

# Cleveland Clinic

## Making Healthy Choices

Wellness Roadmap - The Journey to a Culture of Health and Wellness

David L. Pauer, MNO

Director, EHP Wellness

[www.linkedin.com/in/davidpauer](http://www.linkedin.com/in/davidpauer)



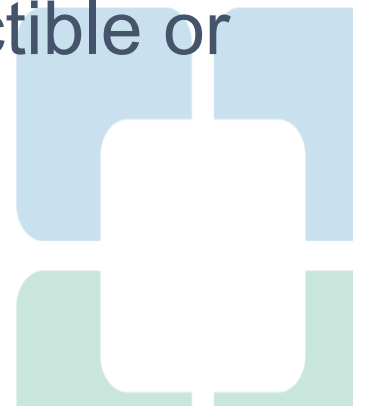
# Cleveland Clinic

- **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

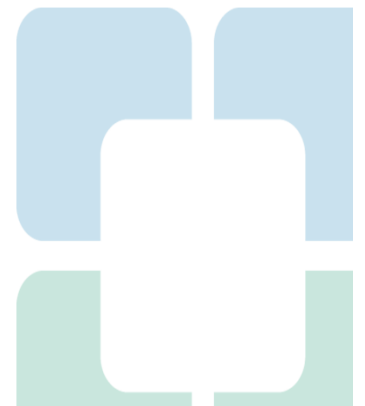
- Self insured
- 49,000+ employees
- 102,000+ covered lives
- \$410M Claims
- Medical, Pharmacy, Behavioral and Wellness
- Tier 1 Network/Quality Alliance: No deductible or co-insurance (95% of claims)
- No high deductible plan



# 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

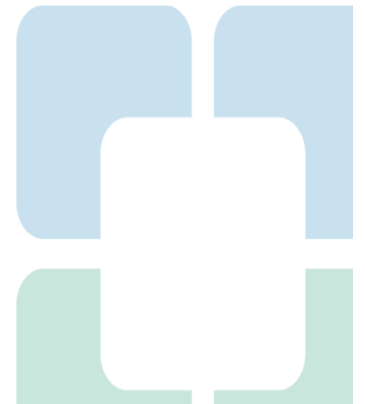
## Committed and Aligned Leadership

- 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”

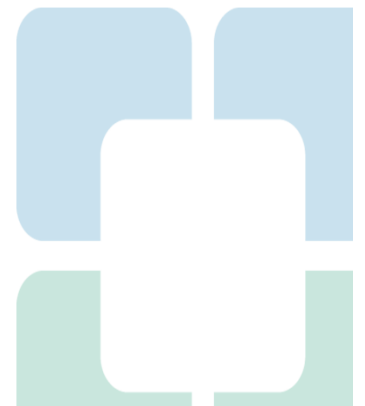
Tom Mihaljevic, M.D.  
CEO, Cleveland Clinic



# 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

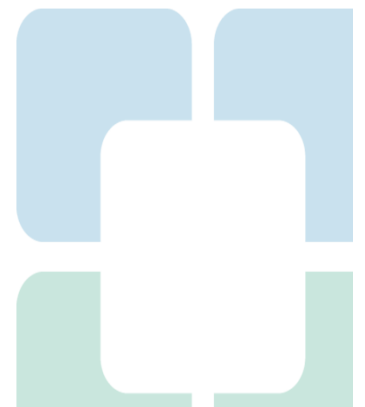
- Employee Health Plan
- Occupational Health dept
- Human Resources
- Employee Wellness dept
- Wellness Institute
- Education Institute
- Marketing/Employee Communications
- Office for Healthy Environment
- NEW 2018: Office of Caregiver Experience



