

# The Employers Centers of Excellence Network

# ECEN

Concurrent Session IV

Wednesday, June 8, 2016

Sixth National Bundled Payment Summit

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Pacific Business Group on Health

# Session Overview

Vision for Moving the Market

Value for All Stakeholders

ECEN Success Factors

Proven Outcomes

## Vision for Moving the Market

Value for All Stakeholders

Success Factors

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# What is the ECEN?

A successful program by employers for employees that identifies and provides access to high quality care for employees and dependents, while creating cost predictability and downstream savings through prospective bundled payments and improved outcomes.



Quality Driven



Turnkey Implementation

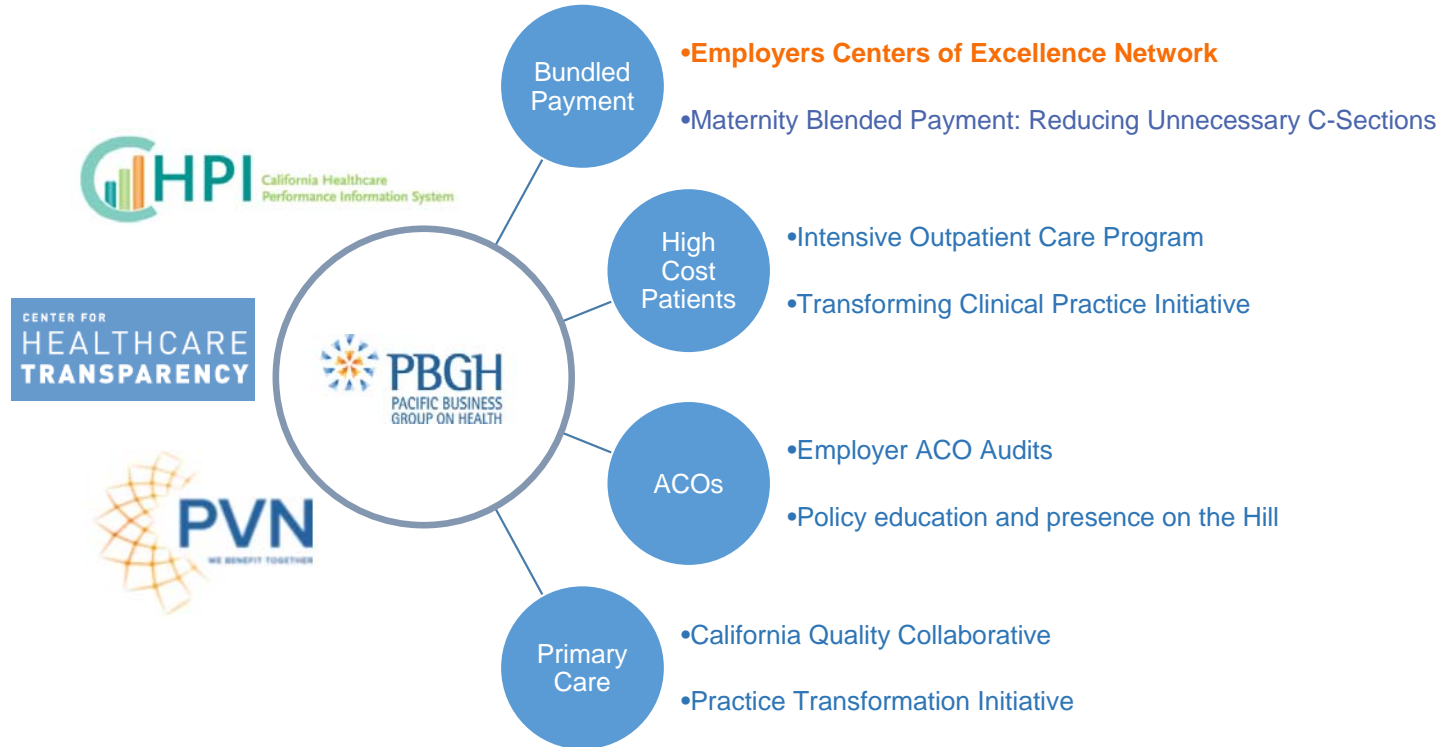


Patient-Focused



Quantifiable Return on Investment

# Pacific Business Group on Health



# Moving the Market Together

*“The ECEN is sending a signal to the market that employers will no longer settle for unpredictable, unnecessarily expensive and unreliable care.”*

