



12<sup>TH</sup> ANNUAL OHIO

*Employee  
Health &  
Wellness*  
CONFERENCE

# Workshop P

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*Advanced Practices – Pulling the Right  
Levers to Achieve the Triple Aim of  
Cost, Quality & Value and Building  
a Culture of Well-Being*

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**3:00 p.m. to 4:15 p.m.**

## Biographical Information

**Nicole Martel, System Director – Health & Well-being**  
**Mercy Health, 1701 Mercy Health Place, Cincinnati, OH 45237**  
**O: (513) 952-4674      C: (513) 926-1218      nkbmartel@mercy.com**

Nicole Martel is responsible for the strategic design and operational execution of the employee health and well-being programs at Mercy Health. These programs extend to over 28,000 benefits eligible employees, as well as over 4,500 non-benefits eligible employees and nearly 8,000 covered spouses. In this role, Nicole collaborates with leaders of the clinical enterprise and external vendor partners to improve the health of the employee population and their families - in mind, body and spirit. Prior to joining Mercy, Nicole was the Manager of Health & Wellness Management at Advocate Health Care. Where she led the internal wellness program for their nearly 29,000 employees and their covered dependents, as well as provided consult to local employer clients.

Nicole holds a Master's of Science in Public Health from the University of Illinois at Champaign-Urbana and a Bachelor's of Science from Northern Illinois University in Community Health and Biology. Nicole is a Certified Health Education Specialist (CHES), an American Lung Association Smoking Cessation Facilitator, a HeartMath™ Provider, and an Intrinsic Coach™. She is currently working on her Group Benefits Administration Certification. Outside of work, Nicole lives in Mason, Ohio with her husband Philip of 16 years, 2 amazing daughters - Samantha & Gabriella (11 and 9), and a dog named Shadow (who thinks he is human). She considers herself a "kid uber driver" when not working and enjoys all of their extra-curricular activities.

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**Susan Marx Mashni, Pharm D, BCPS**  
**Mercy Health, 1701 Mercy Health Place, Cincinnati, OH 45237**

Dr. Mashni is currently the Chief Pharmacy Officer for the Mercy Health system headquartered in Cincinnati, Ohio. In this role, Sue oversees pharmacy practice in 23 hospitals, over 20 retail pharmacies and 20+ ambulatory pharmacy practice sites in Mercy Health, in Ohio and Kentucky. Additionally, Dr. Mashni oversees a Population Health Pharmacy team, Mercy's Specialty Pharmacy, Mercy's Mail Order facility and a team that helps to manage Mercy's PBM relationship for employee health.

Prior to this role, Dr. Mashni was the Drug Policy Director at Mercy, responsible for formulary management for the system and for the pharmacist perspective in the clinical content development of orders sets within the electronic health record. In this role, Sue's team saved over \$50 million dollars in formulary cost savings, and standardized over 400 order sets for use across Mercy Health. Mercy Health received Epic's "Success at Seven" award for formulary management in 2015.

Sue attended the Ohio State University for both her BS Pharm and Pharm D degrees. After pharmacy school, Sue's first role was as a Clinical pharmacist in Neurology ICU at Johns Hopkins in Baltimore, MD, where she published on documentation of the impact of clinical interventions of pharmacists in the hospital. Returning to Ohio, she helped to develop the Neonatal ICU Pharmacy at the University of Cincinnati Medical Center. Following her premies into the ambulatory space, her next position was as a Clinical Pharmacist at Cincinnati Children's in HomeCare & Starshine Hospice. Sue was the Pharmacy Clinical Coordinator at Mercy Hospitals in Anderson and Clermont in Cincinnati prior to coming to the Mercy Health Home Office in 2009.

She regularly presents at national meetings on medication management, standardization of formularies as well as the pharmacist's role in the electronic health record. Dr. Mashni is also an Adjunct Professor at UC College of Pharmacy and serves on several UC College of Pharmacy committees. Sue serves on the several advisory boards and is on the Board of the St. Vincent de Paul Charitable Pharmacy in Cincinnati.

## Biographical Information

**Michael U. Todd, MD, System Medical Director,  
Employer Health Solutions and Employee Wellness  
Mercy Health, 1701 Mercy Health Place, Cincinnati, OH 45237**

Dr. Todd is responsible for clinical strategy and oversight (for collaborations with employers). He also provides guidance and supervision of Mercy Health's employee health and well-being benefits. Dr. Todd is the Executive sponsor and is accountable for the administration and management of the Mercy Health Executive Well-being program .collaborating with Exec leadership across.Prior to Mercy Health, Dr. Todd was the global medical director for GE Capital. His clinical background includes 16 years as a family practitioner in Cincinnati.

Dr. Todd has an Anthropology degree from Duke University and received his medical degree from the University of Cincinnati College of Medicine, he completing his residency at Hinsdale Hospital in Chicago and is board certified by the American Board of Family Physicians.

# Pulling the Right Levers

Achieving the Triple Aim & Building a Culture of Well-being

**August 22, 2017 – Presented by:**

Michael Todd, MD – Medical Director, Employer Health Solutions

Sue Mashni, PharmD – Chief Pharmacy Officer

Nicole Martel – System Director, Health & Well-being



# Who is Mercy Health?

- Largest provider of healthcare in Ohio
- Fifth-largest employer in Ohio
  - More than 33,500 employees
  - Approximately 1,300 employed providers
- Assets of \$6.3 billion
- Net operating revenue of \$4.5 billion
- Ohio economic impact of \$8.95 billion annually
- Total 2016 community benefit of \$347 million

## What did we do today?

- We delivered 38 babies
- We served 17,260 patients
- We administered 291 oncology treatments
- We performed 21 heart surgeries



# Mission, Values and Promise

## Our Mission

We extend the healing ministry of Jesus by improving the health of our communities with emphasis on people who are poor and under-served.

