Cleveland Clinic
Making Healthy Choices
Wellness Roadmap - The Journey to a Culture of Health and Wellness

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Cleveland Clinic

- Not-for-profit multi-specialty group practice
- 220 care locations in Ohio, Florida, Nevada, Canada and Abu Dhabi
- Physicians and Scientists: 4,000
- Total Caregivers: 52,000
- Clinical Visits: 5.1 million
- Surgical Cases: 200,808
- Admissions: 157,474
- Total Beds: 4,450
- Revenues: $8.4 billion
Employee Health Plan

• Self insured
• 49,000+ employees
• 102,000+ covered lives
• $410M Claims
• Medical, Pharmacy, Behavioral and Wellness
• Tier 1 Network/Quality Alliance: No deductible or co-insurance (95% of claims)
• No high deductible plan
Vision for Wellness

“Cleveland Clinic has taken the lead, advocating for wellness and prevention nationally, in our community and among our own employees.”

- Dr. Toby Cosgrove
WELCOA Benchmark 1
Committed and Aligned Leadership

- Dr Toby Cosgrove started Wellness initiatives in 2005 when he became CEO
- Leading Well initiative to get all managers and directors engaged with wellness
- Videos and communications featuring physician leaders to promote wellness
- Board of Directors committed to wellness for Caregiver employees and communities
Cleveland Clinic Wellness

- 2005: All campuses smoke free
- 2006: Employee Wellness department
- 2007: Stopped hiring active smokers
- 2008: Wellness Institute created
- 2009: EHP covers wellness programs
- 2010: Healthy Choice program launches
- 2018: Office of Caregiver Experience
Wellness Vision Continues

“We are here for patients first, but we can’t succeed unless we take care of ourselves. As CEO, I see my job as taking care of the people who take care of the patients”

Tom Mihaljevic, M.D.
CEO, Cleveland Clinic
WELCOA Benchmark 2
Collaboration in Support of Wellness

• Wellness Champions are trusted on-site leaders to promote wellness program participation

• Unique opportunity and challenge of designing and implementing wellness programs at a hospital

• Multiple areas involved in wellness:
Cleveland Clinic Collaboration in Support of Wellness

- Employee Health Plan
- Occupational Health dept
- Human Resources
- Employee Wellness dept
- Wellness Institute
- Education Institute
- Marketing/Employee Communications
- Office for Healthy Environment
- NEW 2018: Office of Caregiver Experience
WELCOA Benchmark 3
Collecting Data for Wellness Strategy

- Participation data is first step (daily tracking)
- ROI data includes medical/pharmacy spend and utilization (monthly)
- Outcomes data (quarterly)
Trended EHP Paid PMPM by Quarter
(Medical and Pharmacy Claims)

Annual Trend 2004 - 2009 = 7.5%
Annual Trend 2010 - 2016 = 2.8%
Annual Trend 2013 - 2Q2017 = 0.6%

EHP primary members only; claims paid through 07/31/17; Data Sources: EHP Warehouse, HCTA, EHP Financial Summary
PMPM normalized for ASC Grouper, PBB, 09/01/2010 rate change and rate exception (April 2012 – March 2013)
Includes pharmacy CMS subsidy, rebates, internal savings and error adjustment
PBB = Provider Based Billing
ASC = Ambulatory Surgery Center
WELCOA Benchmark 4
Crafting an Operating Plan

• HR Strategy: Improve the health and wellness of Caregivers (employees)
• Develop enterprise-wide financial well-being program and strategy
• Employee Health Plan initiatives to support healthy lifestyle choices for Caregivers while supporting the Population Health Initiative
WELCOA Benchmark 5
Initiatives Support Whole Employee

• EHP initiatives are designed to involve the Caregiver and their family members.

• HR initiatives include Engagement strategies, Employee Assistance program, Tuition reimbursement, etc.