---

David Lansky

President and CEO,  
Pacific Business Group on Health



Vision for Moving the Market

**Value for All Stakeholders**

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# ECEN Participants

## PURCHASERS



## PATIENTS



## PROVIDERS





# Purchasers



# Purchasers



MCKESSON

jetBlue

Walmart 

*“The Employers Centers of Excellence Network capitalizes on the strength of PBGH to organize and deliver a program that provides our associates with exceptional care, the right treatment at the right time.”*

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Sally Welborn

Senior Vice President,  
Global Benefits, Walmart

# Turnkey Implementation & Management

*“We realized immediately this was something we could easily do for our employees that would have a major impact on their lives.”*

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Gerri Burruel

VP Total Rewards  
McKesson



# Alignment with Existing Benefits

## Promotes Consumer Engagement:

- Patients educated about quality differentials
- CoEs employ shared decision-making
- Caregivers part of the healthcare team

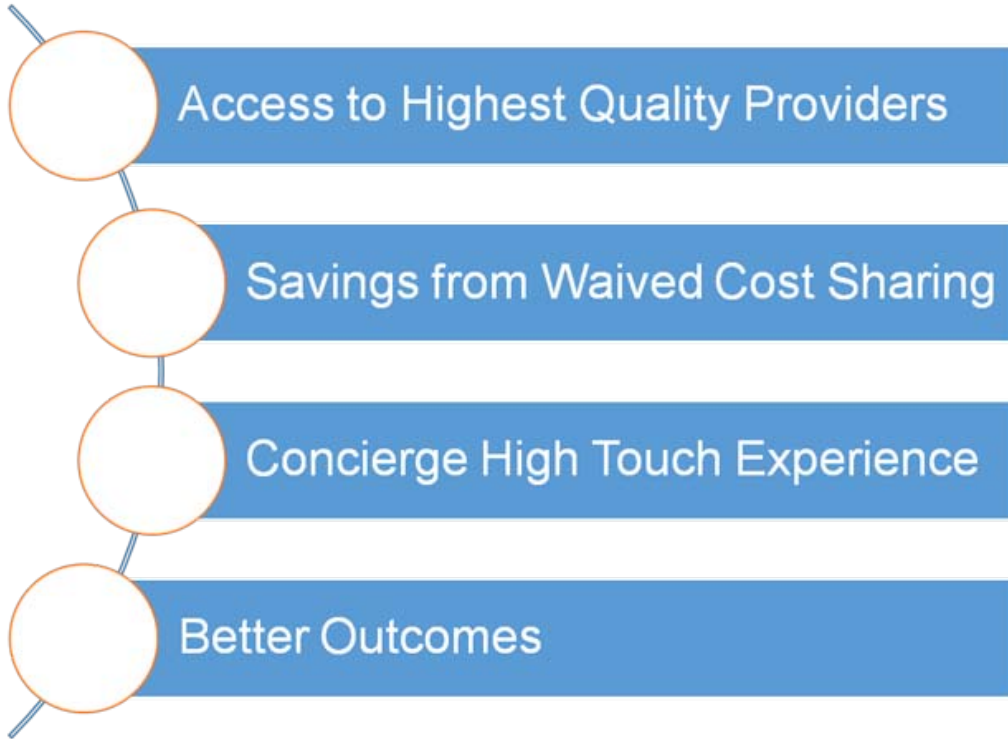


## Bolsters Population Health:

- Assists patients in finding a home provider
- Dental health requirements
- BMI ceilings
- Nicotine free directive



# Patients



# Patients

“The whole experience was remarkable, how everything was handled and how they took care of you. Everything was great! It’s an excellent program and I hope everybody has the same good experience I had.”

- Lowe’s employee (joint replacement)



# Feedback from ECEN Patients



*"We cannot say enough good about our experience and we would encourage anyone who may need help that is eligible for the Centers of Excellence Program to make the contact and follow through with the program."*

- Lowe's employee (spine comprehensive evaluation)

*"The professionalism of everyone involved in the program from start to finish was superb. The folks at Health Design Plus were excellent, their assistance made all the pre-operation administrative requirements easy...the total experience was on cruise control. The medical care provided by the nurses and doctors, first class...simply the best!"*

