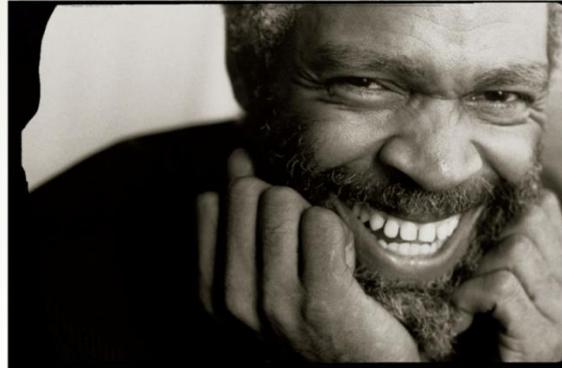
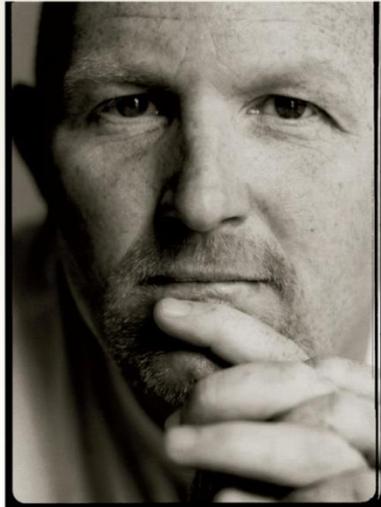


Marathon  
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For life.



INSPIRING PEOPLE



City of Rockford Wellness Center  
Year 1 Review

November 30, 2015

# Today's Agenda:

1. Year One Executive Summary
2. Volume & Engagement
3. Identifying & Engaging the High Risk Population
4. Risk Mitigation
5. Claims Trend Analysis
6. Satisfaction Survey Results
7. Summary & Next Steps

# Executive Summary

# Capturing Value in Population Health Management

## Identify Risk

- Data Mining
- HRA
- Biometric Screen
- Population Stratification

## Mitigate Risk

- Comprehensive Health Review
- Action Plans
- Coaching
- Disease Management
- Patient Health Record/EMR

## Change Utilization

- Alter Risk Profile
- Discover/Treat Undiagnosed Conditions
- Reduce ER/UC/Specialist & Hospital Stays

## Capture Savings

- Lower Claims
- Fewer Lost Work Days
- Higher Productivity

Primary Care/Occupational Health/Onsite Rx

# Executive Summary

- Increased baseline screening rates (11/2014: 47%) to 77% for eligible employees in Y1.
- Exceeded employee engagement modeled penetration rates (45%) by 6 points at 51.2%. Dependents participation (21.2%) exceeded our modeled rates (20%) yet presents an opportunity for improvement.
- Engaged 60% of High & Chronic employees (315 patients) in their health at COR Wellness
- 452 unique patients improved at least one risk factor (45% of entire at-risk population)
- Achieved year-over-year flat claims trend; actual claims, with outliers >\$50k removed, are \$800k below projections.
- Patient satisfaction in our Year End Survey is 83.9%

# One Patient at a Time: Carrie



“I have been battling weight issues on and off my entire life. I visited the CoR Wellness Center for health coaching to get guidance, resources and motivation to make permanent changes in my life. Knowing that I would have regular visits and continue to make goals with my provider was a big part of my decision to access the resources at the Center.”



- **Acute visit**
- **Comprehensive Health Review and subsequent health coaching**
- **Goal Setting**
- **PDSA Cycles (eating plans, exercise, behavior change)**
- **Empathy, motivation, empowerment**