## Our Values

Compassion, Excellence, Human Dignity, Justice,  
Sacredness of Life and Service

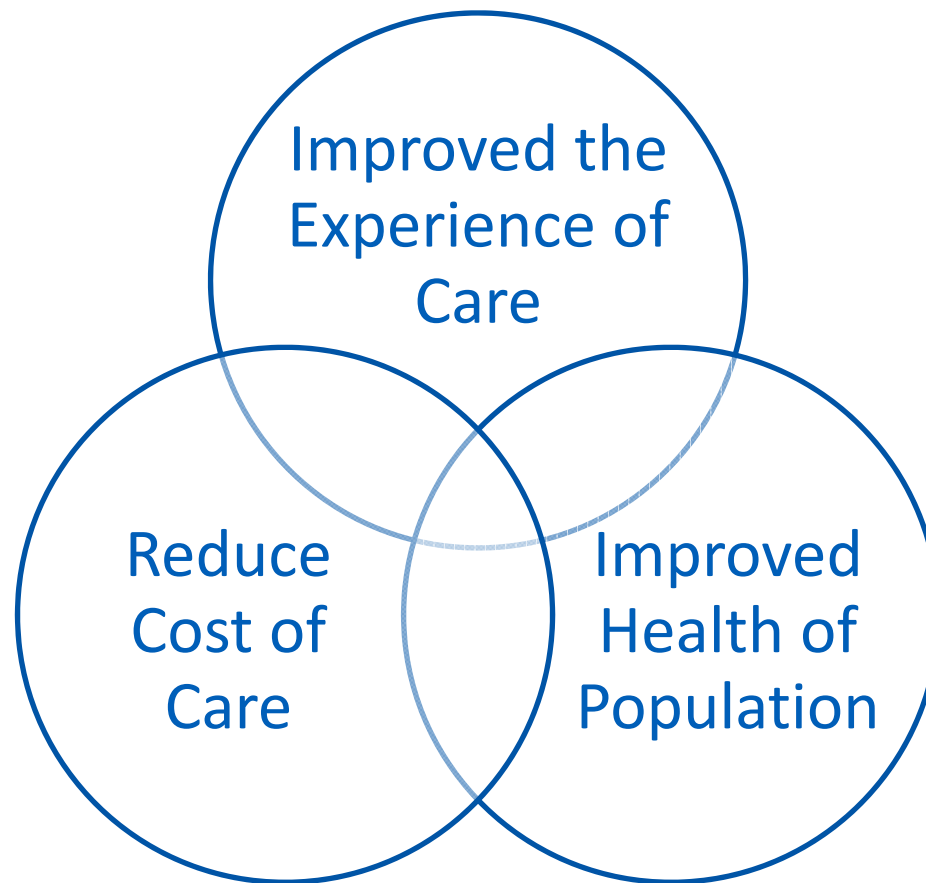
## Our Promise

To make lives better—mind, body and spirit.

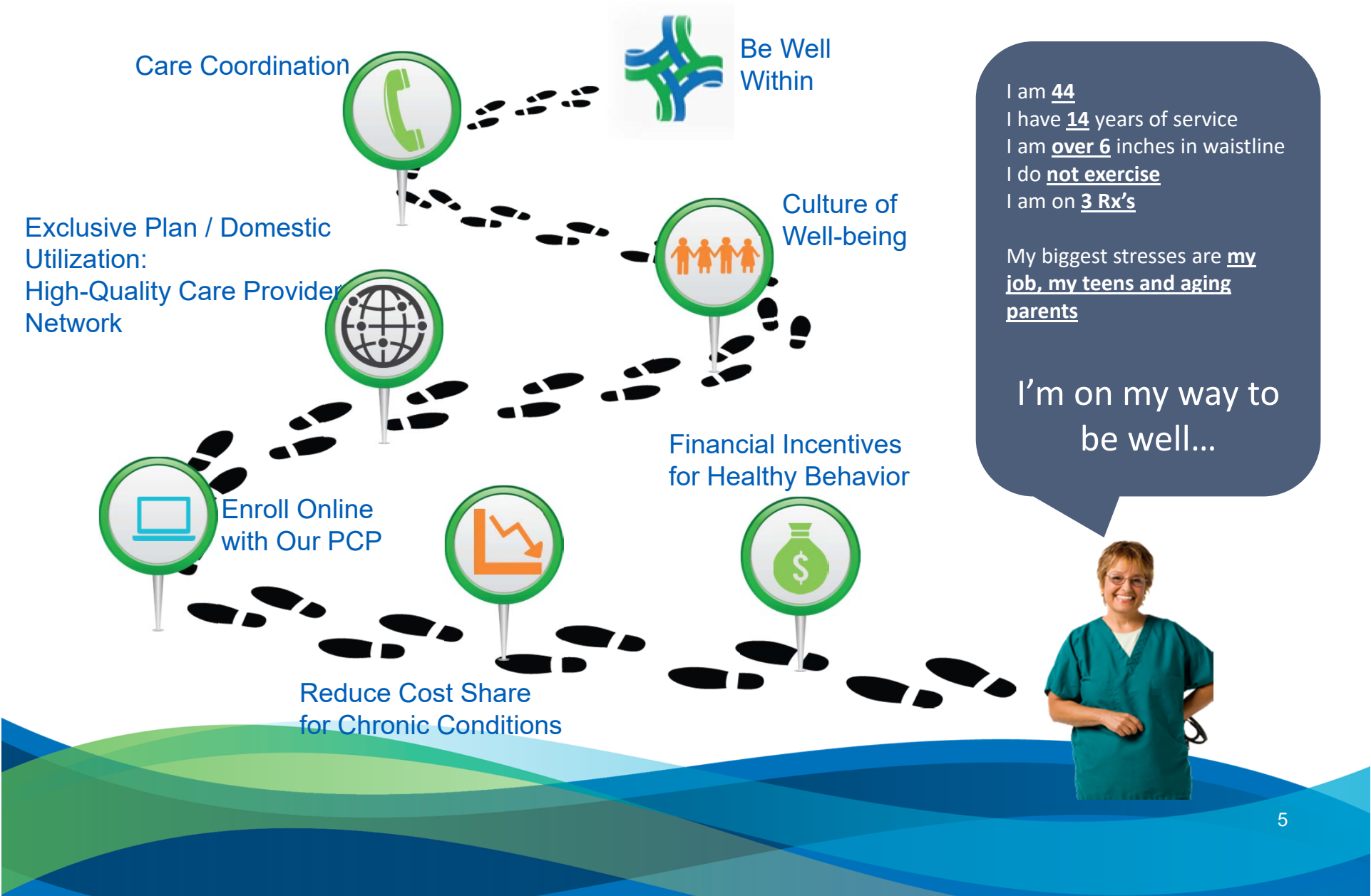
To genuinely enjoy being of service.

To make healthcare easier.