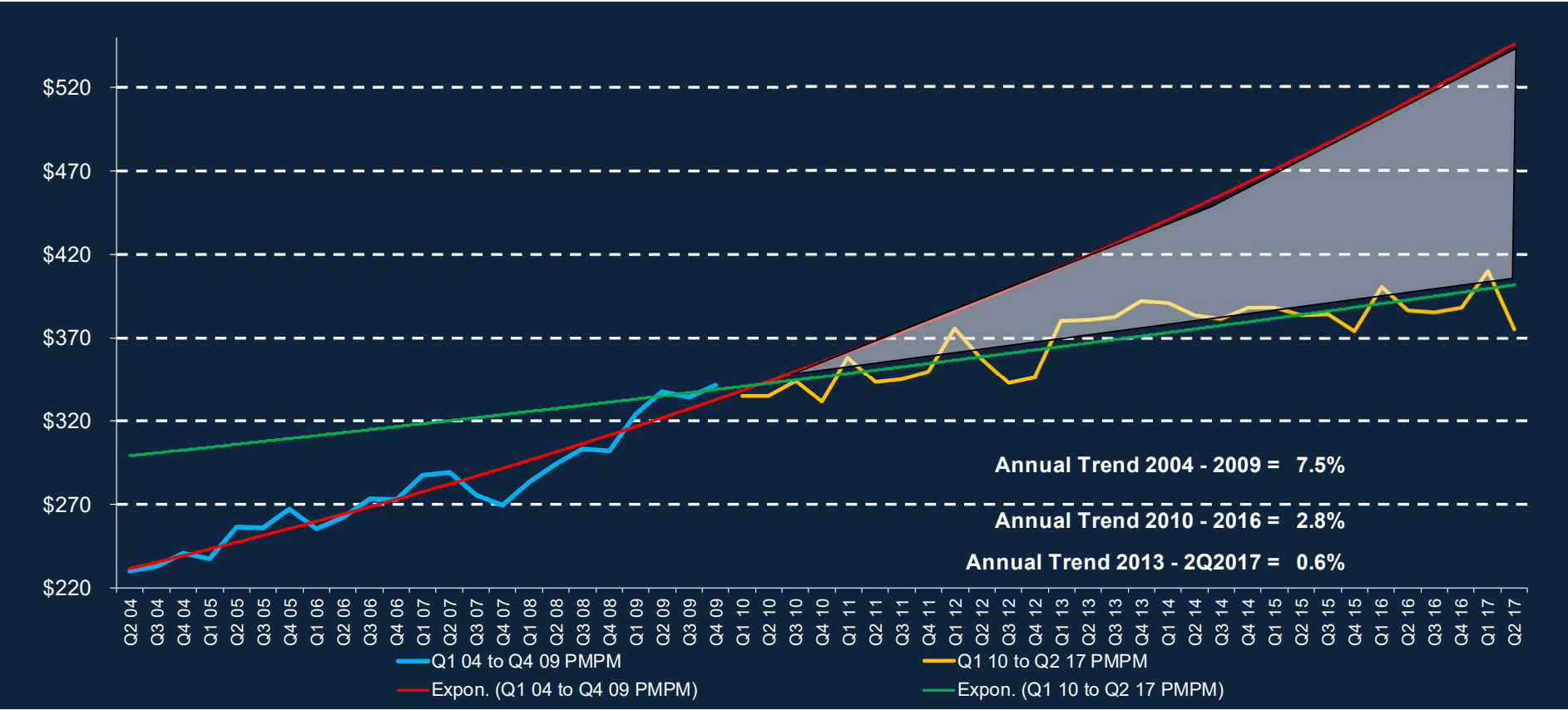
# WELCOA Benchmark 3

## 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)



EHP primary members only ; claims paid through 07/31/17; Data Sources: EHP Warehouse, HCTA, EHP Financial Summary  
 PMPM normalized for ASC Groupers, 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

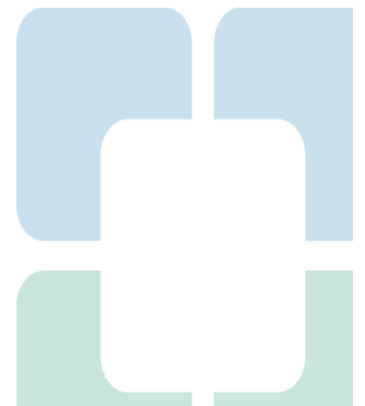
- HR Strategy: Improve the health and wellness of Caregivers (employees)
- Develop enterprise-wide financial well-being program and strategy
- Employee Health Plan initiatives to support healthy lifestyle choices for Caregivers while supporting the Population Health Initiative



# WELCOA Benchmark 5

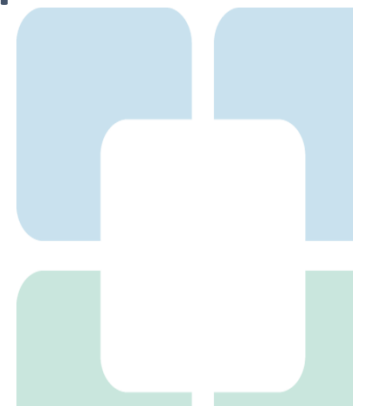
## Initiatives Support Whole Employee

- 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

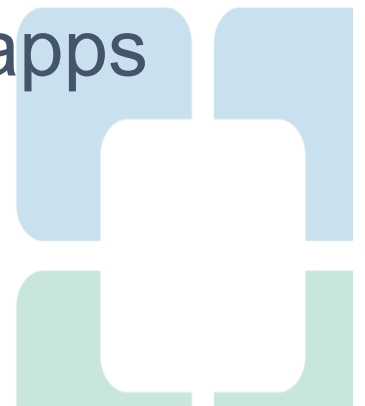
[www.clevelandclinic.org/healthplan](http://www.clevelandclinic.org/healthplan)



# 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

GO Foods!



**Instant, no-gimmick weight loss solution:**

***Take the stairs.***

[www.cchs.net/wellness](http://www.cchs.net/wellness)



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



Look for the Green Light on a variety of tasty food options.

A **Green Light** means that each serving contains:

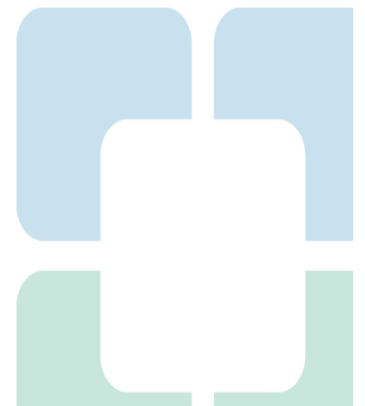
- < 4 grams of saturated fat
- < 4 grams of added sugar
- 0 grams of Trans Fat
- 100 percent whole grains