• Employee Wellness dept offers stress management, mindfulness, etc.
Focusing on Chronic Conditions

• EHP focus on the six major cost drivers for healthcare
• Obesity considered a chronic illness and cause of most type 2 diabetes, hypertension and hyperlipidemia
• 50% EHP adult members suffer from one or more of six chronic diseases
• Cost of at least $180M per year
EHP Wellness Program
(dependent family members are eligible)

• Weight Management
  - Tier 1 Programs (eCoaching, EatWell, etc.)
  - Weight Watchers®
  - Jenny Craig®

• Physical Activity
  - Cleveland Clinic owned fitness centers
  - Activity devices

• Tobacco Treatment

• Caring for Caregivers counseling programs

www.clevelandclinic.org/healthplan
WELCOA Benchmark 6
Environment, Policies, and Practices

• Activity Devices (visible sign of wellness)
• No Smoking campuses
• Healthy food options in all food vending
• NO formal restrictions on non-vended food
• Take the Stairs campaign
• Walking Meetings accepted/encouraged
• Mindfulness/stress resiliency options/apps
• Building with wellness in mind (light, walkability, stairs, art, etc.)
Meet on Your Feet

Cleveland Clinic has launched a program to make it easier to find the most healthy food choices in our cafeterias.

GO Foods!

A Green Light means that each serving contains:
- < 4 grams of saturated fat
- < 4 grams of added sugar
- 0 grams of Trans Fat
- 100 percent whole grains

Instant, no-gimmick weight loss solution:

Take the stairs.

www.cchhs.net/wellness
WELCOA Benchmark 7
Evaluation, Communicate, Celebrate

- Surveys to understand the familiarity of program
- Quantifying how many employees met their Healthy Choice Program goals
- Identifying the best means to communicate programs to employees AND spouse (analytics)
- Gauging employees and spouse own perception of their overall health
- Exploring how other key demographic factors may impact perceptions and participation in the Healthy Choice Program (Diversity initiative)
- Identified diverse population not participating
EHP Healthy Choice Communications

- Website redesigned with more diverse photos
- Videos featuring diverse Caregivers and physician leaders
- Healthy Choice Guidelines translated into Spanish for employee caregivers and spouses at Lutheran and Florida
EHP Healthy Choice Outreach

• On-site presentations and information tables
• More than 100 events reaching more than 4,000 employee caregivers in person
• Target groups: EVS, SCC, nursing, regional hospitals
• Increased participation
Healthy Choice Videos

• Videos: https://employeehealthplan.clevelandclinic.org/Resources/Videos.aspx
EHP Healthy Choice Program

- Discounts on annual premium for employees or spouse that participate previous year
- 6 or 3 of first 9 months
- Coordinated Care disease management program or physical activity programs
- Voluntary program
- Starts with health visit to PCP or claims data to determine health status
Employee Health Plan (EHP) Total Care Health Visit Report
Must be completed by a licensed health professional (MD, DO, NP, PA)
and mailed or faxed directly to the EHP Total Care

Date of Examination: _______________________

Provider Information:
Last Name: ______________________________ First Name: __________________ Middle Initial: _____
Office Address: ________________________________
Office Phone: (_____)________________________

Patient Information:
Last Name: ______________________________ First Name: __________________ Middle Initial: _____
EHP No.: ____________________________ Date of Birth: ________________________________

Biometric Data (Required):
Height: ________ Weight: ________ BMI: ________ Blood Pressure: ________ / ________

Lab Work (Required):
Date Drawn: __________________________ (Must be within last 3 years)
Cholesterol Screening Result (Required only for age 40 or older): LDL: ________

Chronic Disease List — Complete All Sections
(Check Y if patient has diagnosis or meets the Healthy Choice criteria listed to the right.
Check N if screen is negative or there is no patient history):

Hypertension: Y____ N____ (Check Yes if BP > 140/90 or on treatment regimen)
Diabetes: Y____ N____ (If applicable, Type I or Type II; goals for diabetes are BP < 130/80, LDL < 100)
Hyperlipidemia: Y____ N____ (Check Yes if LDL > 130 or on treatment regimen)
Asthma: Y____ N____
Overweight/Obese: Y____ N____ (Check Yes if BMI is 27 or above)
Current Tobacco Use: Y____ N____