# Achieving the Triple Aim



# Journey to Health & Well-being



I am 44  
I have 14 years of service  
I am over 6 inches in waistline  
I do not exercise  
I am on 3 Rx's

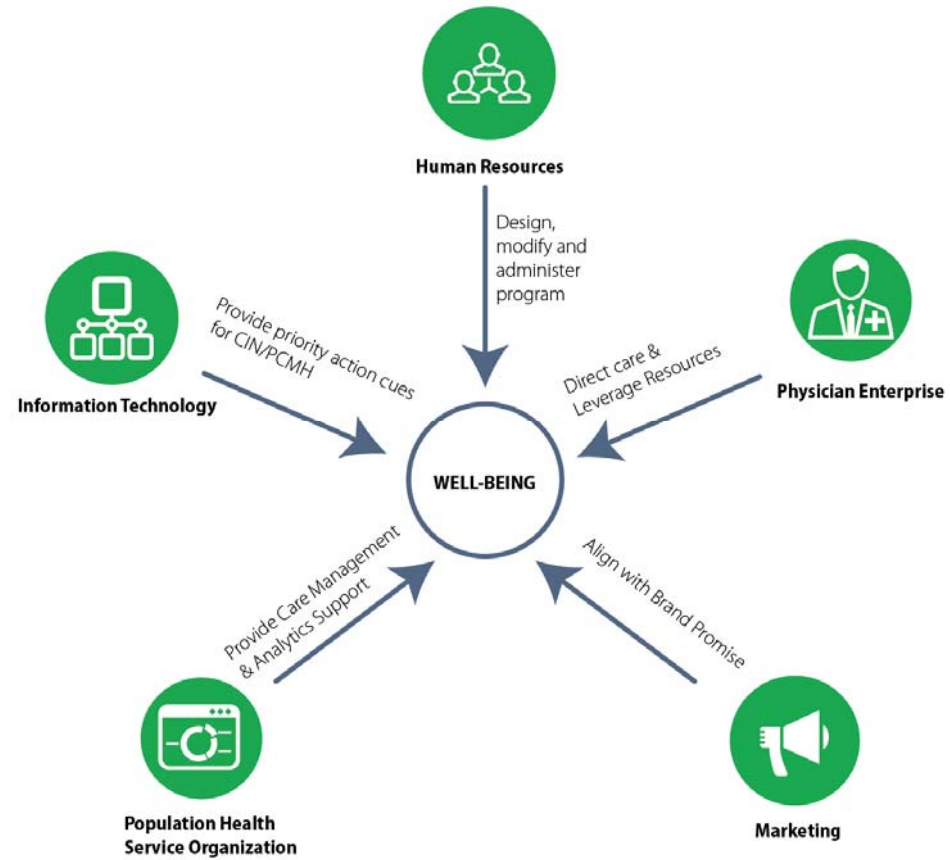
My biggest stresses are my job, my teens and aging parents

I'm on my way to be well...

