

Worksite Health Clinics – Part 2:

Worksite Health Clinics: A Deeper Dive

Thursday, March 10, 2022



Please note:

- Attendees are in listen only mode
- This webinar is being recorded
- It will be posted to LVBCH.com Past Events
- Chat will be used for announcements from moderators
- Q&A should be used to submit your questions
- Questions will be answered live later in the session



Amanda Greene
Director of Operations
LVBCH

Welcome

& Opening Remarks



Planning and Ensuring the Value of a Worksite Health Center

Larry Boress, Executive Director
National Assn. of Worksite Health Centers

David Keyt, Worksite Clinic Consulting Group Leader
Mercer Health & Benefits

Agenda

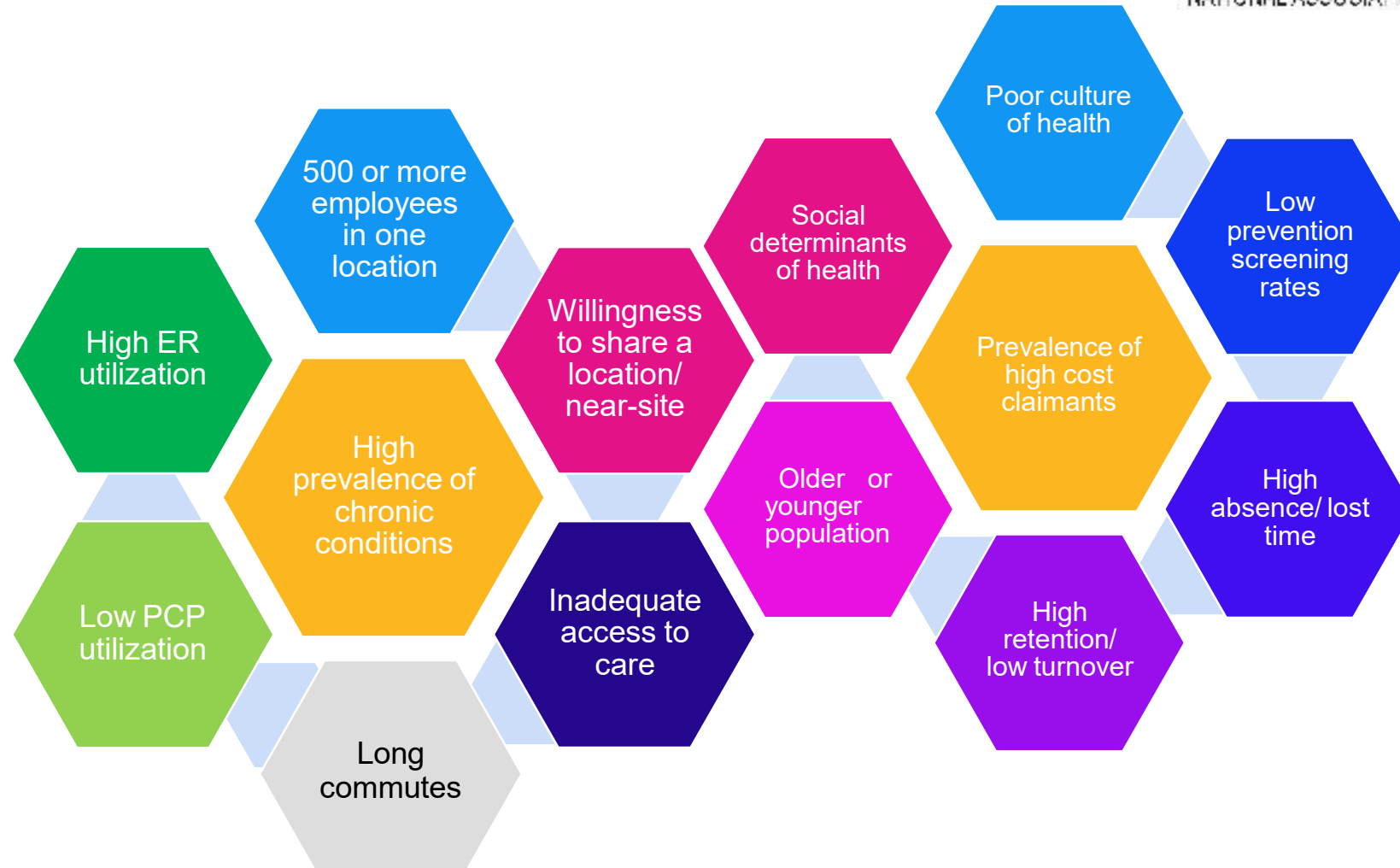
- ▶ Building a Business Case
- ▶ Establishing Objectives
- ▶ Preliminary Clinic Design
- ▶ Additional Steps
- ▶ Measures of Success