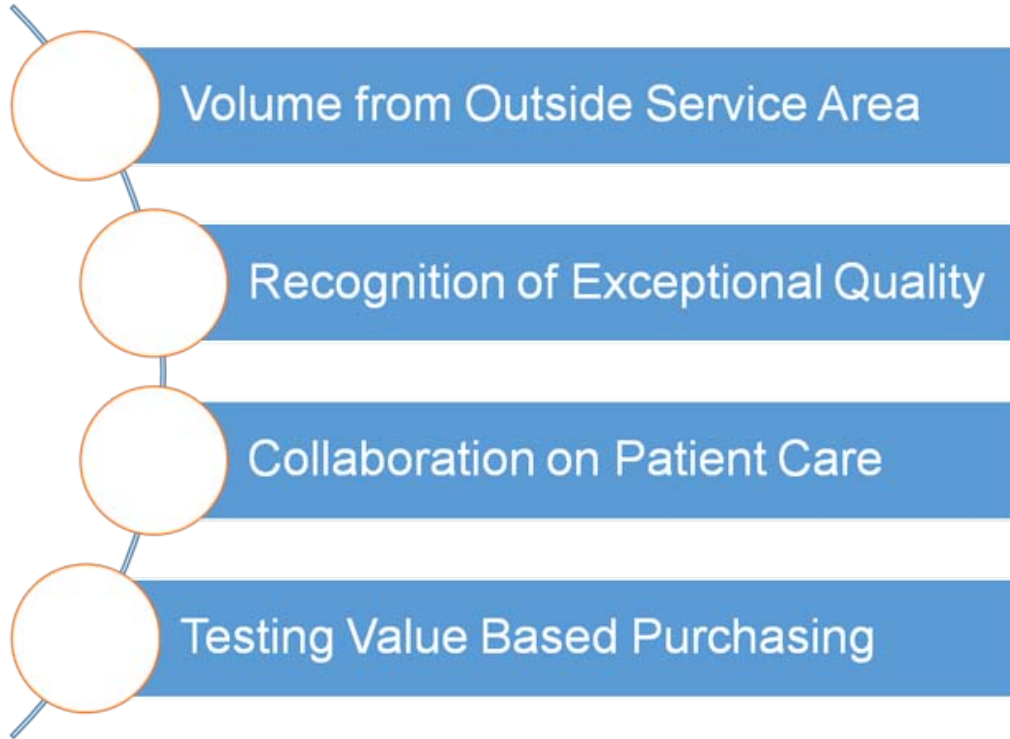
- McKesson employee (hip replacement)



*"This really is a Center of Excellence. They had a vision for what a facility could be and here it is. Plus, they have the right team in place to make it all happen."*

- Walmart employee (knee replacement)

# Providers





# Providers



*“Through the ECEN, we have the opportunity to partner with other Centers of Excellence to continuously enhance the care we deliver and set the standard for travel joint replacement programs.”*