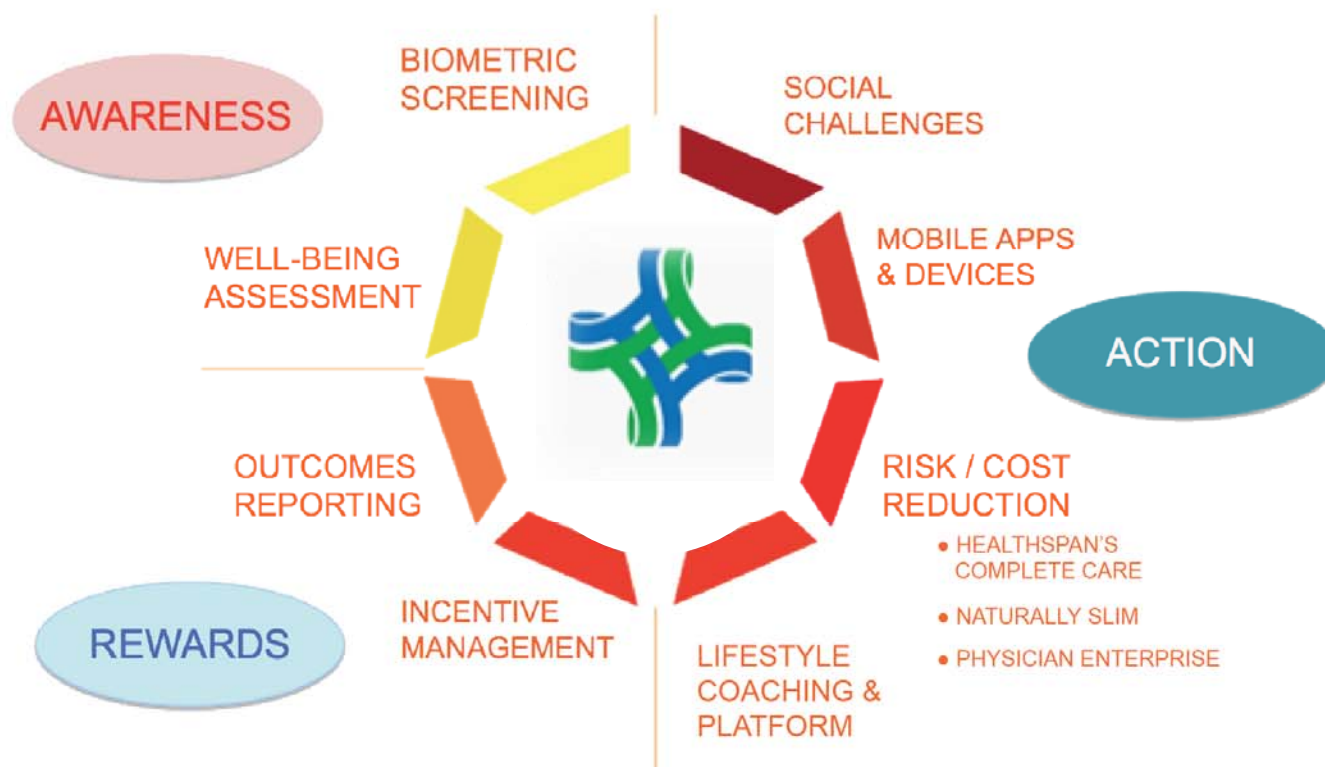




# When You Don't Make Tootsie Rolls . . . .



# What is Be Well Within?

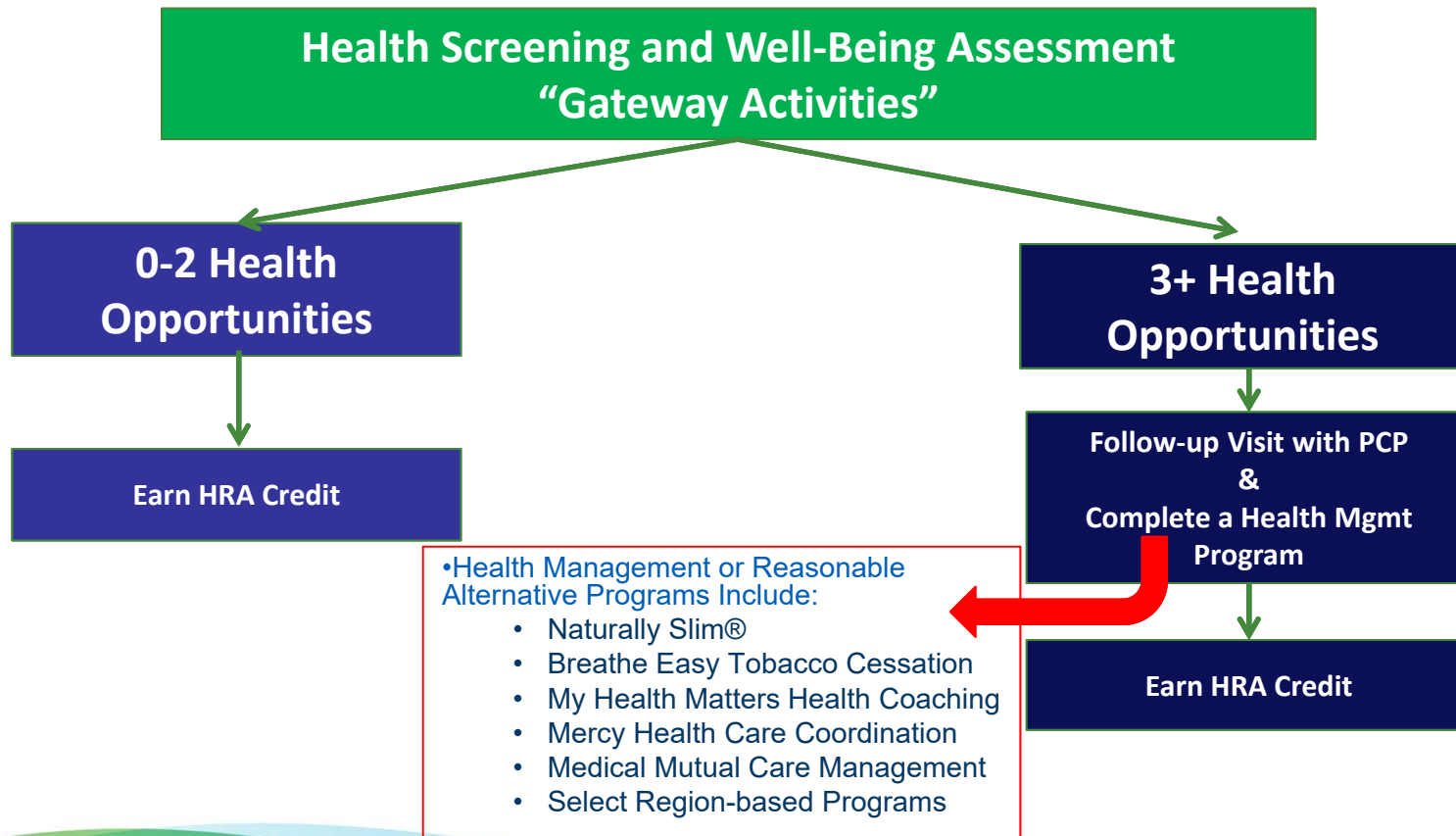


# What's in it for Members? (WIFM)

Benefit-Covered Employee Incentives	Covered Spouse Incentive	Waived Employee Incentive
\$500 HRA Credit, Sweepstakes entries	\$500 HRA Credit, Sweepstakes entries	Sweepstakes entries

- Health Reimbursement Account Dollars...
  - Can be used to help pay for in-network out-of-pocket medical and prescription expenses
  - Rollover year to year – as long as one remains employed with Mercy Health and elects medical coverage
- Sweepstakes...
  - Earn entries based on the Be Well Within level achieved by the deadline
  - Prizes include a variety of gift cards in 2017, and our grand prize “Recharge Retreat” – a \$5,000 travel voucher

# Our Outcomes Based Design



# Our criteria for Health Opportunities are based on Metabolic Syndrome risk

BIOMETRIC TYPE	TARGET RANGE	UNHEALTHY RANGE
HDL Cholesterol	<p><b>Men</b> Greater than or equal to 40 mg/dL</p> <p><b>Women</b> Greater than or equal to 50 mg/dL</p>	<p><b>Men</b> Less than 40 mg/dL</p> <p><b>Women</b> Less than 50 mg/dL</p>
Triglycerides	Less than 150 mg/dL	Greater than or equal to 150 mg/dL
Glucose*	Less than 100 mg/dL	Greater than or equal to 100 mg/dL
Blood Pressure	Less than 140/90 mmHg	Greater than or equal to 140/90 mmHg
Waist Circumference	<p><b>Men</b> Less than 40"</p> <p><b>Women</b> Less than 35"</p>	<p><b>Men</b> Greater than or equal to 40"</p> <p><b>Women</b> Greater than or equal to 35"</p>

\*A Hemoglobin A1c test will be included as part of your on-site Health Screening if your Glucose result is  $\geq 126$  mg/dL to provide you and your physician with additional information about your current health status.

# Comprehensive program offerings, cultural integrations and clinical alignment

## Other Health Management Resources

- Health & Well-being Coaching Suite
- LifeMatters® Work/life services
- Fitness Centers & Resources

## Clinical Alignment

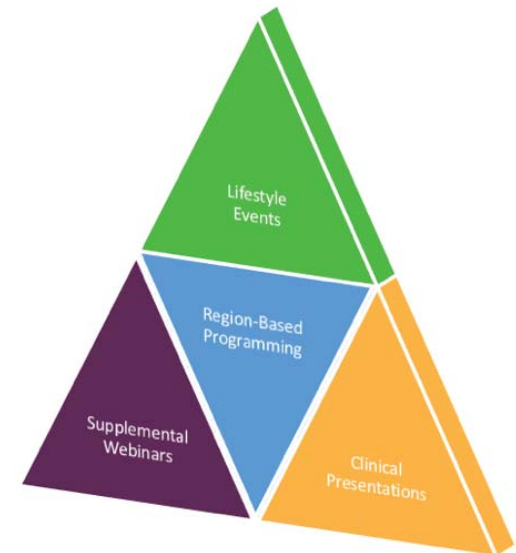
- Healthy, Happy Birthday Campaign
- Screening results to Electronic Medical Record
- Alignment to MHS target standards
- Be Well Within Centers (onsite clinics)