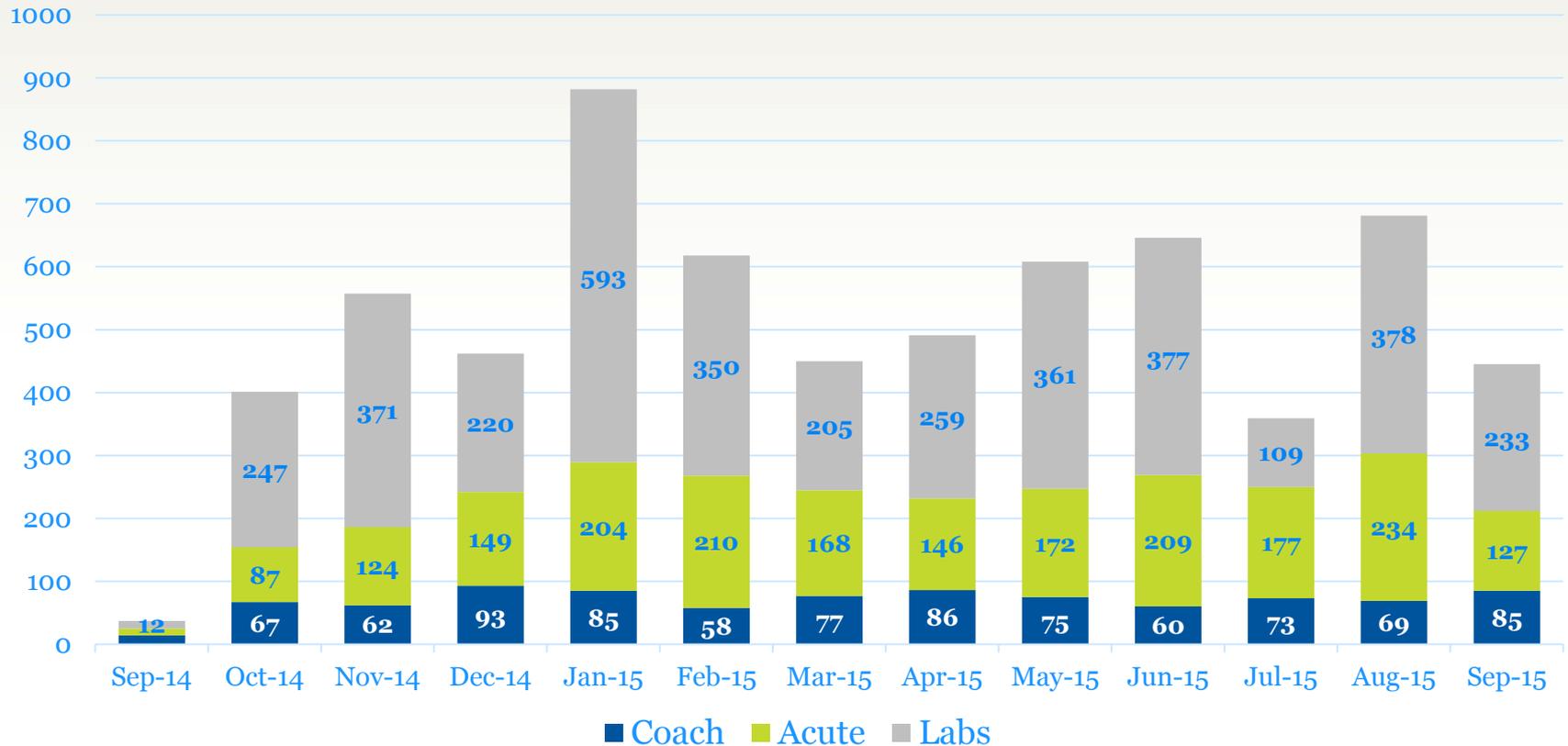


**Results:**

“Today, I am on a lifelong path to a healthier, happier me. I am eating well, have lost 21.5 inches and 10 pounds, and no longer need the acid reflux medication. I am sleeping better, feeling happier and more focused. The best part is that I have created a healthy home for myself and my family, and am giving my children the tools they need to live better lives.”