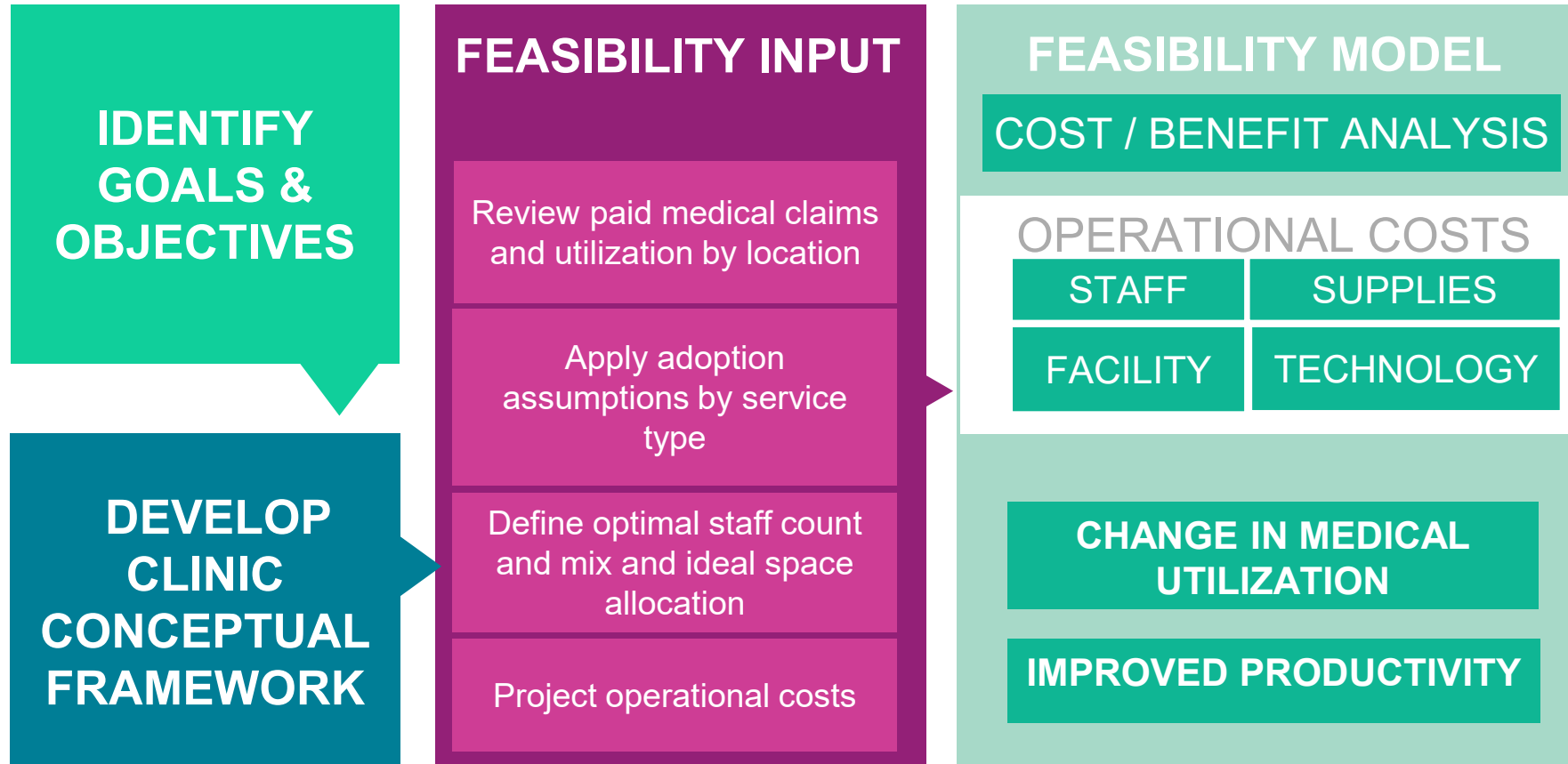
Meeting objectives

- Provide an overview of the key areas to address and options to consider when planning to offer a worksite health center.