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**Dr. Harpal Khanuja**

Chief, Orthopaedic Surgery  
Johns Hopkins Bayview  
Medical Center

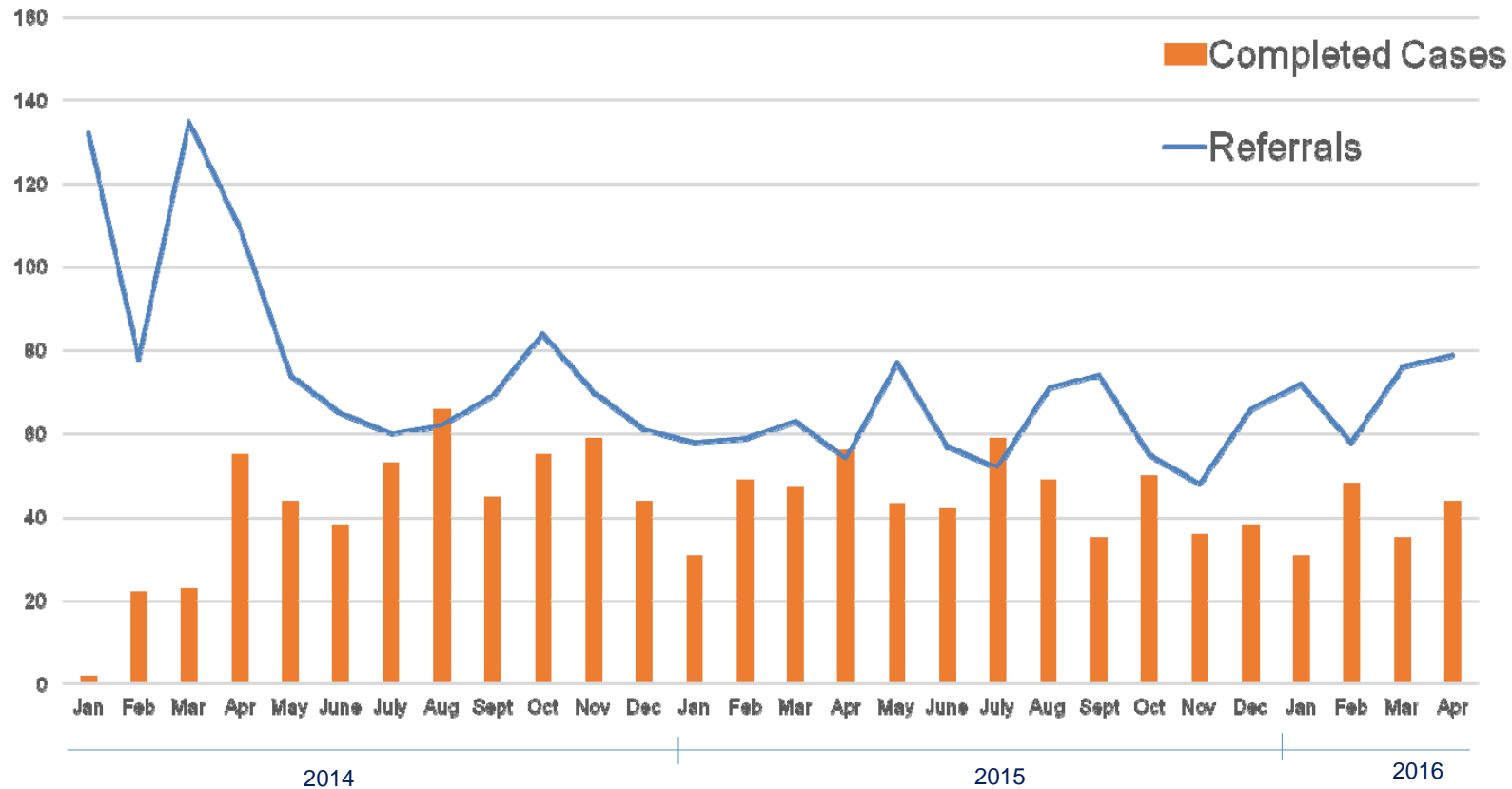
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# Consistently High Utilization



# ECEN In Action

## Joint replacements

(1/1/2014 to 4/30/2016)



# CoE Evaluation Criteria

## Rigorous, multi-step evaluation process

- Preliminary Review (geography, experience and public data)
- Invited RFI
- Team Assessment Call
- Comprehensive RFP
- In-person site visit

## Center and select surgeons approved

## 20+ outcome metrics considered

## Prospective bundled payment requirement

### Joint Replacement and Spine Procedure Centers of Excellence

	Preliminary Review	Invited Request for Information	Team Assessment Call	Request for Proposals	In-person Site Visit	Selected
Number of Centers	175	55	22	17	9	5

# ECEN Benefit Design

## Prospective Episode-Based Bundled Rate:

- DRG-based episodes
- 7-10 days in CoE city
- All procedure-related care from onsite pre-op through “clear to travel” visit
  - Labs and diagnostics, Physician fees, Anesthesia fees, Hospital fees, DME, Outpatient or Home Health PT

## Associated Covered Expenses

- 100% benefit
  - Waived deductible\*
  - Waived copayment or coinsurance
- Travel expenses for patient and caregiver
  - Flight or mileage, hotel, daily stipend

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# Return on Investment

*“We were able to get a bundled price, which actually enables us to save money on every single operation...The mere fact that people now think about what they’re doing [also] helps us control costs across the board.”*