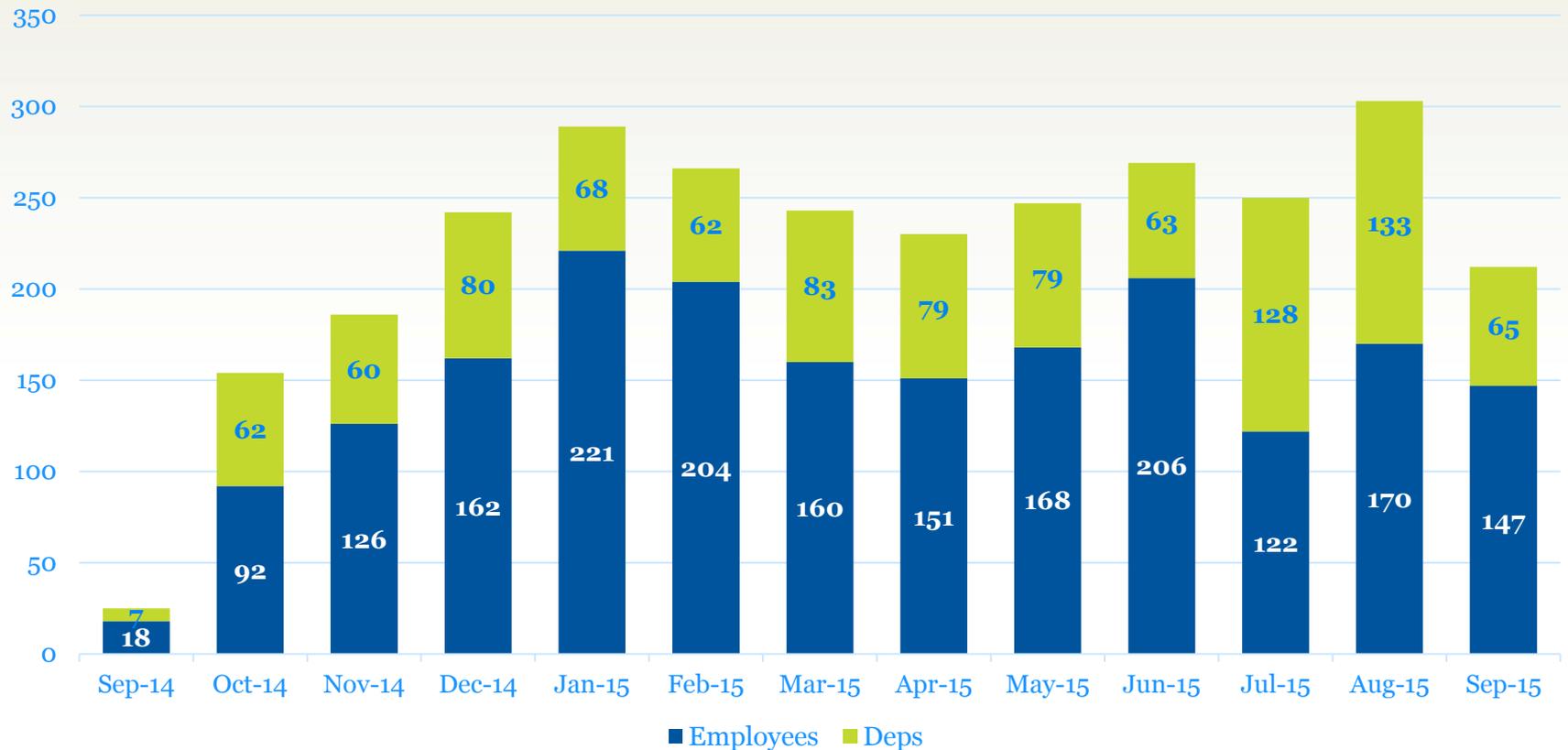
# Volume and Engagement

# Volume Trend by Service Type



	Coaching	Acute	Total Encounters	Labs
Year 1 monthly Average	74	167	241	309
Annual Total	890	2,007	2,897	3,703
Percent of Total	31%	69%		