# WELCOA Benchmark 7

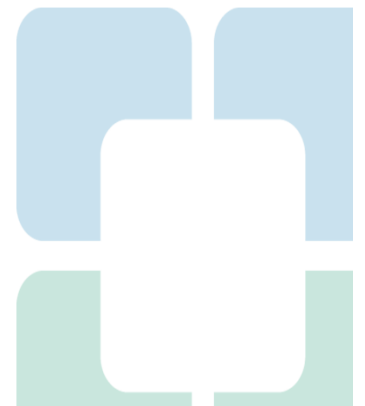
## Evaluation, Communicate, Celebrate

- 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



**Cleveland Clinic**  
Employee Health Plan

## EHP Healthy Choice Program Road Show

Save Up to 30% Off Your Health Plan Costs in 2019

The EHP Healthy Choice premium discount program improves health and reduces health plan costs for everyone. Members of the Employee Wellness department and the Employee Health Plan will be available to answer all your questions related to Healthy Choice and the Employee Health Plan.


**Get all your questions answered!**

**WHERE**  
Lerner, NA1-141

**WHEN**  
Thursday, March 29, 2018

**WHAT**  
Information tables  
10:00am – 4:00pm  
Presentations at  
11:00am, 12:00pm  
and 1:00pm

All health plan participants that have signed up for Healthy Choice and have created a portal account by March 31, 2018 will be eligible to win an Apple Watch.

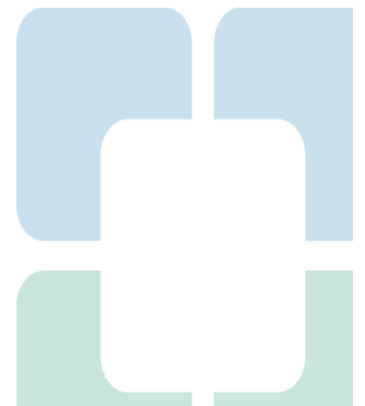


Cleveland Clinic Caregivers are our most valued asset.  
We invest in your health and wellbeing so you can take the best care of our patients.



# 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:** [ehphc@ccf.org](mailto:ehphc@ccf.org)

**or via fax:** 216-448-9053



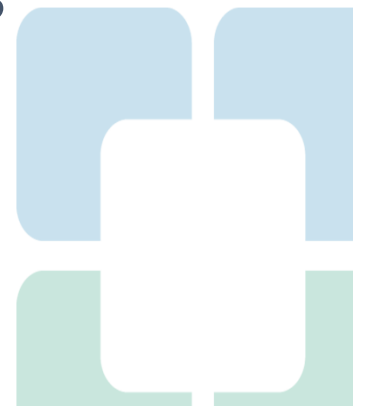
# EHP Healthy Choice Program

## Coordinated Care:

- Weight Management
- Diabetes
- Hypertension
- High Cholesterol
- Tobacco
- Asthma

