EMPLOYERS FIGHT BACK
(AND HOW CLINICIANS CAN HELP)

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WARTIME 1940’S

National War Labor Board wartime wage controls

Employers’ work around—offering “fringe benefits” to attract labor, including health insurance benefits

IRS rules these are not subject to wage controls and not treated as taxable income
Figure B

Average Annual Health Insurance Premiums and Worker Contributions for Family Coverage, 2007–2017

- Worker Contribution
- Employer Contribution

- 30% Total Premium Increase
- 19% Total Premium Increase
- 32% Worker Contribution Increase
- 32% Worker Contribution Increase

2007: $12,106
  - Worker Contribution: $3,281
  - Employer Contribution: $8,824

2012: $15,745
  - Worker Contribution: $4,316
  - Employer Contribution: $11,429

2017: $18,764
  - Worker Contribution: $5,714
  - Employer Contribution: $13,049

NOTE: Since 2007, the average family premium has increased 55% and the average worker contribution toward the premium has increased 74%.

Figure G

Percentage of Firms Offering Health Benefits, by Firm Size, 1999–2017

*Estimate is statistically different from estimate for the previous year shown (p < .05).

NOTE: As noted in the Survey Design and Methods section, estimates presented in this figure are based on the sample of both firms that completed the entire survey and those that answered just one question about whether they offer health benefits.

EMPLOYER STRATEGIES

Stop insuring employees (especially small employers)

Shift financial responsibility to employees

“Consumer Driven Health Care”
CONSUMER-DRIVEN HEALTHCARE

• 154 million Americans receive health insurance through their employers
• Rising share of health care costs (copay, coinsurance, deductibles) exceeding 10% of income
• Variable from state to state
• 8% covered contribute > $12,000/year
CONSUMER PRICE TRANSPARENCY

https://healthcare.utah.edu/pricing/
EMPLOYER STRATEGIES

Stop insuring employees (especially small employers)
Shift financial responsibility to employees
Incentivize health behaviors with lower premiums

Wellness:
- Lifestyle management
- Disease management

Onsite clinics

Centers of Excellence for surgery, complex care
How Safeway Is Cutting Health-Care Costs
Market-based solutions can reduce the national health-care bill by 40%.

By Steven A. Burd
Updated June 12, 2009 12:01 a.m. ET

Managing Manifest Diseases, But Not Health Risks, Saved PepsiCo Money Over Seven Years

By John P. Caloyeras, Hangsheng Liu, Ellen Exum, Megan Broderick, and Soeren Mattke

Health Affairs 2014
CASE STUDY 1: ARUP LABORATORIES
1. Data and Analytics
2. Select a Population
3. Stratify by Risk
4. Design Intervention
5. Measure Impact

Courtesy of Peter Weir, MD, Univ of Utah
### Step 1: Data and Analytics: Health Assessment

<table>
<thead>
<tr>
<th>Healthy Habits</th>
<th>Your Values</th>
<th>Your Trend &amp; ARUP Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exercise</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minutes of Exercise per Week</td>
<td>N/A</td>
<td>20</td>
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<tr>
<td><strong>Fruits/Vegetables</strong></td>
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<tr>
<td>Avg. Serving of Fruits/Veggies per Day</td>
<td>N/A</td>
<td>3</td>
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<tr>
<td><strong>Screen Time</strong></td>
<td></td>
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<tr>
<td>Hours of Screen Time per Day</td>
<td>N/A</td>
<td>&lt;2 Hrs.</td>
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<tr>
<td><strong>Sugary Drinks</strong></td>
<td></td>
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</tr>
<tr>
<td>Sugary Drinks per Day</td>
<td>N/A</td>
<td>More than 5</td>
</tr>
</tbody>
</table>

**Cancer Screening**
- Coloscopy: Complete

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Key:
- **Your Result**
- **ARUP Average**

Courtesy of Peter Weir, MD, Univ of Utah
STEP 1: DATA AND ANALYTICS: HEALTH ASSESSMENT

<table>
<thead>
<tr>
<th>Risk Factor</th>
<th>Your Values</th>
<th>Your Trend &amp; ARUP Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Heart Attack Risk</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 10 year risk of Heart Attack/Stroke  
Goal: < 7.5% | 7.7% | 8.5% | 9.3% |
| **Diabetes Risk**    | 6.0 | 6.2 | 6.1 |
| HBA1c  
3 month measure of blood sugar  
Goal: < 5.7% | 6.0% | 6.2% | 6.1% |
| **Obesity Risk**     | 30.0 | 30.3 | 30.1 |
| BMI  
Body Mass Index  
Goal: < 25.0 | 30.0 | 30.3 | 30.1 |
| **Hypertension Risk** | 143/88 | 129/79 | 134/90 |
| Blood Pressure  
Goal: < 120/80 | 143/88 | 129/79 | 134/90 |
| **Tobacco Use**  
Goal: None | No | No | No |

For more information about how to improve your health go to [www.arup.com/wellness](http://www.arup.com/wellness)