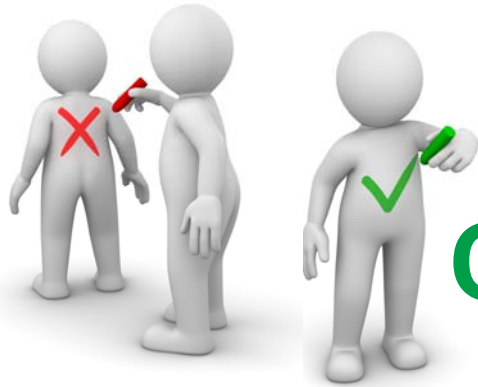
## Built Environment

- Point of Decision Cafeteria/vending signage
- Walking paths

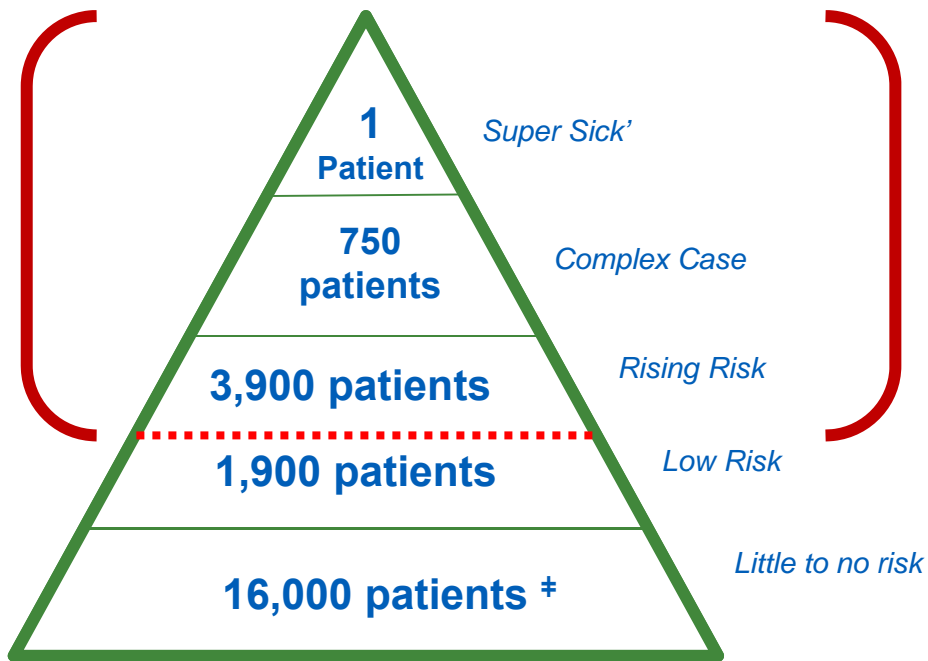
## Region-based programming

- Promote domestic utilization and achieve PC-6 goals for employee health plan





# Care Management Model



SOLUTIONS

Care Management

Lifestyle Management

Challenges & Resources

# Care Continuum Program

## 3 Components:

### Care Transitions

- Transitioning patients after Acute stay or ED visit for domestic & non-domestic populations
- Follow patient for up to 30 days

### Ambulatory Care Coordination

- Targeting Rising and Complex patient populations
- Focus on Chronic Disease Care management
- Focus on establishing patient self management skills

### Coordinated Care Network

- Alignment with Home Health, Skilled Nursing facilities (SNF) and Mercy Health Select on delivering amazing patient care, decreasing SNF utilization and length of stay

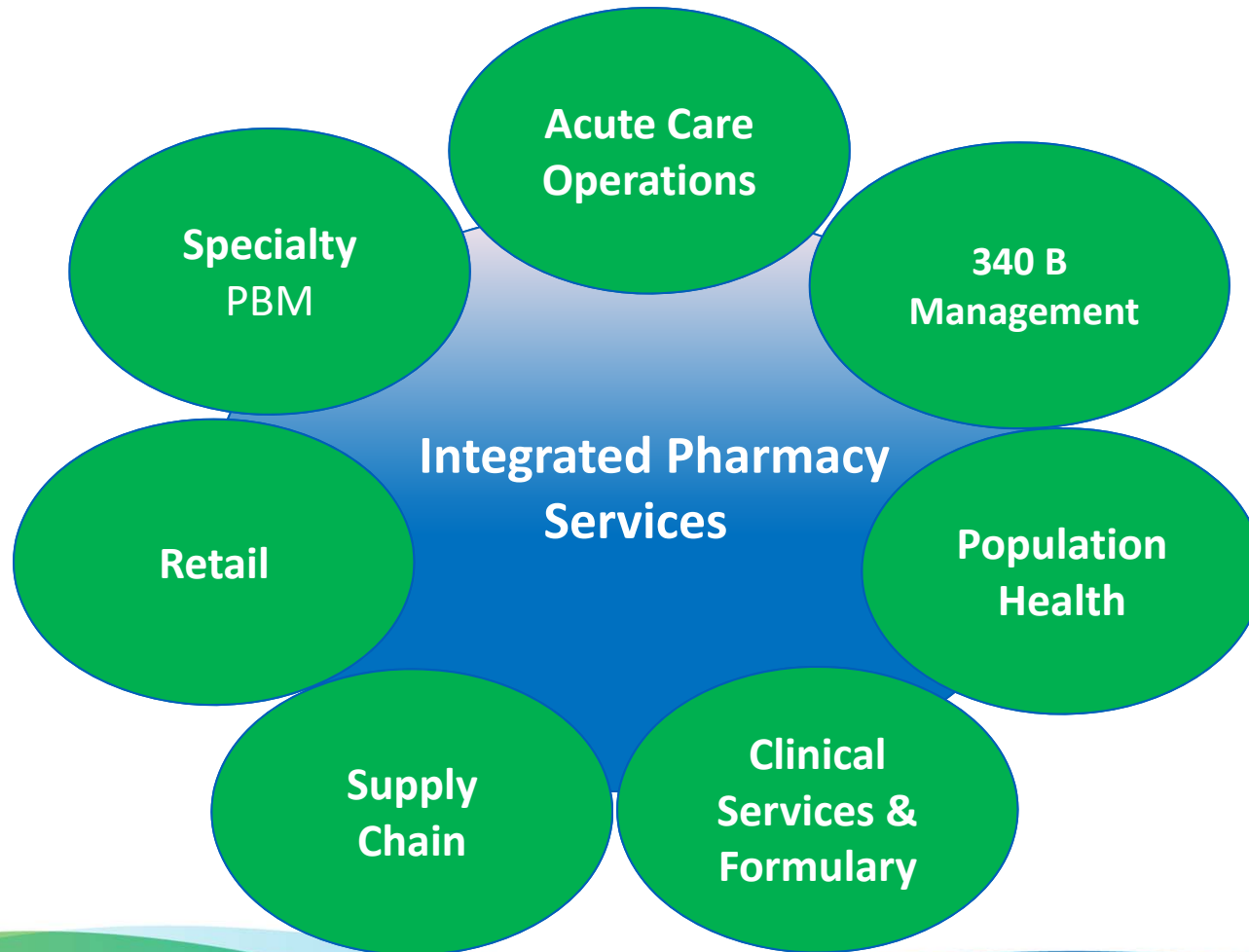


# Care Continuum Outcomes:

- ✓ Readmissions reduced
- ✓ Unnecessary ED visits reduced
- ✓ Unnecessary admission reduced
- ✓ Length of stay reduced
- ✓ SNF utilization reduced
- ✓ Increase in patient physician follow up appointments within 7 days



# Integrated Pharmacy Structure



# “The Mercy Pharmacy Tool Box”



# Retail Pharmacy Strategy

A prescription filled through a Mercy Health Pharmacy saves the employee benefit on average \$20 per prescription. Specialty saves approximately \$150 per prescription.