Provider Signature: ________________________________

Please return by mail to:  
Cleveland Clinic Employee Health Plan Total Care  
29050 Aurora Road, SCC-13  
Solon, OH 44139

e-mail to: ephpc@ccf.org
or via fax: 216-448-9053
EHP Healthy Choice Program

Coordinated Care:
- Weight Management
- Diabetes
- Hypertension
- High Cholesterol
- Tobacco
- Asthma

Physical Activity:
- Activity Device
- Cleveland Clinic owned or partner fitness centers
EHP Premiums
(based on prior year participation in Healthy Choice)

- **Bronze** - standard premium – neither employee nor spouse participating in Healthy Choice

- **Silver** - one (either employee or spouse) participating, but not meeting Healthy Choice goals

- **Gold** - both employee and spouse participating, but neither meeting Healthy Choice goals, or one participating and meeting Healthy Choice goals

- **Platinum** - both employee and spouse participating, but only one meeting Healthy Choice goals

- **Diamond** - both employee and spouse participating, and both meeting Healthy Choice goals
Healthy Choice Timeline

- 2010: First year for participation
- 2011: First year for discount
- 2013: Added activity device
- 2014: First year seeing ROI
- 2015: First year for spouse participation
- 2016: Healthy Choice portal launched
Pediatric Population Not Included in Healthy Choice Program
EHP Coordinated Care

- Over 20 disease management programs offered
- Telephonic medical home model: Manage chronic conditions and overall health through diet and fitness, setting goals, monitoring progress and preventing complications
- RN communicates with member PCP to set obtainable goal and coordinate care
- Does not replace a PCP care - reinforces plan of care and help stay well between PCP visits
- Reimbursements for co-payments and supplies
Activity Device

- Validated data
- Portable fitness centers
- Visible sign of wellness
- Garmin, Fitbit and Apple
- 150k steps or 900 physical activity minutes per month
- Sync from phone, worksite, or home
- Alternate participation for those with physical disability
Centers for Disease Control and Prevention

Physical Activity Recommendations

• (150 minutes) of moderate-intensity aerobic activity (i.e., brisk walking) every week

• Muscle-strengthening activities on 2 or more days a week - work all major muscle groups (legs, hips, back, abdomen, chest, shoulders, and arms)

www.cdc.gov/physicalactivity/basics/adults/index.htm
Activity Device Goals

- Portable “fitness centers”
- Participation requirement for non-chronic
- Health improvement and maintenance
- Use thresholds recommended by CDC
- Not “quantified self”
- Not performance improvement (training for a marathon, VO2 max, etc.)
- Must have easy to use instructions and videos for device- how to wear, how to change battery, how to install sync point
2017 EHP Monthly Activity Thresholds Met

- **Healthy**
- **Missing Data**
- **Chronic Condition**
EHP Healthy Choice Portal

• Key element to participation
• Display activity steps and minutes
• Display individual Coordinated Care participation progress
• 2018 now displays PCP name and have ability to update information
• Future planning as communication tool with PCP and medical team
Health Status: Healthy

2016 Premium Level: PLATINUM  Premium Discount: annual $500.00 / monthly $41.66  Health Plan ID #: EHP88888800

IMPORTANT: If you are newly diagnosed with one or more of chronic conditions—asthma, diabetes, high blood pressure, high cholesterol, tobacco use, or weight management—please call Health Plan Customer Service at 210.448.2247 or toll-free at 877.688.2247 to have your records updated. You will need to join a Coordinated Care program(s) and meet program requirements to be eligible for a premium discount in the future.

Daily Activity
Last Sync: 08/15 08:42 PM

- STEPS: 2,791 (75% of 3,333)
- ACTIVE MINUTES: 10 (50% of 20 min)

Monthly Activity
June

- STEPS: 8,319 (50% of 100,000)
- ACTIVE MINUTES: 300 (50% of 600 min)

Yearly Activity
2016

- Steps: 100,321 steps

Fitness Center
Last Update: 08/15 08:42 PM

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Curves Fitness
Last Update: 08/15 08:42 PM

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<td>Sep: 0</td>
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</table>
Health Status: Chronic Condition

2016 Premium Level: PLATINUM  Premium Discount: annual $500.00 / monthly $41.66

Spouse on Plan: Rob Freeman

Health Plan ID #: EHP88888800

IMPORTANT: If you are newly diagnosed with one or more of chronic conditions—asthma, diabetes, high blood pressure, high cholesterol, tobacco use, or weight management—please call Health Plan Customer Service at 216.448.2247 or toll-free at 877.688.2247 to have your records updated. You will need to join a Coordinated Care program(s) and meet program requirements to be eligible for a premium discount in the future.