Employers likely to benefit from a clinic



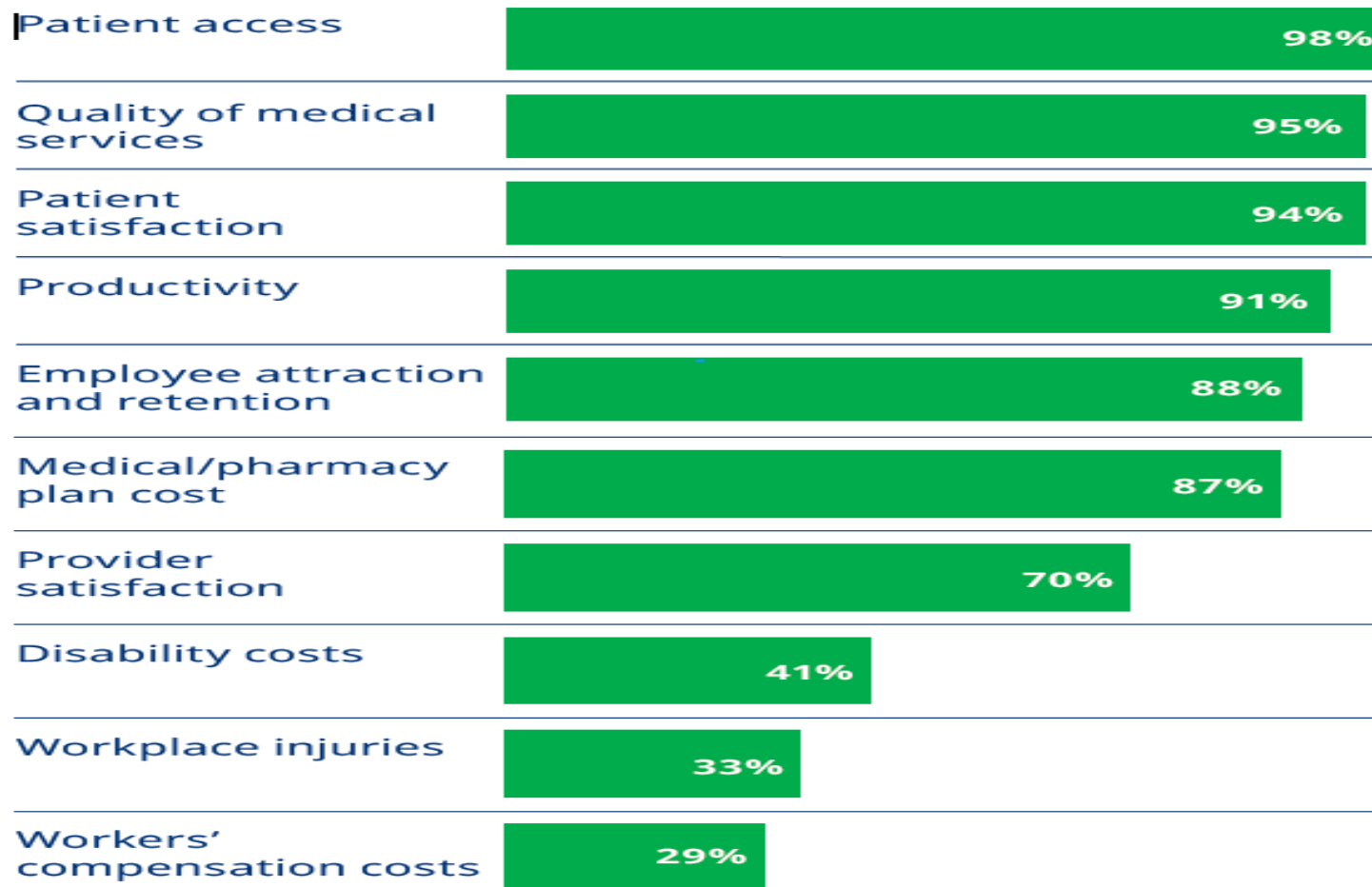
Building a business case



Result: Five-year savings estimates, detailed operational cost projections, ROI estimate.

Employer objectives in establishing a worksite clinic

(Percentage of “Important” or “Very important”)



(Source: NAWHC-Mercer 2021 Worksite Clinic Survey)

Preliminary Clinic Design

Decision points

Eligibility	<ul style="list-style-type: none">• Who will be eligible and why?
Services	<ul style="list-style-type: none">• What services should be offered?
Staffing	<ul style="list-style-type: none">• How will staff roles and responsibilities be defined?
Plan Design	<ul style="list-style-type: none">• How will plan design align with defined objectives?
Environment of Care	<ul style="list-style-type: none">• How will the facility itself support objectives?
Administration	<ul style="list-style-type: none">• How will systems support the patient experience?
Technology	<ul style="list-style-type: none">• How will systems assist staff in delivering high value care?