Courtesy of Peter Weir, MD, Univ of Utah
If a member with diabetes is managed at the ARUP Family Health clinic they receive:

- Free insulin and oral generic diabetes medications
- Free diabetic supplies (glucometer, strips, lancets)

Wellness Coach: gets patient, takes vitals, spends 10 min talking about wellness goals
PharmD: reviews meds, discusses insulin changes
Care Manager: discuss referrals, needs, MH
Physician: wrap-up

Courtesy of Peter Weir, MD, Univ of Utah
# PERSONALIZED DIABETES PROFILE

**Name:** Jane Doe  
**MRN:** 12345678  
**DOB:** 3/22/1964  
**Primary Care Provider:** Peter Weir, MD

<table>
<thead>
<tr>
<th>Health Measure</th>
<th>5/1/16</th>
<th>4/1/16</th>
<th>3/1/16</th>
<th>2/1/16</th>
<th>1/1/16</th>
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<tbody>
<tr>
<td><strong>Diabetes</strong></td>
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<tr>
<td>Hemoglobin A1c goal &lt;7%</td>
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<td>7.2</td>
<td>7.1</td>
<td>8.4</td>
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<tr>
<td>30 Day Blood Sugar Average goal &lt;150</td>
<td>138</td>
<td>151</td>
<td>147</td>
<td>175</td>
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<td><strong>Heart</strong></td>
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<tr>
<td>10 Year ASCVD Risk Score goal &lt;7.5%</td>
<td>8.3</td>
<td>8.0</td>
<td>7.9</td>
<td>9.1</td>
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<tr>
<td>Systolic Blood Pressure goal &lt;140</td>
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<td>137</td>
<td>132</td>
<td>152</td>
<td>143</td>
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<td>Diastolic Blood Pressure goal &lt;90</td>
<td>86</td>
<td>74</td>
<td>80</td>
<td>95</td>
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<td><strong>Kidneys</strong></td>
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<td>Urine Albumin/Creatinine Ratio goal &lt;30</td>
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<td>133</td>
<td>278</td>
<td>390</td>
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<td>G1omerular Filtration Rate goal &gt;90</td>
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<td>109</td>
<td>110</td>
<td>130</td>
<td>105</td>
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<td><strong>Health Prevention</strong></td>
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<td>Date of Last Eye Exam goal yearly</td>
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<td>Date of Last Foot exam goal yearly</td>
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<tr>
<td>Smoking Status goal non-smoker</td>
<td>Non-smoker</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

*Courtesy of Peter Weir, MD, Univ of Utah*
HEALTHCARE COSTS

ARUP Healthcare costs


$4,000.00
$5,000.00
$6,000.00
$7,000.00
$8,000.00
$9,000.00
$10,000.00
$11,000.00
$12,000.00


$7,150.00
$6,761.00
$7,409.00
$7,950.00
$8,686.00
$9,500.00

$7,910.00
$8,551.00
$9,111.00
$9,792.00
$10,471.00

$9,500.00
$10,869.00
$11,032.00

Courtesy of Peter Weir, MD, Univ of Utah
“ONE DAY THESE FOUR EMPLOYERS CAME INTO MY OFFICE…”
WHAT MECKLENBURG TAUGHT EMPLOYERS

Claims data have to be wrestled from Insurers

Claims data are messy

Once cleaned up and deciphered, common top 10 list

- Colds and coughs
- Back pain
- Migraines
- Benign breast masses
- Joint pain
- ...
WHAT EMPLOYERS TAUGHT MECKLENBURG

Health care should be a supply chain problem for employers

THE FIVE PURCHASE SPECS:

- Give us what works and skip what doesn’t
- 100% customer satisfaction
- Same day access
- Rapid return to function
- Affordable price for buyer and seller

Care protocols (some delivered onsite, some in hospitals/clinics nearby, and if not nearby, then Walmart, Lowe’s, GE, and others fly them to centers of excellence)

Intel: How to reduce variability, improve performance (QI)
UNCOMPLICATED BACK PAIN

What was a 2 month (PCP – orthopaedic surgeon – MRI – orthopaedic surgeon – physical therapist) process

PCP  PCP  Orthopaedic surgeon  MRI  PT  ~2 mos
UNCOMPLICATED BACK PAIN

Became a 2 hour comprehensive visit to the Spine clinic (same day PT)

~2 hrs

Spine Clinic
Same day PT
EMPLOYER-CLINICIAN PARTNERSHIPS: A PERFECT MATCH

Employers: take healthcare seriously, engage professionals

Self-insured employers: The claims data are YOURS

Decipher and translate the data—top 10 conditions

Layer on health assessment survey data to identify/stratify high risk

Partner with clinicians
  ▪ Create your purchasing specs for the top conditions and high risk employees
  ▪ Band together to create critical mass for local health systems
  ▪ Offer your management expertise where relevant
  ▪ If necessary, use Centers of Excellence for high cost/complex care