# Volume Trend by Member Type

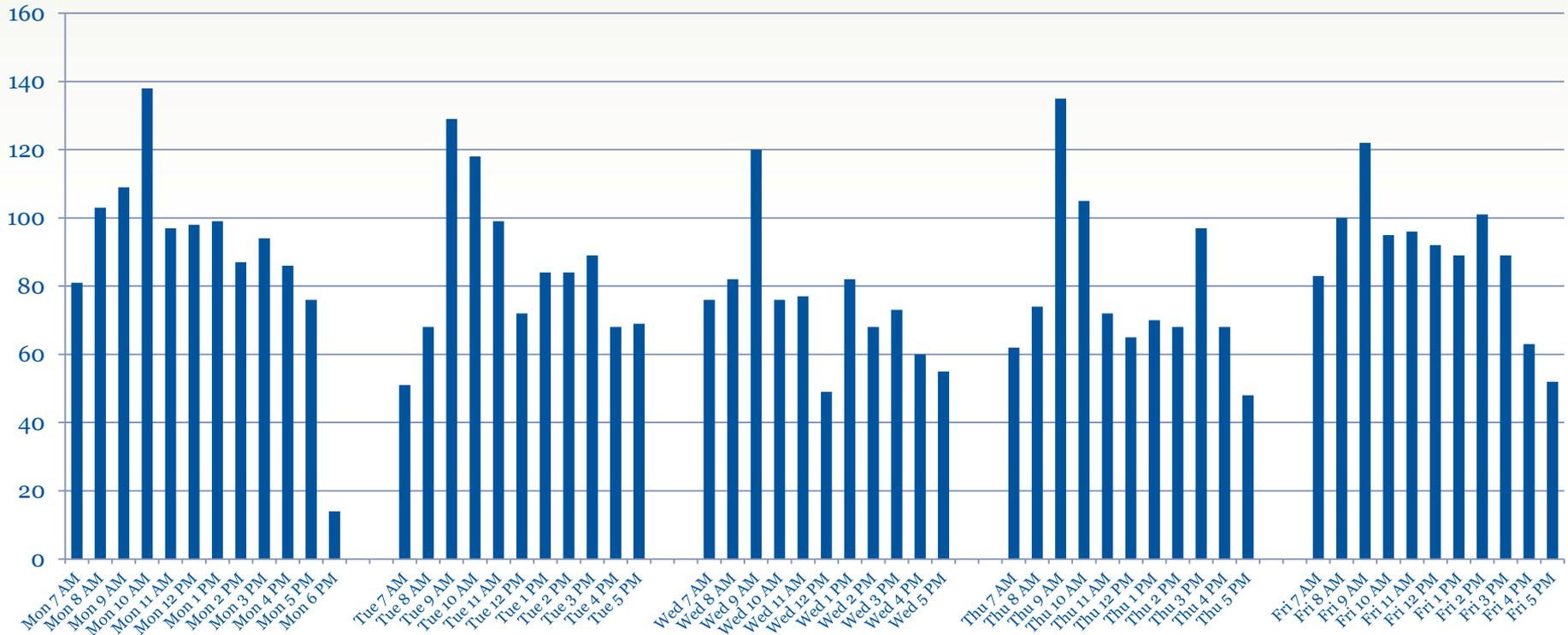


	Employees	Dependents	Total
Year 1 monthly Average	161	80	241
Annual Total	1,933	964	2,897
Percent of Total	67%	33%	