- Transitioned Riverfront to Mercy Health Pharmacy – Mail order for whole system
- Implemented new retail software and new automation in December 2015
- Retail pharmacy locations in every region
- Implementing new software into all sites in 2017
- Central fill to backfill employee Rx's

# PBM/Specialty

- Domesticated all employee prescriptions – added 1 fill rule
- Domesticated all specialty prescriptions
- Management of PBM (Medimpact) formulary with HR
- Engage population health pharmacists to optimize employee prescriptions
- Continuously identify opportunities to stop/modify specialty medications

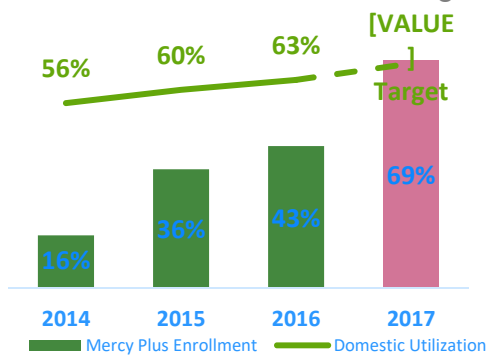


**Driving Outcomes**

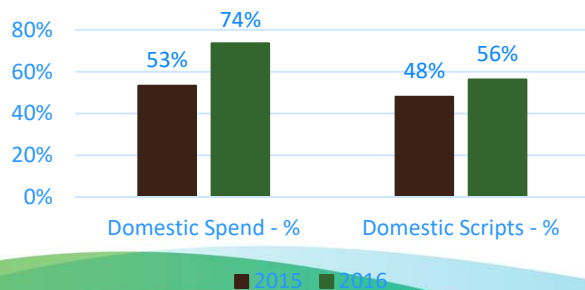
# HR-Benefits is advocating for the Triple Aim among our 47,000+ employees and family members

Four examples:

- 1 Increased Mercy Plus Plan enrollment which will drive domestic utilization growth in 2017



- 3 Aggressive Pharmacy design and network strategies are increasing domestic utilization and bringing down pharmacy trend



- 2 Creating appropriate linkages in care management between Mercy Health Select and MMO



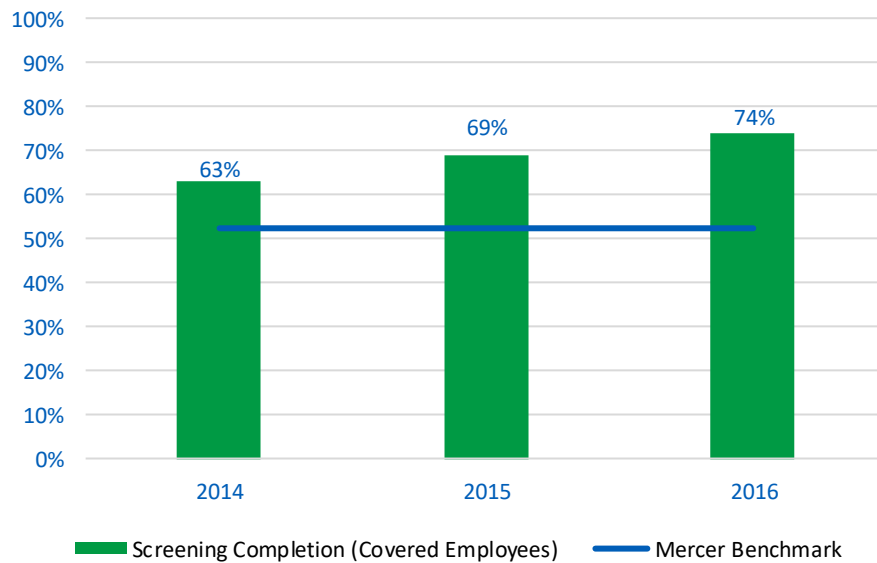
- 4 HR partners with clinical leadership to create more awareness (and accountability) in improving clinical and cost outcomes

Employee Health Plan - Clinical Operations Performance Report  
January 2017  
Clean With Mock Data

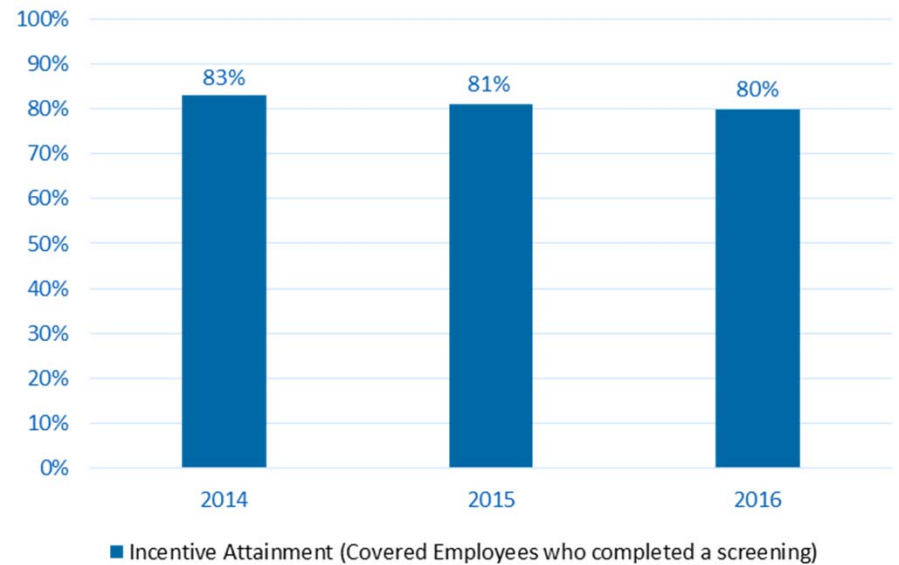
	Regional Rankings							System Avg	System Goal
	1	2	3	4	5	6	7		
<b>Amazing Patient Care</b>									
EHP PCS Combined Score	Springfield - 2/5	C - 2/5	Lo - 1/5	Li - 1/5	Y - 1/5	T - 1/5	K - 1/5	1.3/5	3/5
EHP IP Admits per 1,000	Youngstown - 73.7	Lo - 74.6	K - 77.9	C - 79.6	T - 80.7	S - 81.3	Li - 88.9	79.4	56.7
EHP ED Visits per 1,000	Lima - 187.9	C - 210.4	Y - 220.8	K - 231.9	T - 241.7	S - 256.4	Lo - 272.5	224.4	200.9
<b>Operational Excellence</b>									
EHP Dom. Utilization	Toledo - 74.5%	Li - 67%	Y - 65%	K - 58%	C - 56%	S - 54%	Lo - 53%	61.0%	68.0%
Variance to EHP Projected Spend	Cincinnati - 90.3%	T - 101.2%	S - 104.0%	K - 104.4%	Lo - 105.8%	Li - 107.8%	Y - 109.0%	103.2%	100.0%
<b>Creating the Future</b>									
% of EHP Mbrs w/ACC - High & Rising BUS	Cincinnati - 9.7%	Lo - 8.5%	T - 7.9%	S - 6.8%	Li - 4.3%	Y - 4.1%	K - 3.7%	6.4%	0.0%
	Cincinnati	Ky.	Lima	Lorain	Spring.	Toledo	Young.		
Goals Attained	4/6	2/6	1/6	2/6	1/6	2/6	2/6		
Composite Score	4	2	1	2	1	2	2		

# Participation in Be Well Within's outcome-based design remains high and rewards participants who are healthy or rigorously pursuing improve health.