## Physical Activity:

- Activity Device
- Cleveland Clinic owned or partner fitness centers

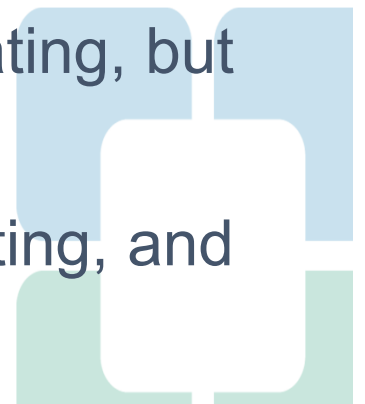




# EHP Premiums

(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



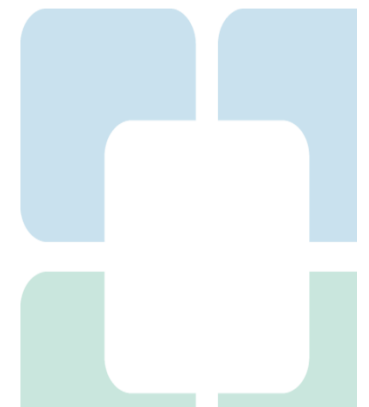
# EHP Coordinated Care

- 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

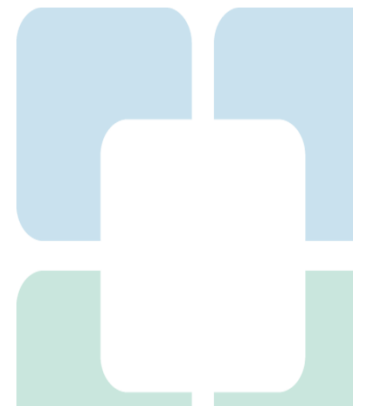


# Centers for Disease Control and Prevention

## 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](http://www.cdc.gov/physicalactivity/basics/adults/index.htm)

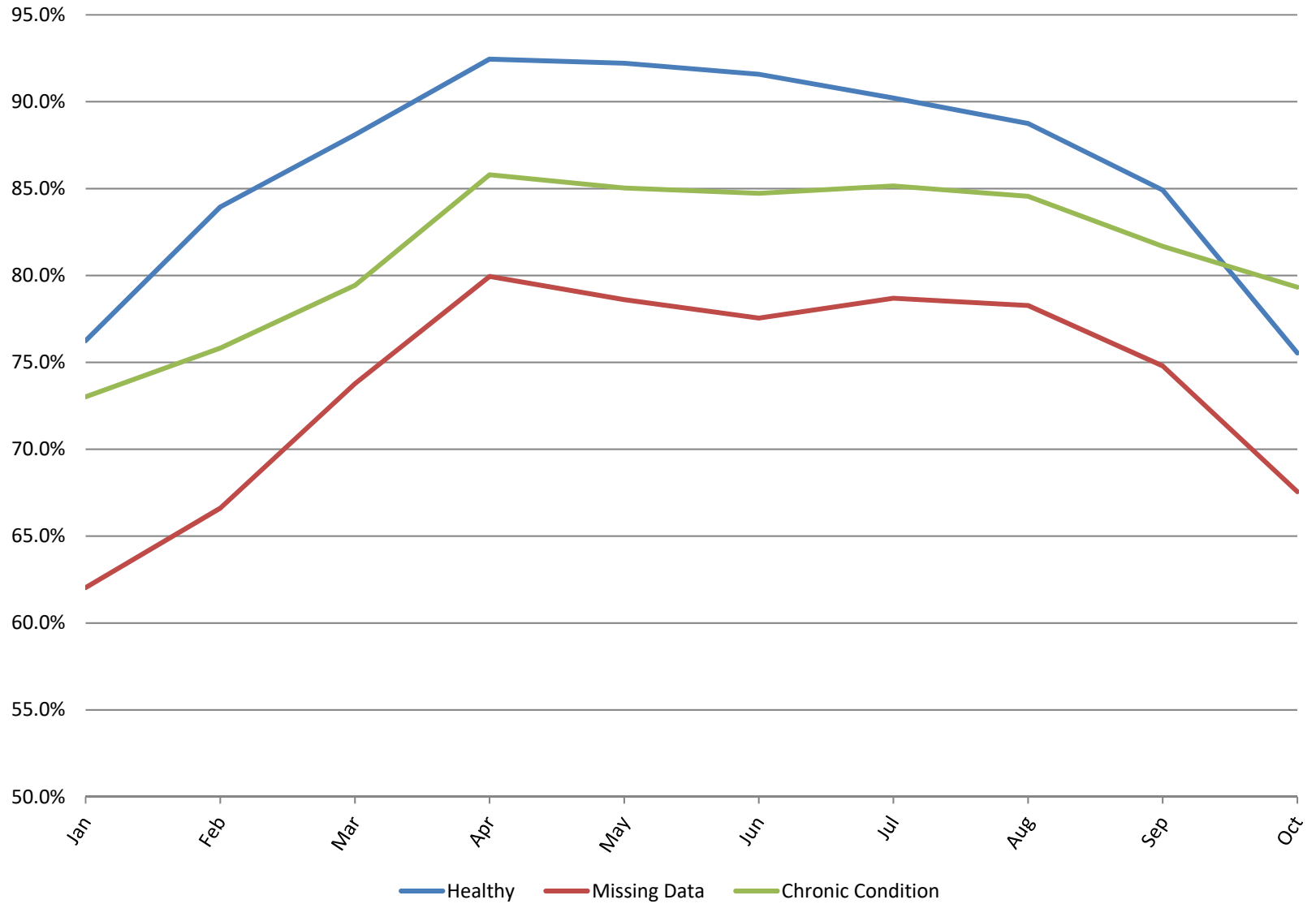