# Schedule Stats

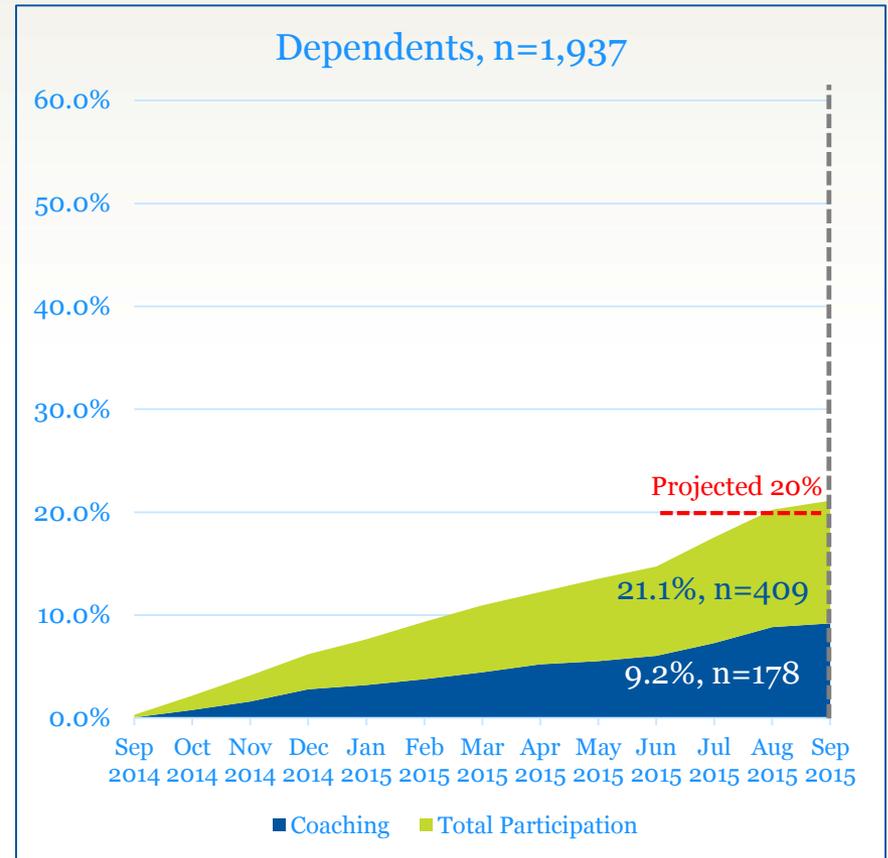
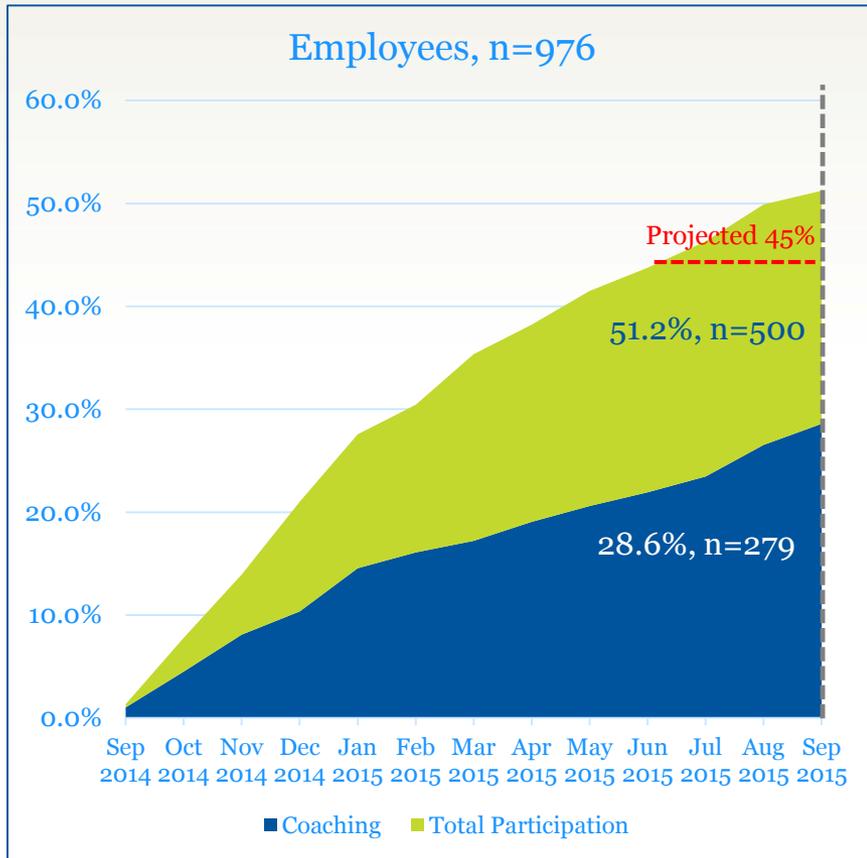
	Total Filled Appts
MON	1082
TUE	931
WED	818
THU	864
FRI	982