Screening completion has improved over three years and exceeds Mercer's benchmark



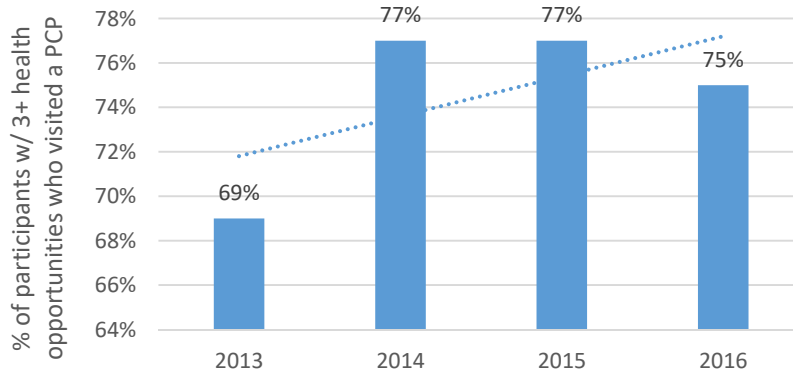
Those who participate in the screening and complete requirements to earn an incentive has remained high



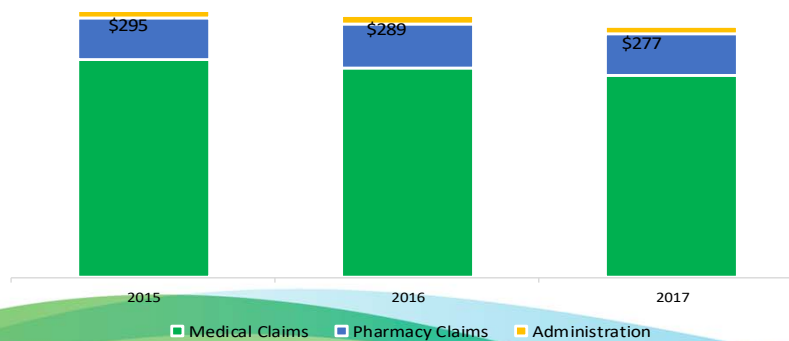


# Be Well Within is activating members to manage health risks with our clinical partners

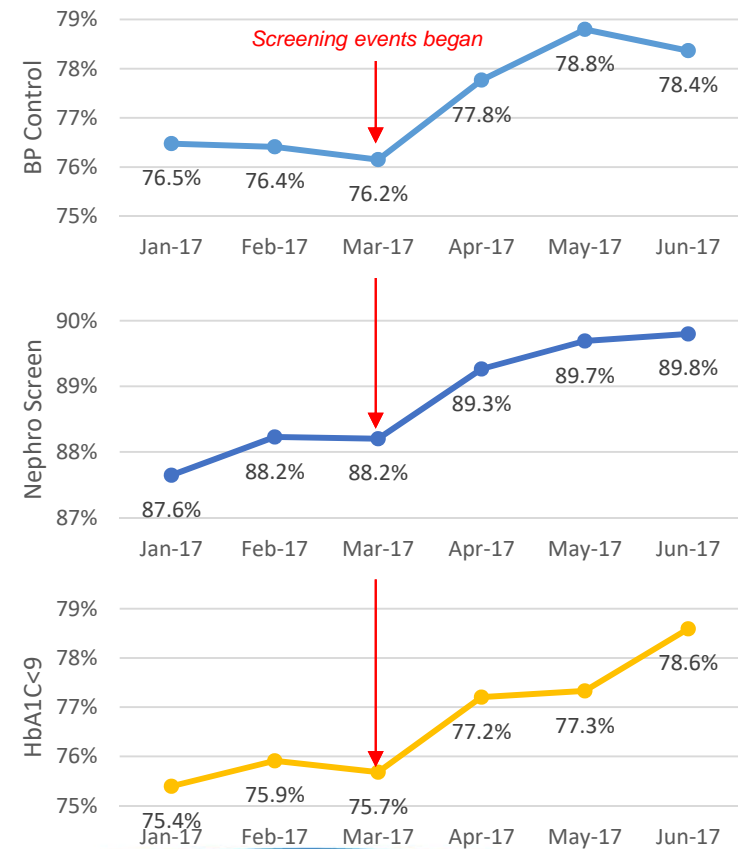
Be Well Within has driven our sickest participants to PCPs