Financial Model	<ul style="list-style-type: none">• How will financial arrangements support optimal performance?
Culture	<ul style="list-style-type: none">• How will the culture support the health center?
Integration	<ul style="list-style-type: none">• How will the health center share data and coordinate care?
Measurement	<ul style="list-style-type: none">• What are the key performance indicators?

Basic to comprehensive

A business case may be required for stakeholder approval

Common Elements of a Business Case

- Goals, Objectives, Mission, Vision
- Advanced Data Analytics
- Scope of Services
- Staffing Plan
- Facilities Plan
- Compliance Review
- Employee Surveys or Focus Groups
- Estimated Value on Investment
- GeoAccess Analysis
- Plan Design
- Integration Plan
- Communications Plan
- Projected Implementation and Operational Costs
- Measurement Plan

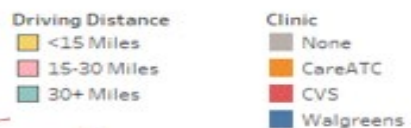
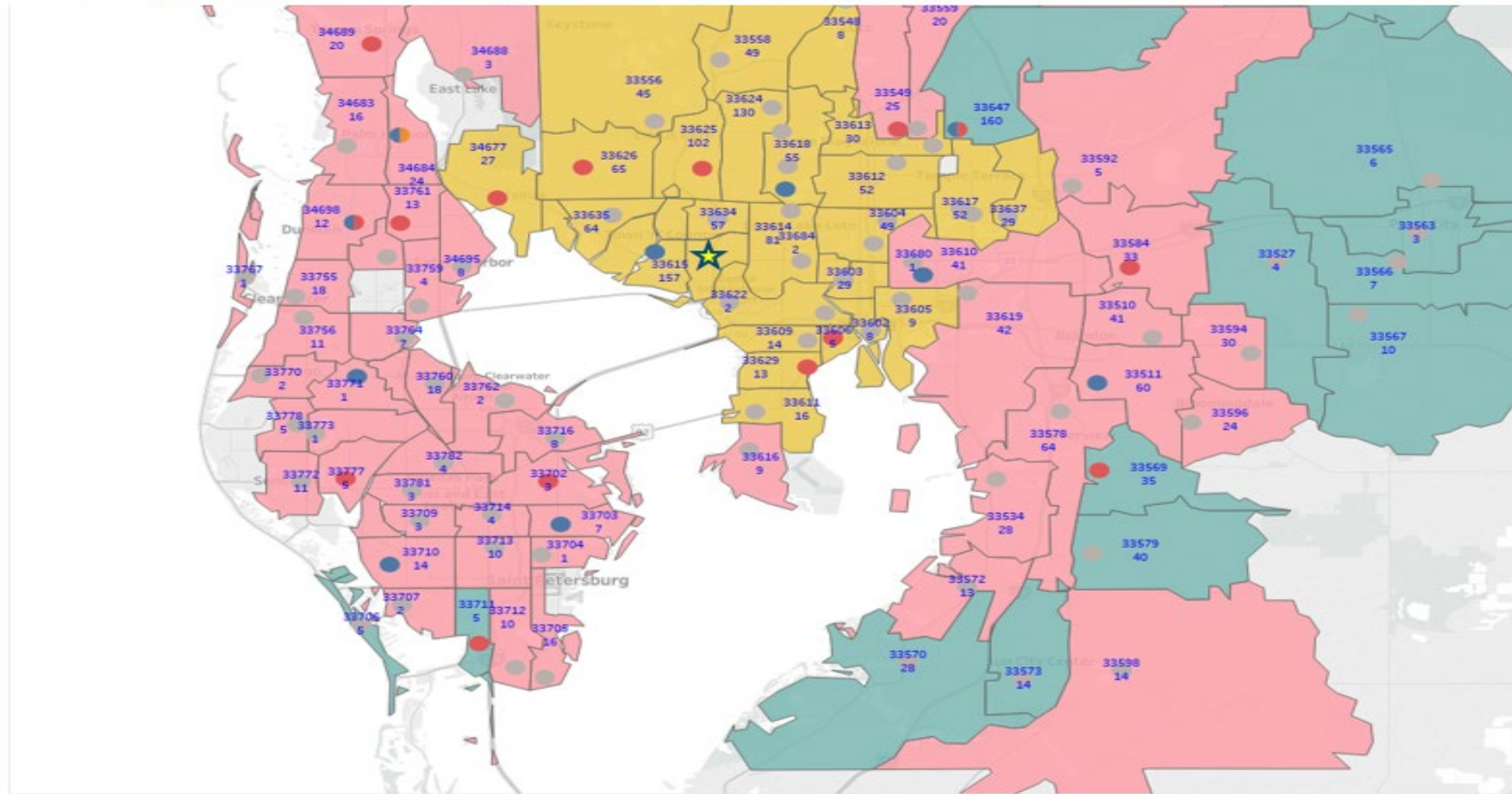
Sample Feasibility Analysis



