to get engaged
 - Western MI is doing better economically than the rest of the state

- **Opportunities**
 - Planning group – focused on 8-10 of the very large employers – get them to buy-in to the agenda, then reach out to bring others in
 - Challenges are that employers have been hit hard by the economy—need to have a strong ROI demonstrated in order to engage

Western New York (P²)

- **Goals**
 - The P² board wants to more fully engage employers in the community
 - Want to work with a large company to do a pilot
 - Provide models to employers regarding the use of employee health data for incentives
 - Wants to engage self-funded employers
- **Local employers**
 - Government, health care, universities and colleges, banks
 - Mainly small to mid-size (these are the employers the Alliance is looking to target)
- **Strengths**
 - Invited Christie Travis from Memphis Business Group on Health to speak to P² Board—brought a representative from FedEx
 - Have gotten the attention of a group of employers and a national company
 - Greater Buffalo partnership wants members to be on the P² board
- **Opportunities**
 - In WNY, people are at the state where education is a critical issue
 - Involved with a large employer trade group in a Regional Council developed by Governor Andrew Cuomo
 - Prevention/wellness is the biggest driver for employers—how can they move employers beyond wellness to quality and cost?
 - Interested in models to provide data to employers about their employees

Source: Interviews with the individual Alliances in September 2011 and the kick-off meeting for the EELC (September 21, 2011).