# Activity Device Goals

- 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





# 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



- Personal Program Requirements
- HC Requirements
- Correspondences
- Premium Levels
- Activity
- Device Store
- Contact Support

## Health Status: Healthy

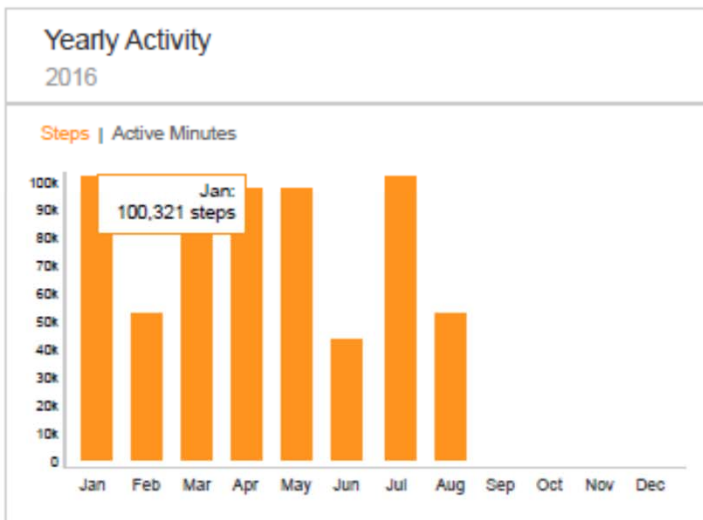
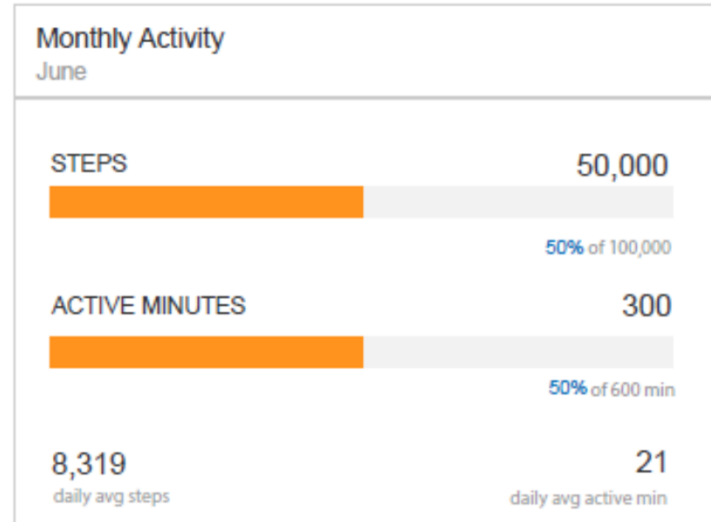
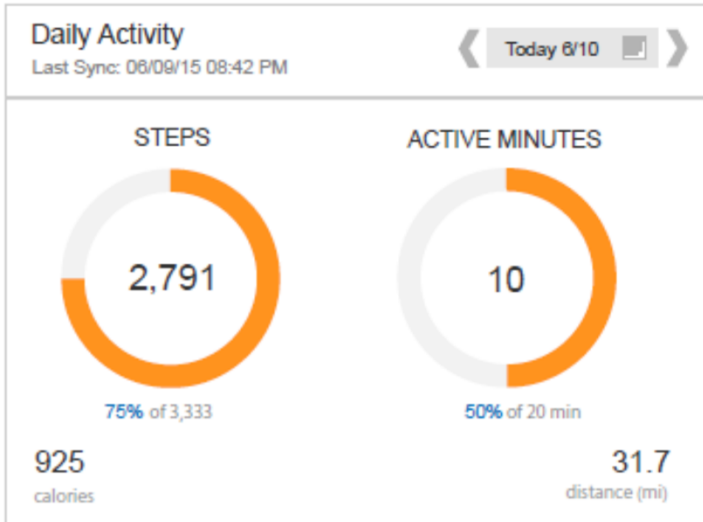
Spouse on Plan: none