	Implementation	Y1	Y2	Y3	Cumulative
Gross Savings					
Medical & Pharmacy Claims (Current)		\$77,927,053	\$81,918,518	\$86,114,514	\$245,960,085
Medical & Pharmacy Claims (Future)		\$73,937,237	\$75,212,084	\$75,936,441	\$225,085,761
Gross Savings		\$3,989,817	\$6,706,433	\$10,178,074	\$20,874,324
Clinic Operational Cost					
Fixed and Variable Costs	-\$1,117,478	-\$7,346,072	-\$7,346,072	-\$8,034,680	-\$23,844,302
Clinic Revenue					
Charges Paid by Clinic Users		\$57,461	\$78,536	\$99,586	\$235,584
ROI					
Net Savings		-\$3,298,794	-\$561,102	\$2,242,980	-\$2,734,394
ROI		0.5	0.9	1.3	0.9

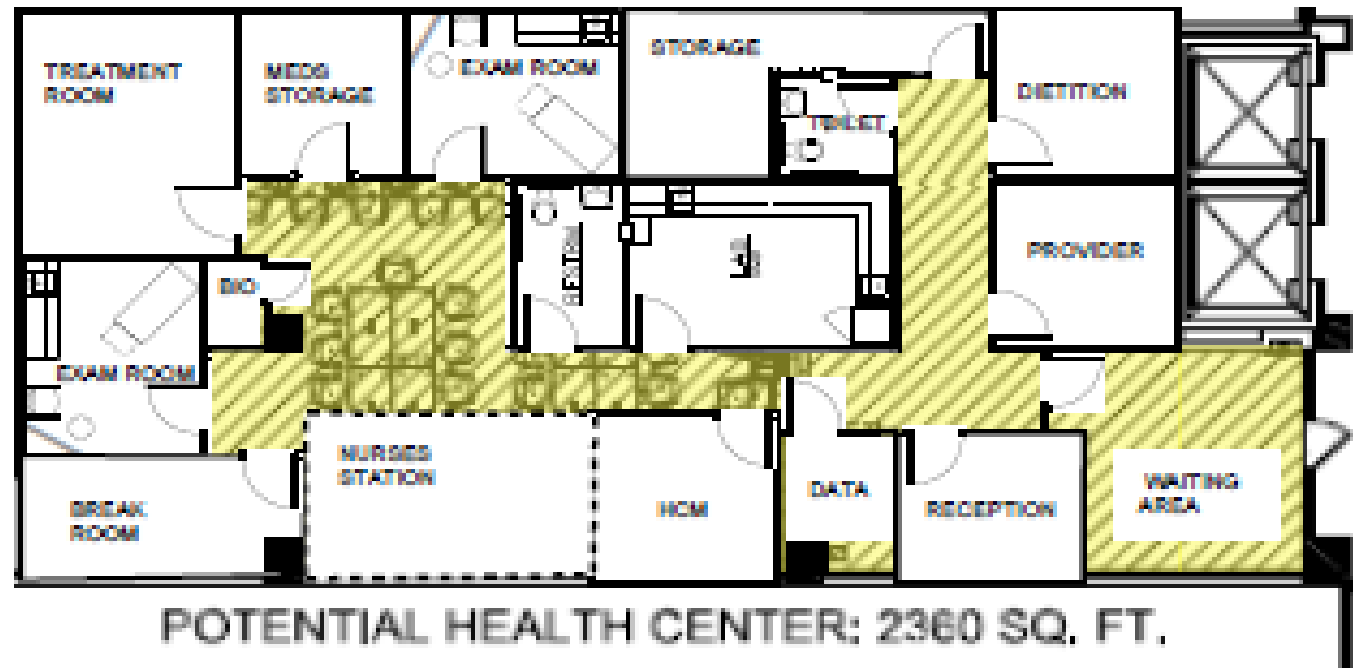
Sample Geo Access Analysis

Tampa/St. Petersburg – Driving Distance to Office & Clinic Locations

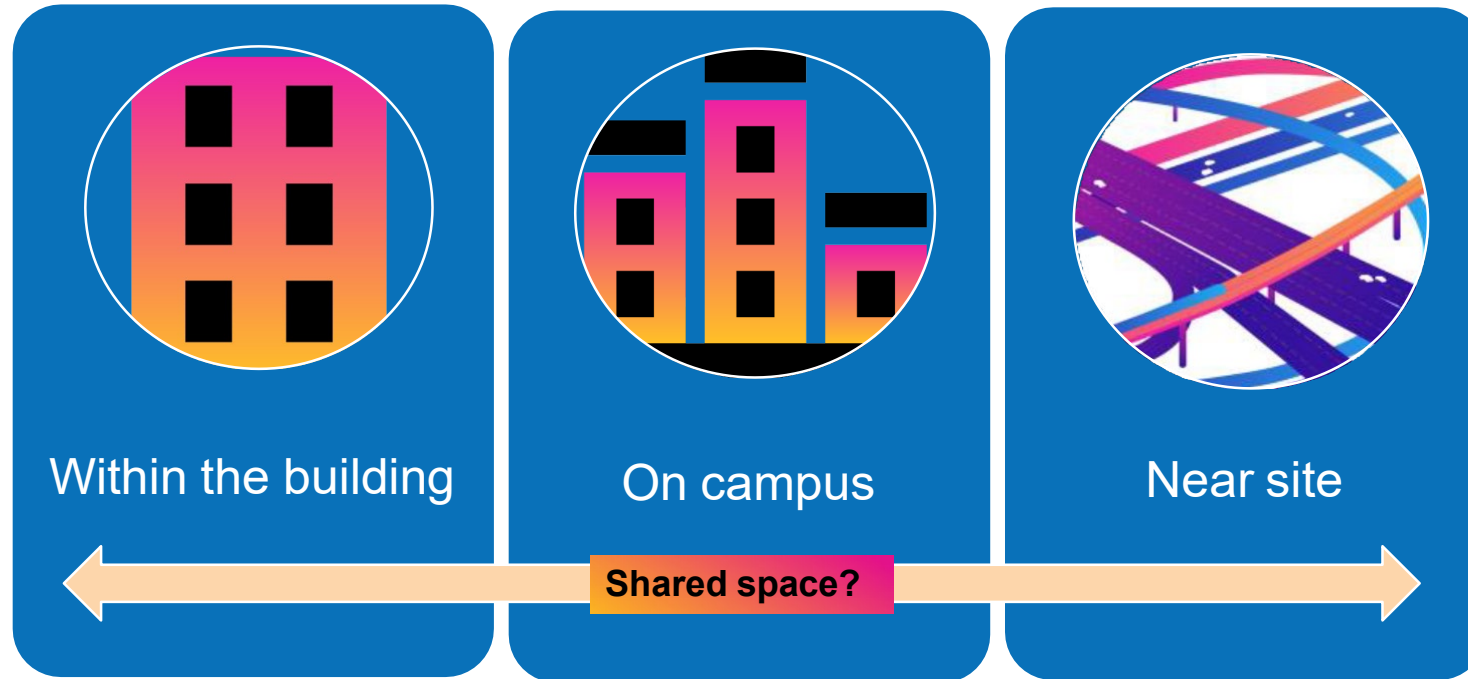


office in zip code 33634

Facilities Design



Location options



Two options for near-site

DEDICATED MODEL

These nearsite locations are based in the community and typically serve one organization's population. These centers can be tailored to the population's needs and can include additional services like a fitness center, pharmacy, physical therapy, and more.

SHARED MODEL

Most nearsite centers are shared among multiple organizations and are dedicated to making primary care more accessible to employees and their families. These centers provide a comprehensive care solution for employers with geographically dispersed populations, and employers who want better access to primary care for dependents as well as employees.

Why employers consider a shared or “near-site” clinic

Geographic spread population	Fewer employees in one location
Trust issues and Anonymity	Site security
Dependents and spouses	Share cost
Lack of space at worksite	Limited budget