Bob Ihrle

Senior Vice President,  
Compensation and Benefits  
Lowe's



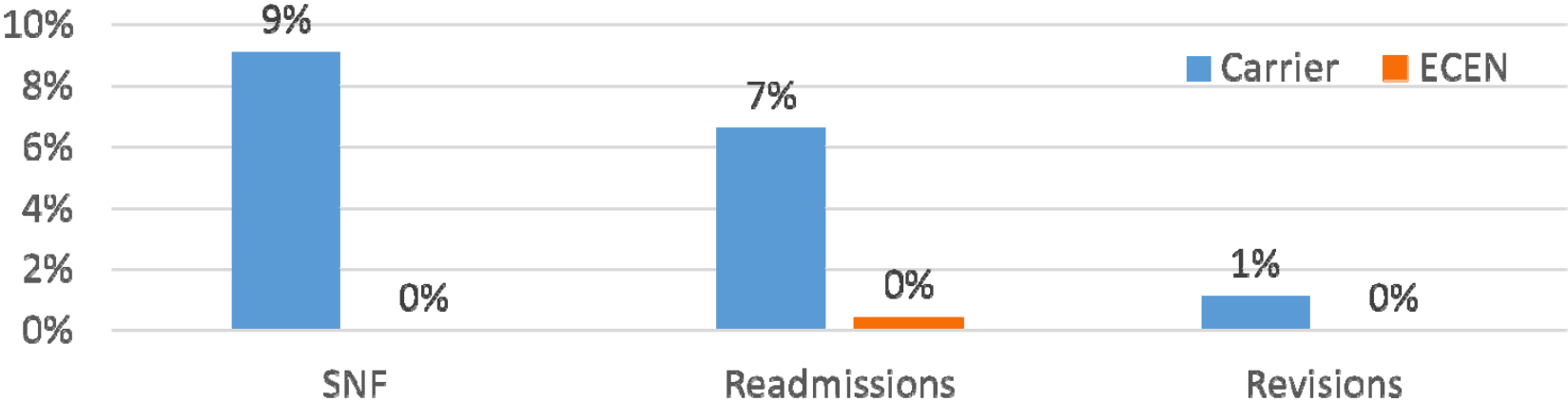
## Lowe's Utilization

Joint Replacement Cases	Carrier	ECEN
1/1/14 – 12/31/14	350 (60%)	231 (40%)
1/1/15 – 9/30/15	275 (64%)	158 (36%)



# Lowe's 2014 Outcomes

Quality Metric	Carrier	ECEN
Discharge to Skilled Nursing Facility	9.1%	0.0%
Readmissions < 30 Days	6.6%	0.4%
Revisions within 6 months	1.1%	0.0%



# Lowe's 2014 Appropriateness

## Approved for surgery

### Pending

- Need to reduce BMI
- Need to stop nicotine use

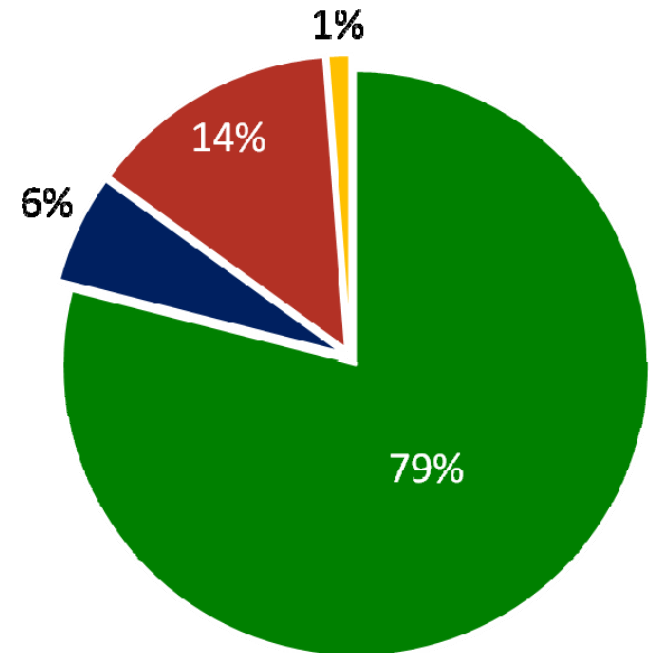
### Not Appropriate (Avoided)

- Most followed CoE recommendation
- Needed to attempt conservative therapy
- Previous misdiagnosis