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 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.



### Fitness Center

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

NUMBER OF VISITS	
Jan	10
Feb	20
Mar	11
Apr	13
May	0
Jun	
Jul	
Aug	
Sep	

### Curves Fitness

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

NUMBER OF VISITS	
Jan	1
Feb	20
Mar	0
Apr	22
May	0
Jun	
Jul	
Aug	
Sep	

Dashboard

Personal Program Requirements

HC Requirements

Correspondences

Premium Levels

Activity

Device Store

Contact Support

## Health Status: Chronic Condition

Spouse on Plan: Rob Freeman

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 216.448.2247 or toll-free at 877.888.2247 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

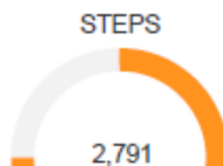
Programs	Start Date	Hurdles Completed
Diabetes	6/15/15	9 out of 16
Asthma	5/16/16	0 out of 8
Weight	1/16/15	8 out of 8
Tobacco Use	5/20/15	0 out of 1
HT/HLD	1/15/16	2 out of 11

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

Today 6/10



### Fitness Center

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

Number Of Visits	
Jan	10
Feb	20
Mar	11

### Curves Fitness

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

Number Of Visits	
Jan	1
Feb	20
Mar	0

# Chronic Condition Checklist

**Cleveland Clinic**  
EHP Healthy Choice Program

Hello Chronic Cleveland [LOGOUT](#)

**Previous Identity**

## Hypertension/Hyperlipidemia

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

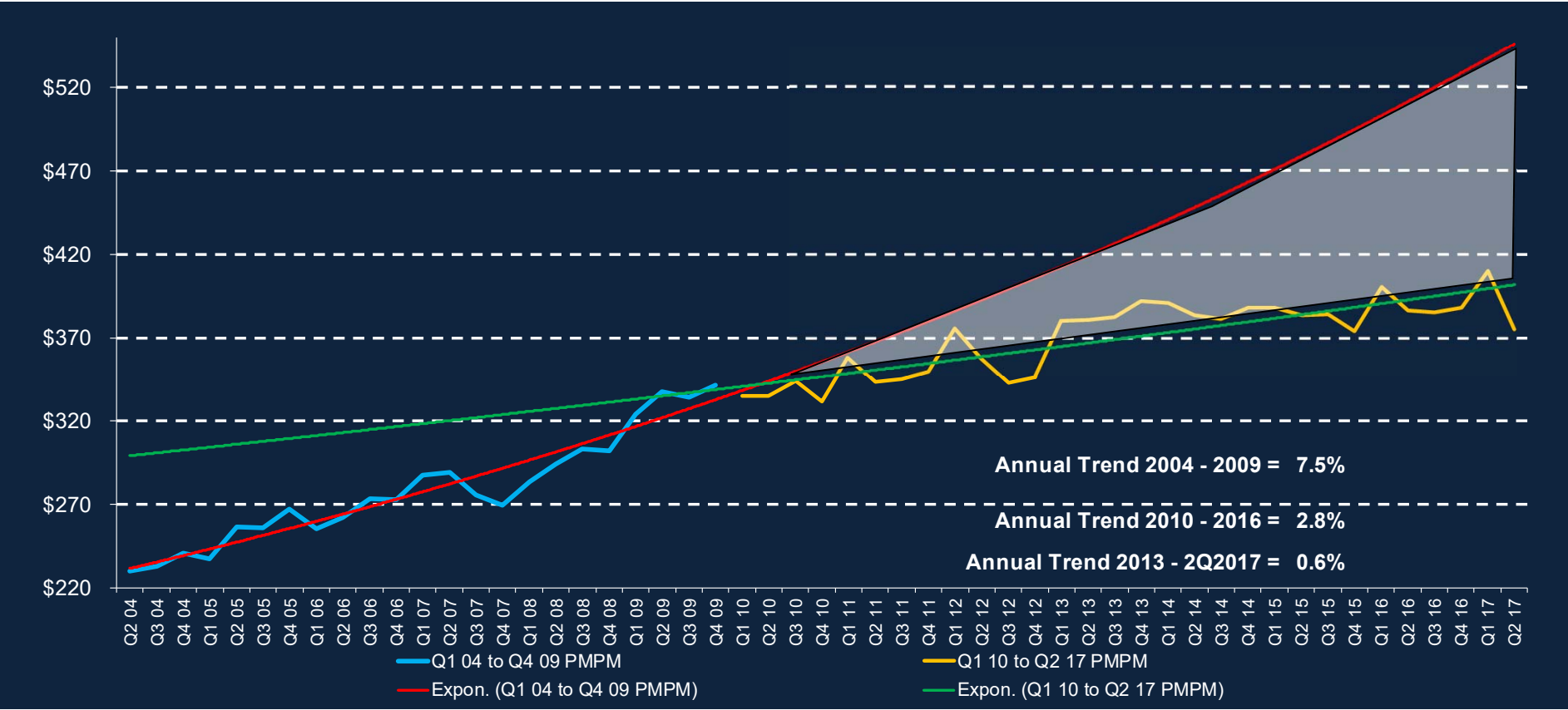
[View Educational Material](#)