Options for managing and staffing the clinic



Employer-
hired
Clinical
Staff

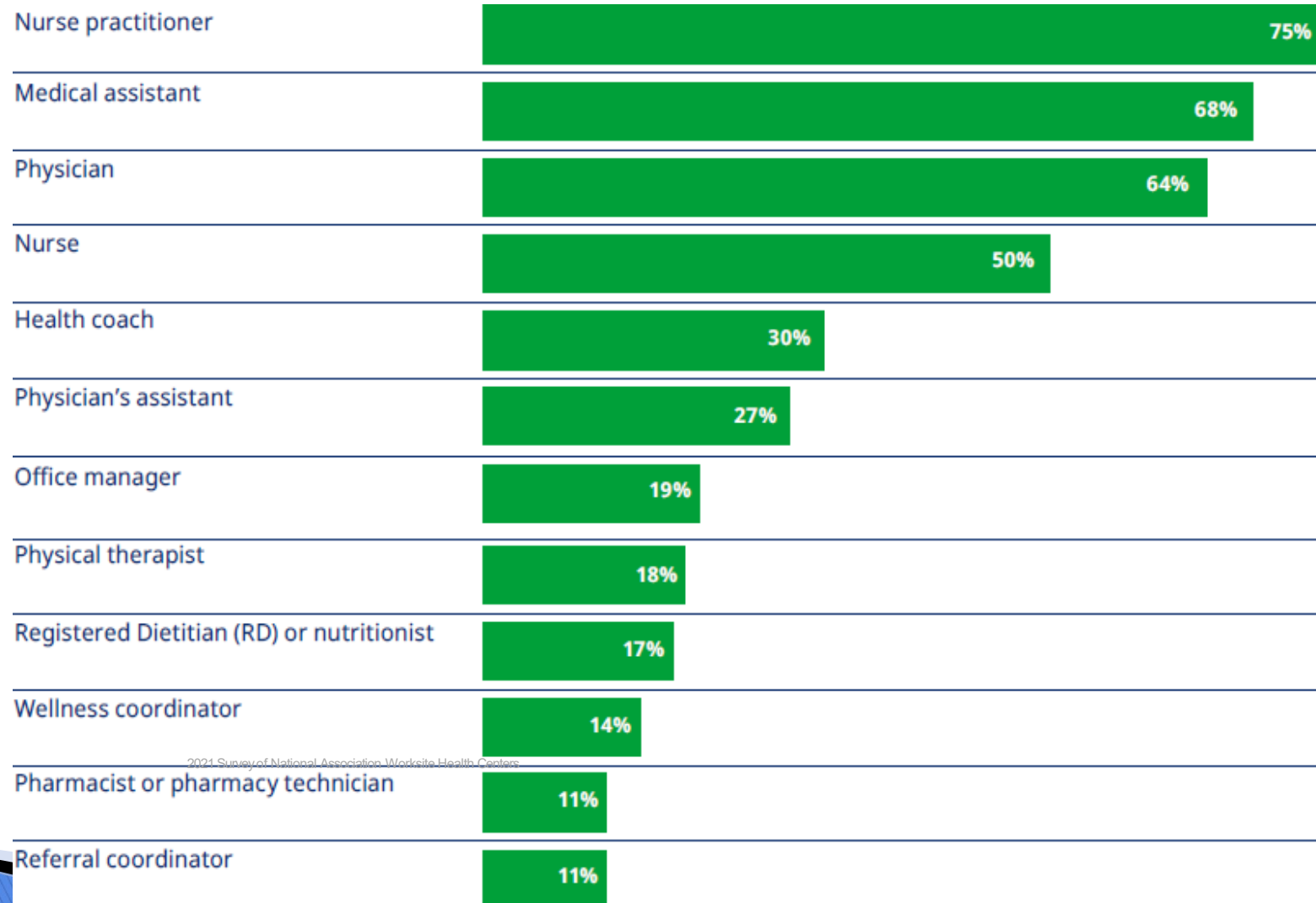


Local
healthcare
providers



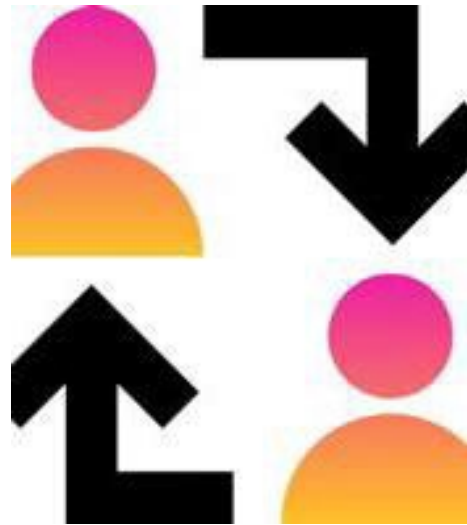
Third Party
Vendors

Clinic staffing



2021 Survey of National Association Worksite Health Centers

Encouraging clinic utilization with incentives



Reduced copayment 18%

Reduction in employee premium contribution 12%

Clinic as a plan option 10%

Contribution to the HSA account 8%

Cash or gift card 8%