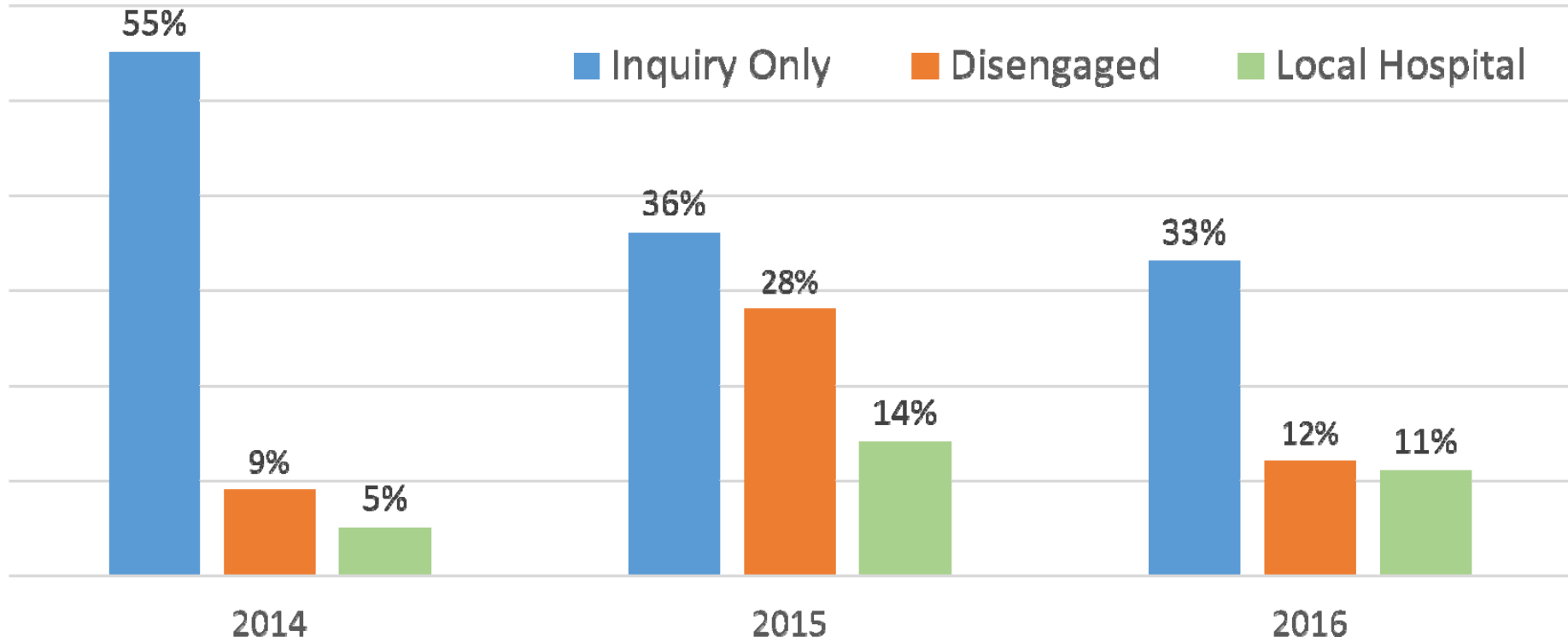
### Not Appropriate (had surgery outside ECEN)

- Subset had surgery against CoE recommendation of the CoE
- Patients paid cost-share under traditional benefit