Chronic Condition(s)
Call to Enroll: 216-986-1050 | Tobacco Use call: 216-636-2424

- Diabetes
- Asthma
- Weight
- Tobacco Use
- Hypertension
- Hyperlipidemia

Enrolled Programs
Last Updated: 06/09/15 08:42 PM

RN Assigned: Nancy Grace 555-555-5555 | Next Call Back: 6/31/16

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<tr>
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<th>Start Date</th>
<th>Hurdles Completed</th>
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<td>Weight</td>
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<td>Tobacco Use</td>
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<td>HT/HLD</td>
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Participation in daily activity tracking by Pebble or other qualified device, Fitness Center or Curves Fitness is not used to qualify for Healthy Choice for those identified with a chronic condition.

Daily Activity
Last Sync: 06/09/15 08:42 PM

STEPS: 2,791
ACTIVE MINUTES: 10

Fitness Center
Last Update: 06/09/15 08:42 PM

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Chronic Condition Checklist

Hypertension/Hyperlipidemia

YOUR STATUS: Hypertension Program Status: Please continue maintaining your Healthy Choice goals and working with your Care Coordinator.

- Educational Patient able to verbalize the risk factors of HTN (e.g. genetics, eating habits, kidney problems) and its long term complications
- Educational Patient able to demonstrate/verbalize understanding use of prescribed hypertension medications and their side effects
- Educational Patient able to demonstrate/verbalize understanding home monitoring of blood pressure regularly IF ordered
- Educational Patient able to demonstrate/verbalize understanding the importance of low sodium/low cholesterol diet. and if required referred to nutrition
- Educational Patient able to verbalize understanding of importance of regular exercise
- Educational Patient able to verbalize importance of regular lab work
- Educational Patient able to verbalize use of over the counter medications
- Clinical goals Potassium and creatinine results annually
- Clinical goals Blood pressure goal of 140/90 or below
- Clinical goals LDL at or below 130mg/dL (OR on a moderate to high dose statin)
- Clinical goals Confirm Medication Adherence of all prescribed hypertension medications- has them and uses them correctly
Trended EHP Paid PMPM by Quarter
(Medical and Pharmacy Claims)

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Annual Trend 2010 - 2016 = 2.8%
Annual Trend 2013 - 2Q2017 = 0.6%

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Estimated Cumulative Savings by “Bending the Trend” Since 2010

Source: EHP Financial Summary; claims paid through July, 2017

$261,000,000
2009 vs. 2016
Change in Utilization, Cost and PMPM (Medical and Pharmacy Claims)

EHP Metrics
- Utilization: -10.9%
- Unit Cost: 31.2%
- PMPM: 16.9%

EHP vs. Milliman Benchmark
- PMPM: 54.9%

EHP primary members only; claims paid through April, 2017
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Milliman median commercial benchmark
Pre vs. Post Care Management Enrollment
Quality Compliance
Diabetes¹

1. Number of employees: 1,795; claims incurred through 4Q15 and paid through 02/2016
Community Vision for Wellness

“Our nation faces two grave challenges. The federal deficit and the rising cost of healthcare….these challenges can be addressed by a single transformation. I truly believe that if we can get our nation healthy we can save a lot of money and a lot of lives. This is not an easy task, but one we, as a team, need to start working on- government, food vendors, schools, parents, healthcare organizations all need to work together to create a healthier America”

- Dr. Toby Cosgrove, CEO, Cleveland Clinic
Cleveland Clinic Wellness

For more information:

www.clevelandclinic.org/healthplan

www.clevelandclinic.org/employeewellness
www.clevelandclinic.org/wellness

pauerd@ccf.org
www.linkedin.com/in/davidpauer
Cleveland Clinic

Every life deserves world class care.