Critical engagement factors

Effective communication / broad awareness

Privacy and confidentiality assurances

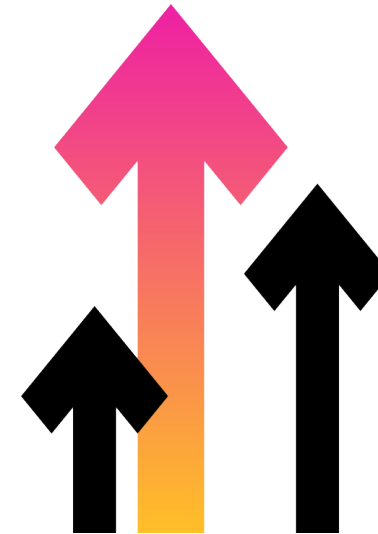
Strong executive support / involvement

Superior service delivery

Enthusiastic clinicians

Attractive plan design / incentive

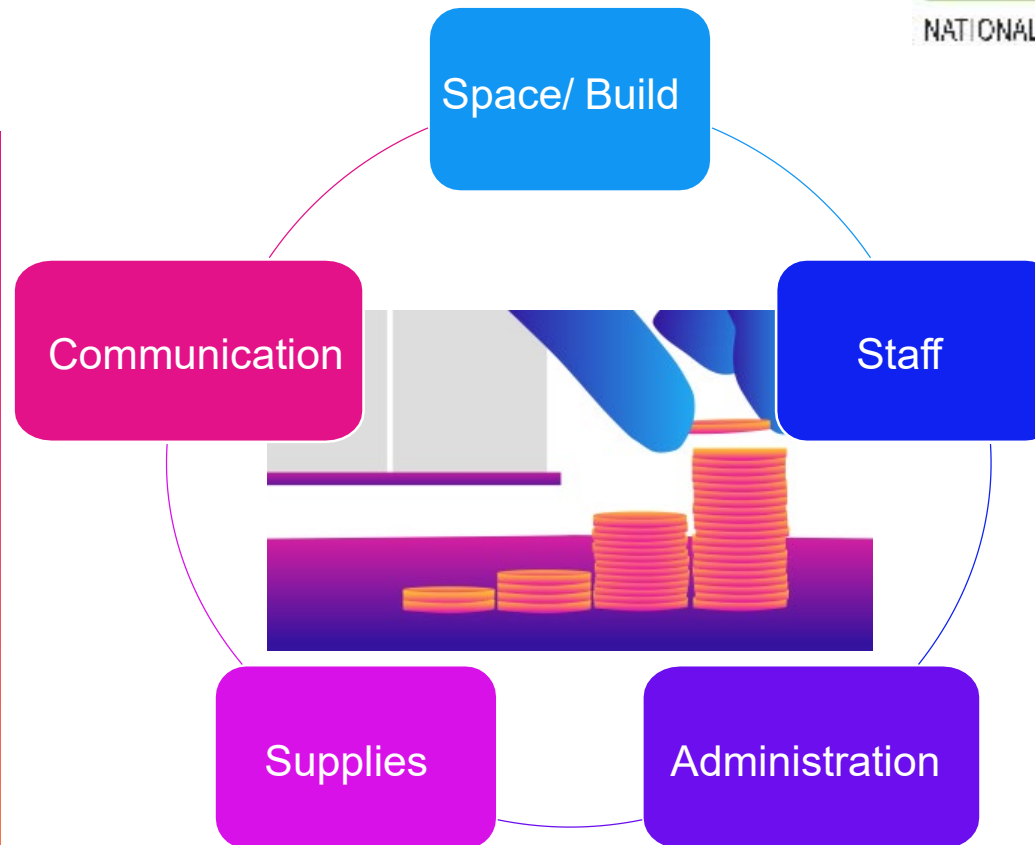
Appealing clinic location / layout



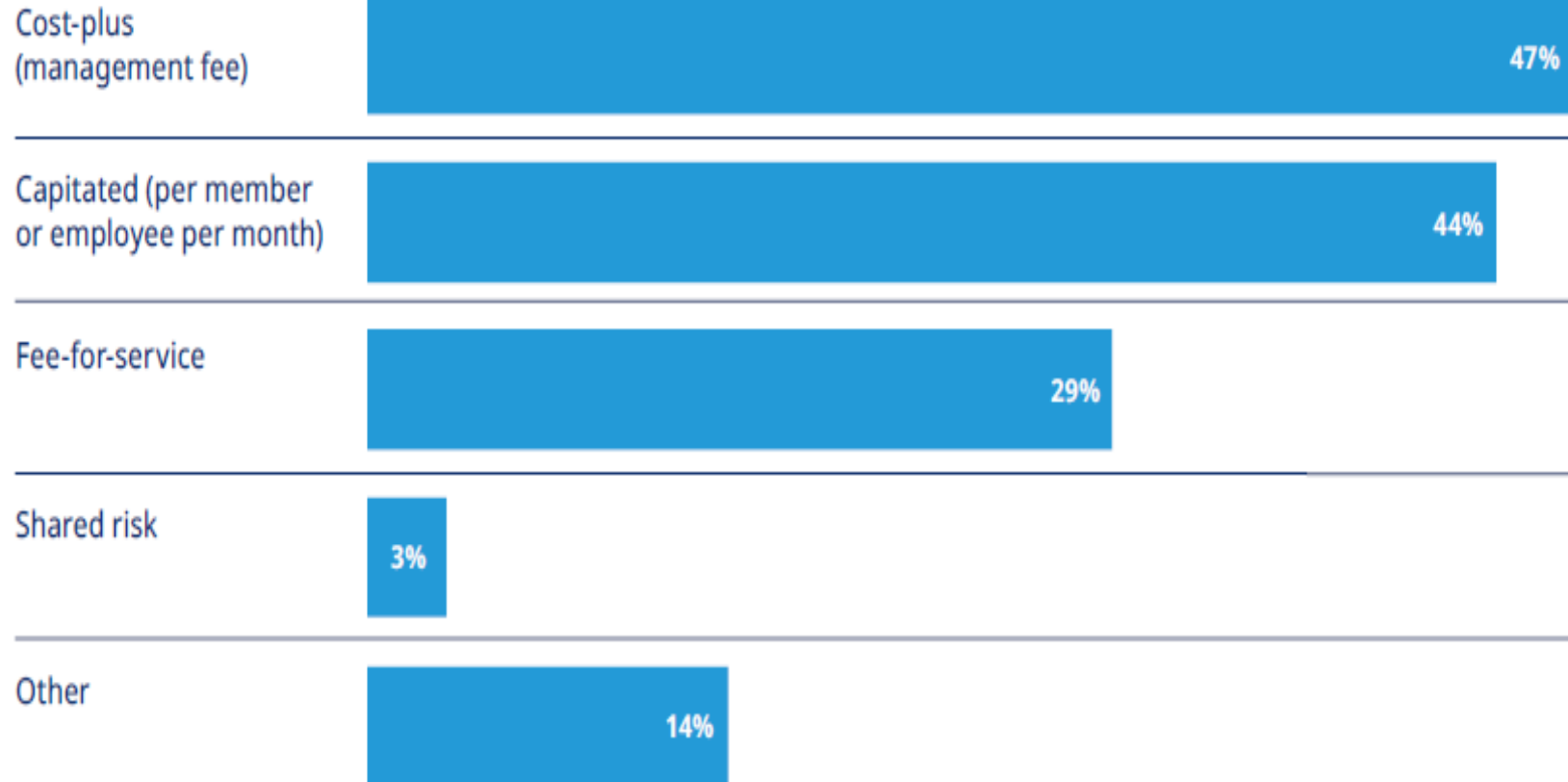
Onsite clinic costs

Some costs may be mitigated if patients pay a small fee for care.