Saved Lowe's nearly \$1M from avoided, inappropriate care



# Primary Reasons for Closed Intakes

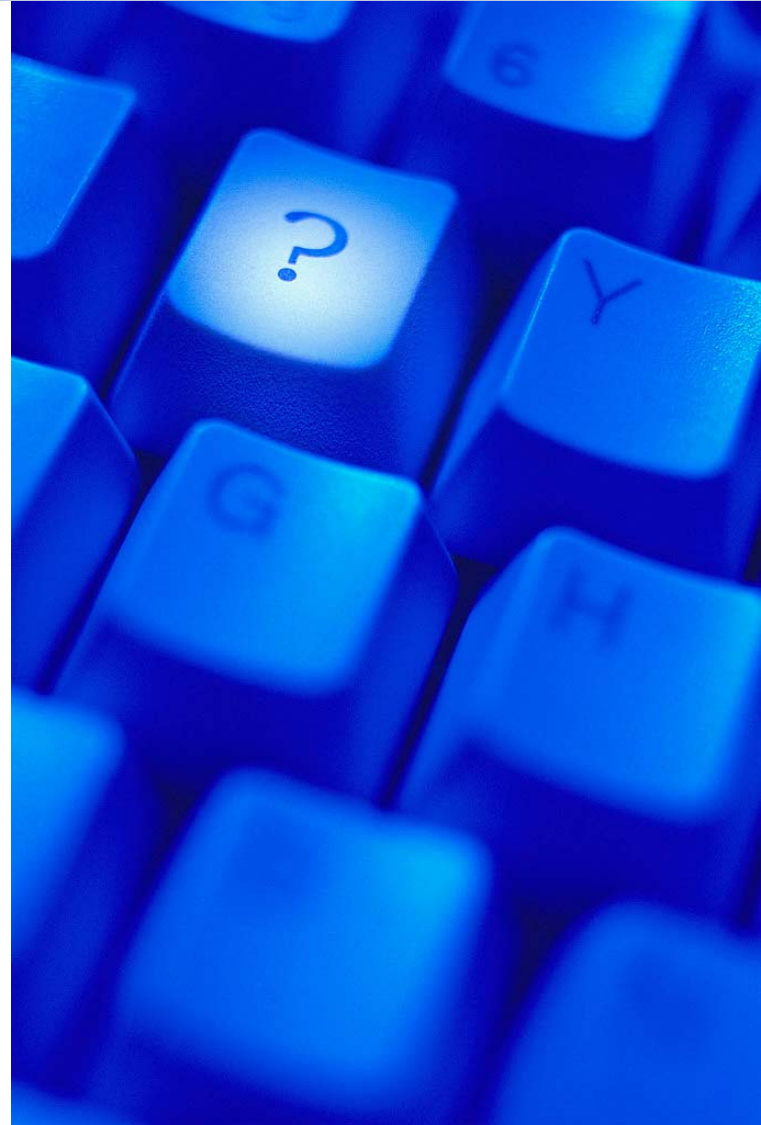


# ECEN Joint Replacement Complication Rates

Metric	Timeframe	ECEN Rates 2015 N=535
Procedure-related mortality	30 days (Bree, CMS)	0%
Mechanical complications	90 days (Bree, CMS)	0%
Wound infection/peri-prosthetic joint infection requiring incision and drainage/revision/removal	90 days (CMS)	0%
Surgical site bleeding requiring incision and drainage	30 days (Bree, CMS)	0%
Pulmonary Embolism	30 days (Bree, CMS)	0%
Acute myocardial infarction	7 days (Bree, CMS)	0%
Pneumonia	7 days (Bree, CMS)	0%
Sepsis/septicemia	7 days (Bree, CMS)	0%

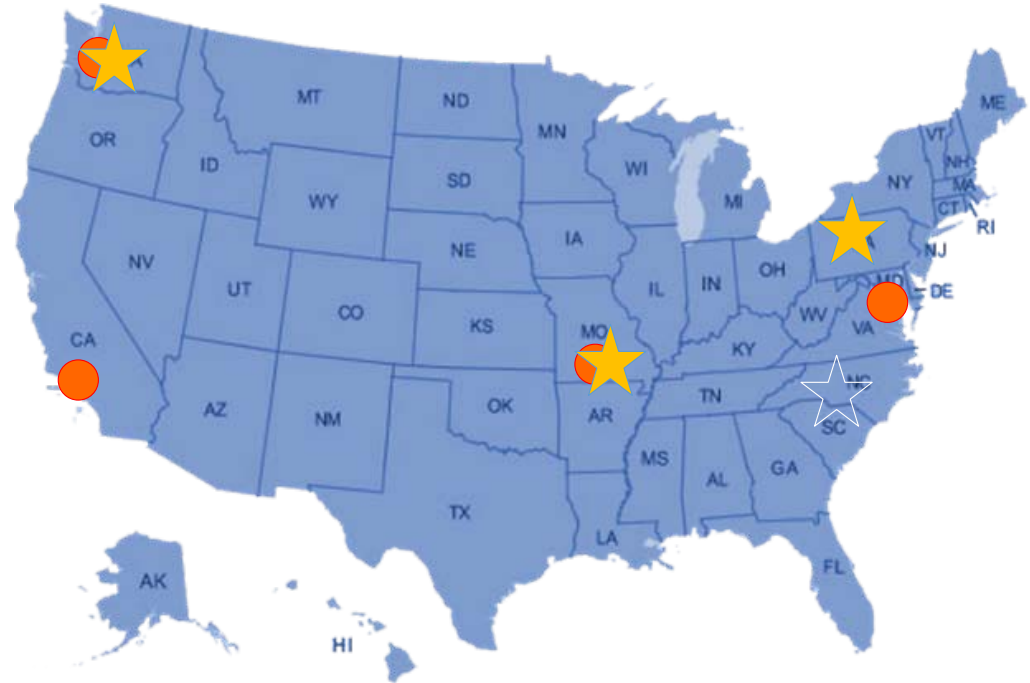
# Questions & Answers:

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# ECEN Centers of Excellence