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

Support Profile  
Contact Support Personal Information Activity Device

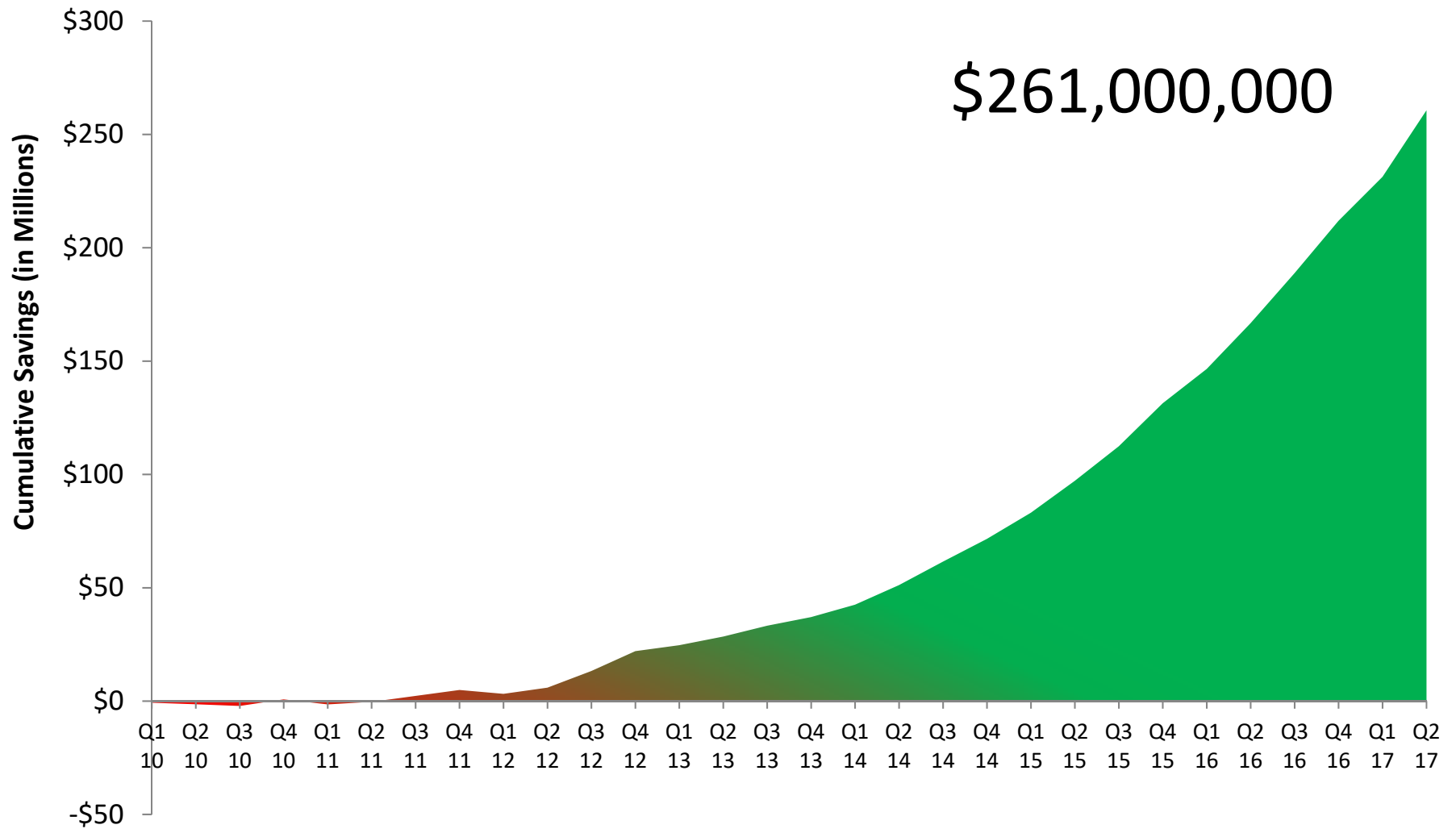
12:58 PM 4/15/2018

# Trended EHP Paid PMPM by Quarter (Medical and Pharmacy Claims)



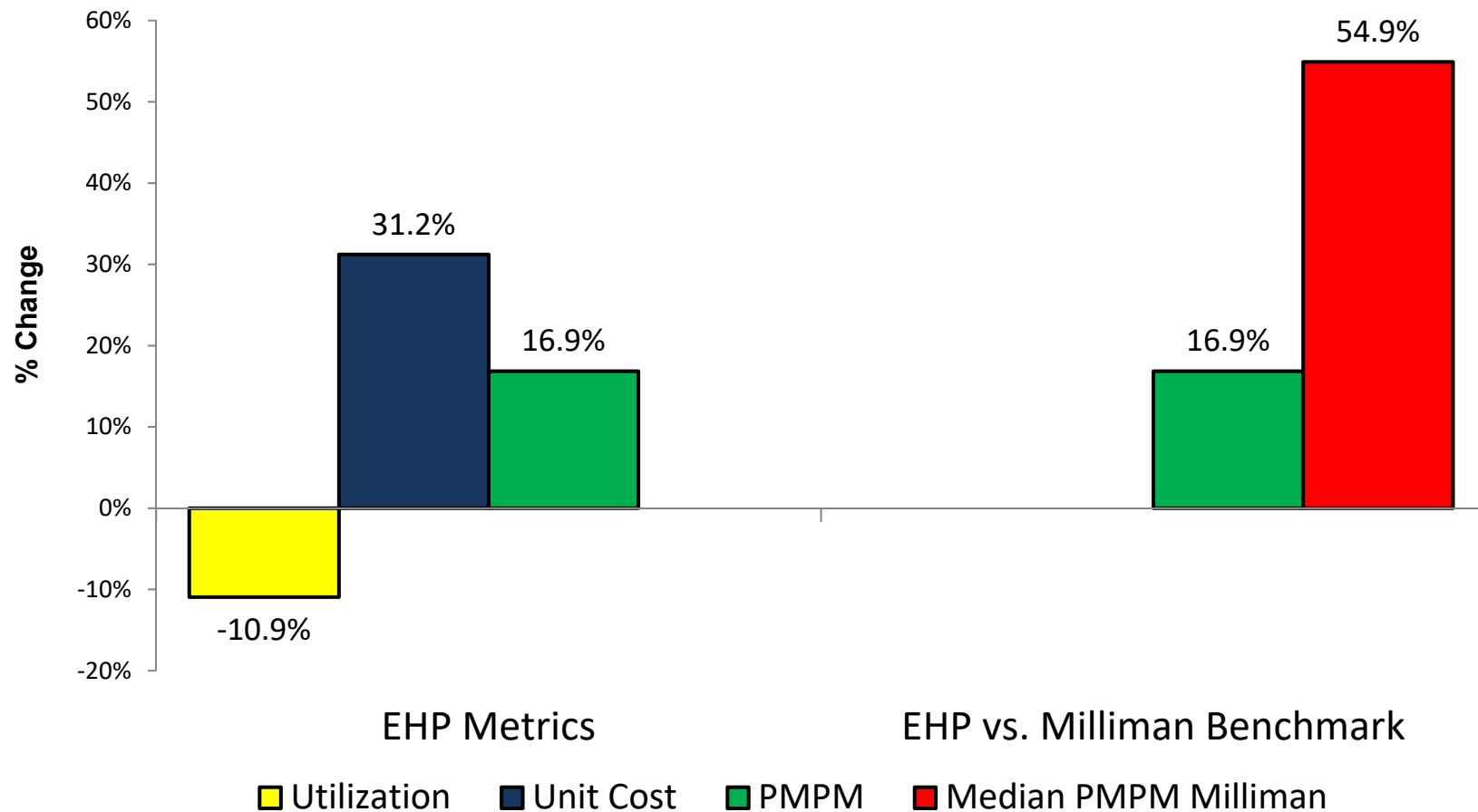
EHP primary members only ; claims paid through 07/31/17; Data Sources: EHP Warehouse, HCTA, EHP Financial Summary  
 PMPM normalized for ASC Groupers, PBB , 09/01/2010 rate change and rate exception (April 2012 – March 2013)  
 Includes pharmacy CMS subsidy, rebates, internal savings and error adjustment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