2017 Medical Plan spend is expected to be less than 2015 & 2016 (in millions)

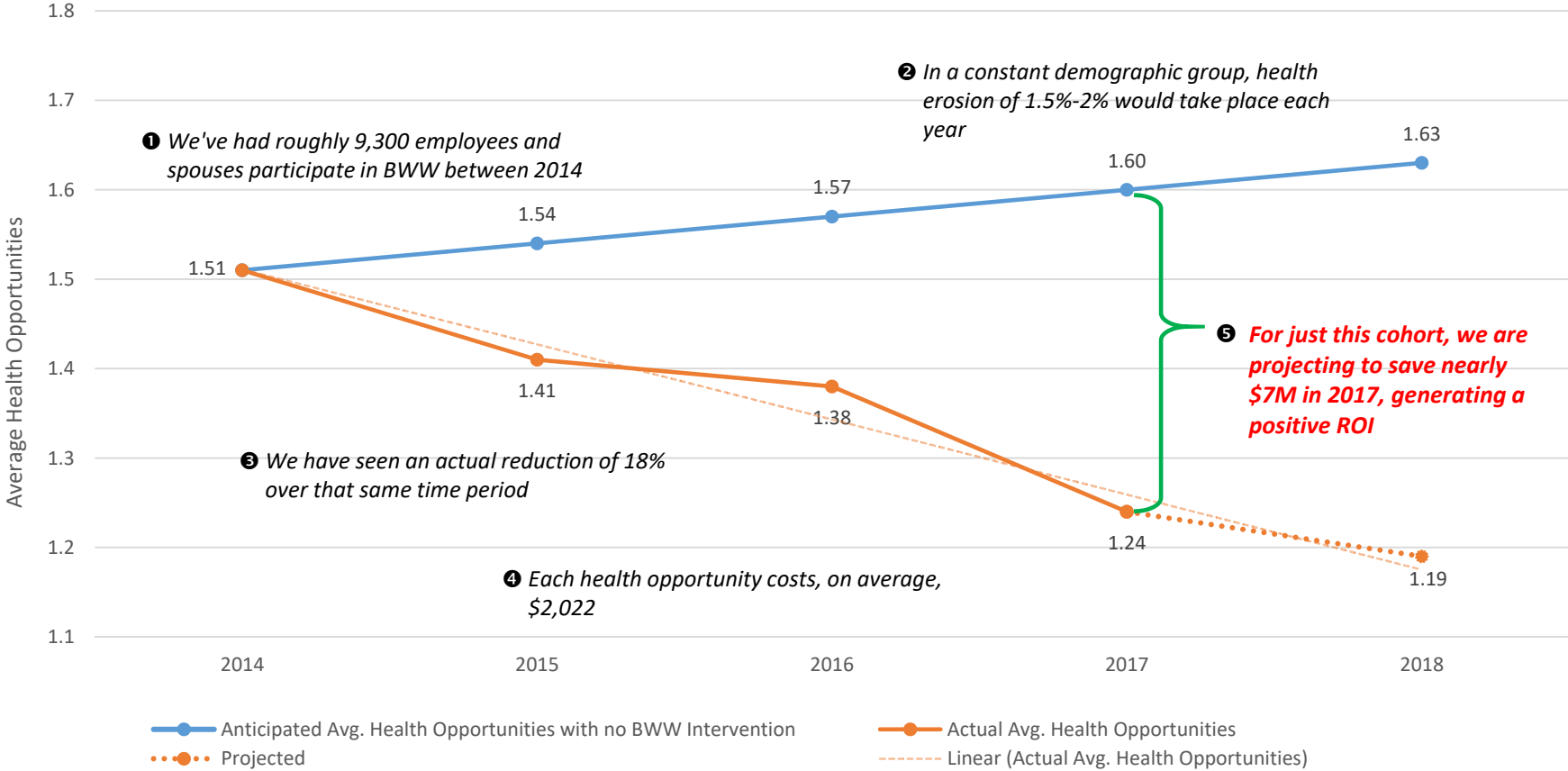


Our Be Well Within screening events are improving PC-6 measures



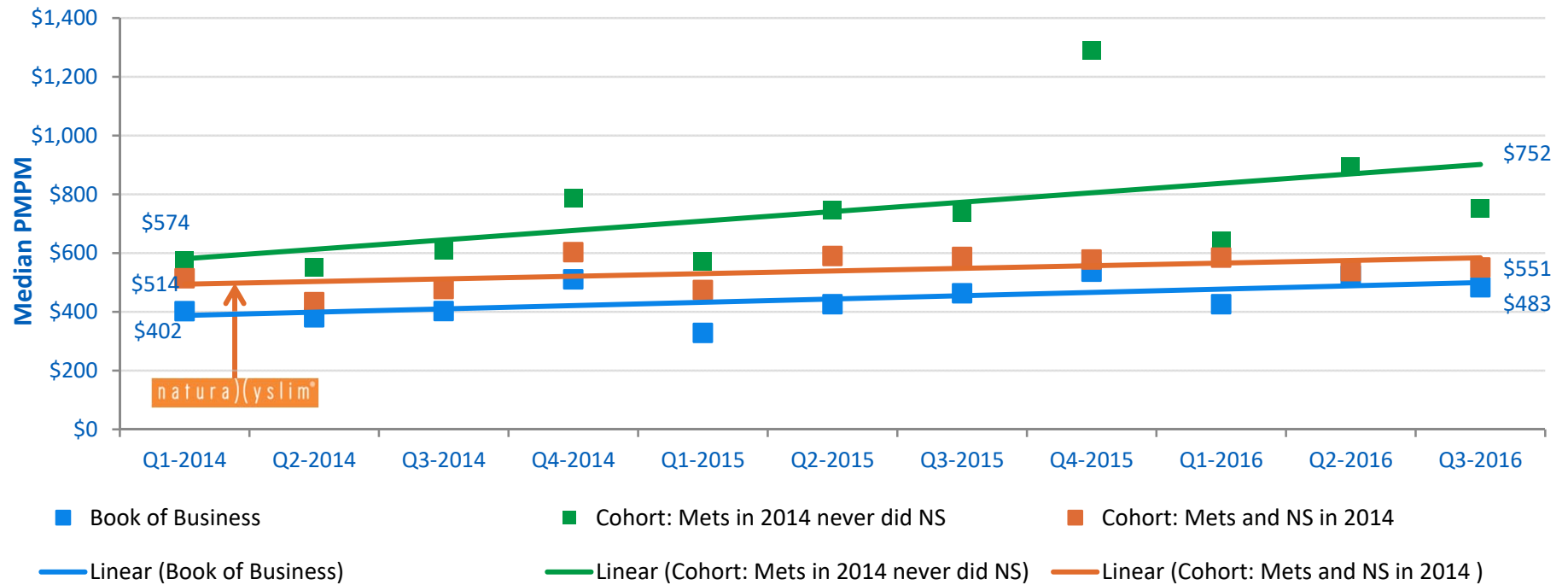
# Be Well Within has reduced Metabolic Syndrome risk by 18%, driving positive ROI

The average number of health opportunities has fallen 18% since 2014, saving the Ministry millions in annual health expense



# The Naturally Slim® program has produced positive clinical and financial outcomes for participants and the health plan

The BWW Naturally Slim cohort group with 3+ health opportunities has experienced a 3.4 ROI





**Looking Ahead**

## CHALLENGE

## ACTION

## RESULTS



Year-over-year pharmacy trend of 15%+, including 40%+ specialty trend

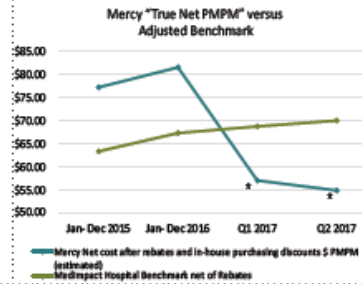
In partnership with Mercy Health Pharmacy, we've used plan design and member outreach to:

- Increase domestic scripts 50%
- Increase domestic spend 95%

Moved infusion therapy from medical plan to pharmacy plan to save Ministry \$1.9M annually.

Taking advantage of manufacturer copay assistance cards to save Ministry \$1.5M annually.

Reduced trend from 2015 to 2017




4,500 employees and family members with diabetes; roughly 400 with out of control diabetes

Mercy Health Select & Mercy Health Pharmacy are developing a Ministry-wide aligned diabetes management program.

Offering up to \$1,000 in waived copays to diabetes patients in exchange for full adherence.



5% improvement in number of patients with controlled HBA1C

5% improvement in medication and formulary adherence



Employee Emergency Room utilization exceeds benchmark by 15%

Transfer center is developing a nurse triage capability for employees to guide them to a lower cost care if an ER visit is not appropriate.

Non-emergent ER visits that don't call the triage line will be penalized \$200.



Projected to reduce utilization from 225 ER visits per 1,000 members to 200 per 1,000 members



**Discussion / Questions**