- ★ ● Virginia Mason Medical Center *Seattle, WA*
- ★ ● Mercy Hospital, Springfield *Springfield, MO*
- Kaiser Permanente Irvine Medical Center *Irvine, CA*
- Johns Hopkins Bayview Medical Center *Baltimore, MD*
- ★ Geisinger Medical Center *Danville, PA*



- Joints
- ★ Spines

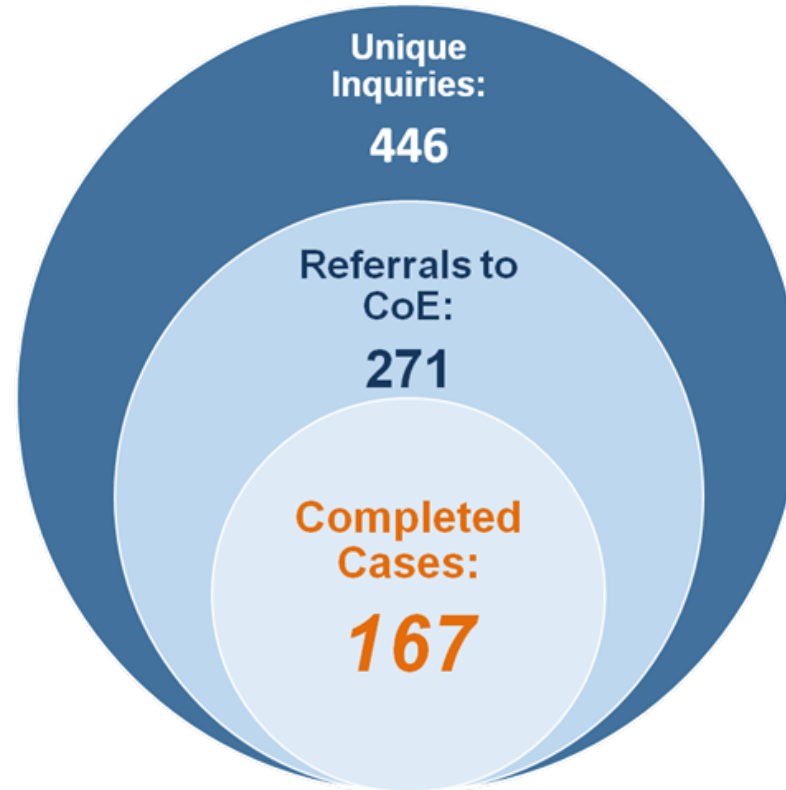
# Program Snapshot by Condition

	Joint Replacement	Spine Procedures	Bariatric Surgery
<b>Launch Date</b>	January 1 <sup>st</sup> , 2014	April 1 <sup>st</sup> , 2015	January 1 <sup>st</sup> , 2016
<b>Number of CoEs</b>	4	3	2
<b>Bundled Price</b> (discount)	20-30%	20-30%	30-40%
<b>Format</b>	Virtual evaluation Travel for surgery	Virtual review, travel for in-person evaluation and/or surgery (one trip)	Virtual review, travel for in-person evaluation and/or surgery (two trips*)
<b>Site of care</b>	All inpatient procedures	Inpatient and ambulatory procedures	All inpatient procedures
<b>Other features</b>	Includes initial outpatient physical therapy	Both surgical and non-surgical eligible for travel	One year standardized virtual follow up
<b>Volume</b> (launch to 4/30/16)	Intakes: 3543 Referrals: 2018 <b>Completed Cases: 1199</b>	Intakes: 446 Referrals: 271 <b>Completed Cases: 167</b>	Referrals: 137 Evaluation Trips: 42 <b>Completed Cases: 5</b> scheduled

# ECEN in Action

## Spine procedures

(4/1/2015 to 4/30/2016)





## STEP 1



**Employee learns about the ECEN** via employer, flyers, direct mail pieces and patient testimonials

## STEP 2



**Interested employee contacts HDP directly;** HDP Member Advocates provide information and distributes information packet

## STEP 3



**HDP requests information,** handles confirmation of program eligibility, and HDP Nurses initiate patient referral to the CoE and offer additional support

## STEP 4



**CoE reviews patient,** submits plan of care to HDP and schedules surgery if medically appropriate; HDP coordinates employee and caregiver travel

## STEP 5



**In CoE city Patient Navigators** provide 24/7 support; patient receives surgery; HDP and CoE partner to monitor patient care experience

## STEP 6



**Transition home** includes CoE and home provider handoff; HDP supports home carrier on discharge planning needs; employee returns home