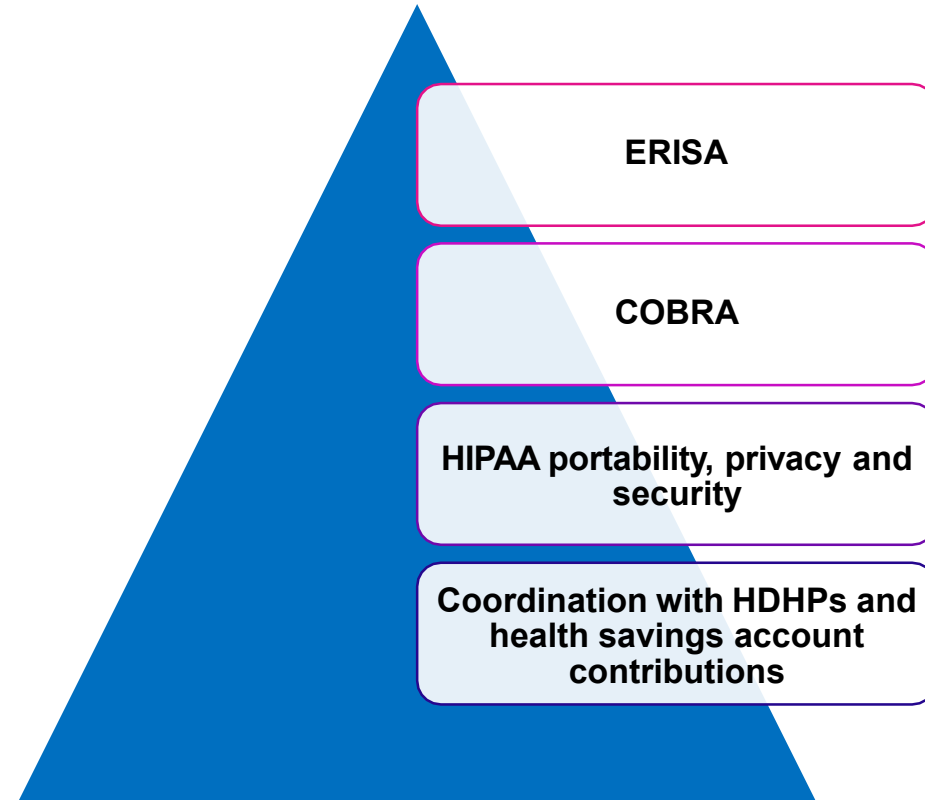
The federal government requires that clinics charge “fair market value” for non-preventive care provided to patients in a Health Savings Account plan.



Clinic reimbursement



Legal considerations of the clinic



Return on investment (ROI)

Many don't know or haven't measured

- ▶ Return on Investment requires an objective methodology agreed to by employer and vendor, encompassing:
 - Comprehensive data aggregation including medical, pharmacy, absence management and workers' compensation claims
 - Accurate accounting of center implementation and operating costs, including vendor fees
 - Comparison of experience and claims from population served at the center vs those using community providers
- ▶ 56% haven't attempted to measure the ROI of their center
- ▶ 43% report ROI of 1.5:1 or higher
- ▶ 31% report ROI of 2:1 or higher
- ▶ 12% report ROI of 3:1 or higher

NAWHC recommends “Value of Investment (VOI)” approach to measurement



- ▶ VOI of performance includes measurement of:
 - ROI – return of capital investment
 - Patient satisfaction (Net Performance Score)
 - Absenteeism
 - Productivity
 - Medical and pharmacy costs
 - Recruitment and retention
 - Level of engagement in other health benefit programs

Sample Key Performance Indicators (KPIs)



Clinic Penetration Rate

% of eligible population using the onsite clinic over a 12 month period; reported monthly

Visits per patient

Average count of visits per patient on a rolling 12 month basis

Services per Visit

A per head total of the number of services of each patient visit

Well Care visit adherence

% of total population that has incurred a well care visit over a 12 month period.

Employee satisfaction

Survey satisfaction after every clinic visit to collect data on clinic performance

Avoidable ER Visits

Quantity of avoidable ER visits per 1,000 members over a 12 month period

Top conditions for Clinic users

Top 10 conditions by patient count for clinic users over a 12 month period.

Targeted Campaign Cost comparison

Select a goal condition or procedure and compare traditional cost vs. clinic cost over a 12 month period

(Source: Aon)

Five critical components for a successful clinic



A data integrated, comprehensive electronic medical record



A corporate-culture savvy onsite care provider, indoctrinated in local healthcare



An employee-centric model to manage total population health holistically



A long-term strategic plan, predicated on data-driven intelligence



A tactically located clinic facility



An enthusiastic engagement strategy



For more information, go to
www.nawhc.org

Questions & Answers

Please use Q&A to submit your questions to the moderator.

THANK YOU!



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