# Estimated Cumulative Savings by "Bending the Trend" Since 2010



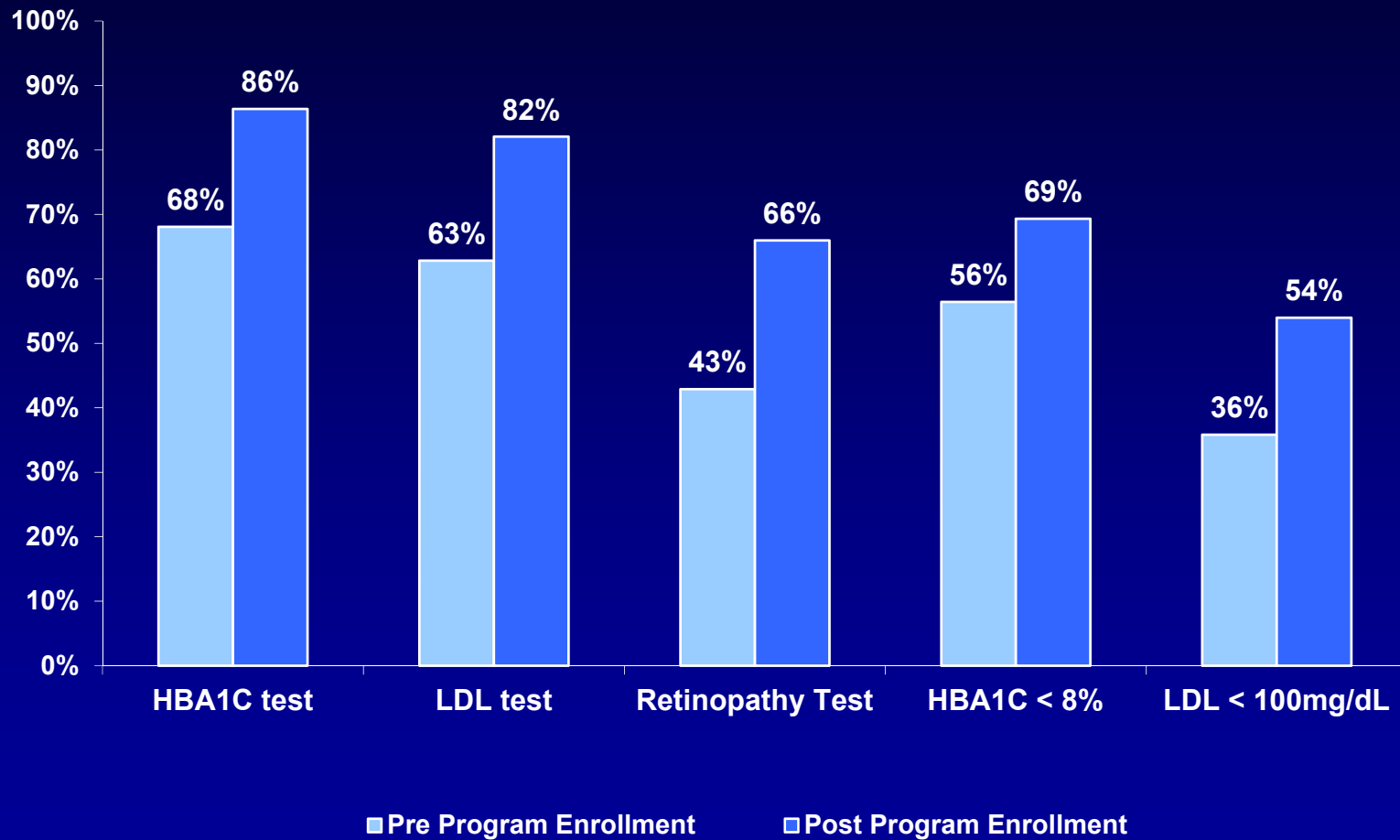
# 2009 vs. 2016

## Change in Utilization, Cost and PMPM (Medical and Pharmacy Claims)



EHP primary members only; claims paid through April, 2017  
 PMPM normalized for ASC Grouper, PBB and 09/01/2010 rate change  
 Includes pharmacy CMS subsidy, rebates and internal savings  
 PBB = Provider Based Billing  
 ASC = Ambulatory Surgery Center  
 Milliman median commercial benchmark

# Pre vs. Post Care Management Enrollment Quality Compliance Diabetes<sup>1</sup>



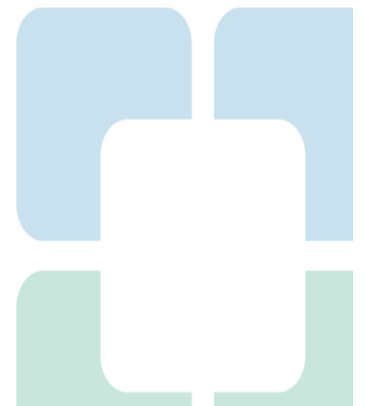
1. Number of employees: 1,795; claims incurred through 4Q15 and paid through 02/2016



# 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:

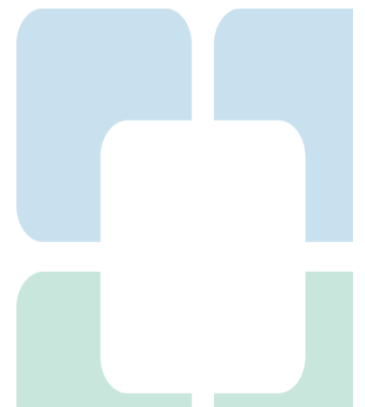
[www.clevelandclinic.org/healthplan](http://www.clevelandclinic.org/healthplan)

[www.clevelandclinic.org/employeeewellness](http://www.clevelandclinic.org/employeeewellness)

[www.clevelandclinic.org/wellness](http://www.clevelandclinic.org/wellness)

[pauerd@ccf.org](mailto:pauerd@ccf.org)

[www.linkedin.com/in/davidpauer](http://www.linkedin.com/in/davidpauer)





**Every life deserves world class care.**