## Filled Appts by Day and Hour



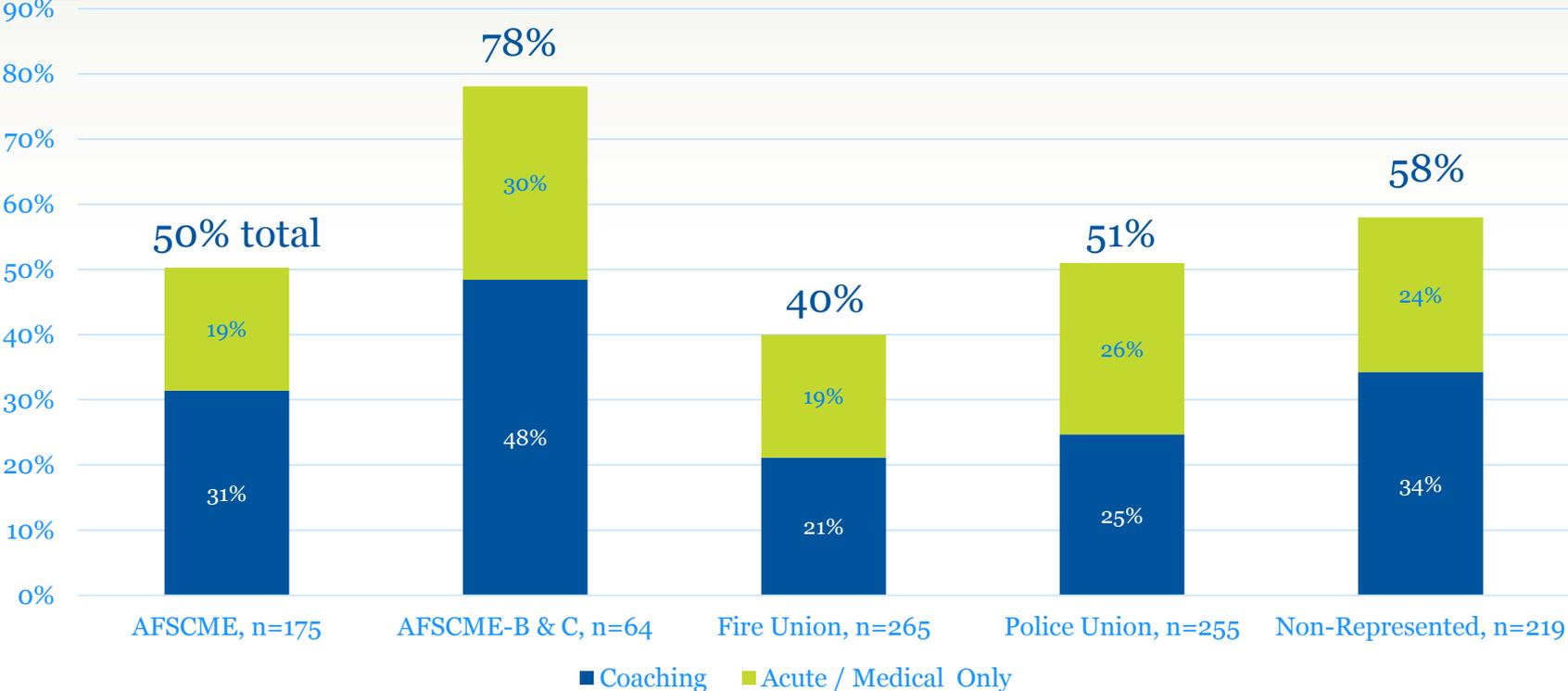
	CoR	MH Benchmark / Target
No-Shows	3.3%	6.2%
Walk-Ins	22.5%	8.2%

# Total Population Participation & Engagement



# Total Population Participation by Bargaining Unit Employees Only

Engagement & Participation by Bargaining Unit



# Routine Occ Health Services by Bargaining Unit

CPT Code	Description	Police	Fire	AFSCME	AFSCME-B	AFSCME-C	Non-Represented	TOTAL	Fee Equivalent
94799	Respirator Fit Testing	229	236	11	0	0	38	<b>514</b>	\$ 60.00
86580	TB Test	122	255	4	0	7	47	<b>435</b>	\$ 11.72
80100	Drug Screening	23	14	18	1	7	46	<b>109</b>	\$ 34.97
99395	Hist. and Physical Exam, ages 18-39	18	19	2	0	6	15	<b>60</b>	\$ 157.73
92577	Audiometry	26	13	3	0	0	15	<b>57</b>	\$ 40.00
99173	Vision Screening	24	24	2	0	0	0	<b>50</b>	\$ 5.00
99396	Hist. and Physical Exam, ages 40-64	2	16	10	2	10	9	<b>49</b>	\$ 170.12
90746	Hepatitis B	7	1	7	0	0	4	<b>19</b>	\$ 12.00
82075	Breath Alcohol Testing	0	0	2	0	0	0	<b>2</b>	\$ 10.00
	<b>TOTAL</b>	<b>451</b>	<b>578</b>	<b>59</b>	<b>3</b>	<b>30</b>	<b>174</b>	<b>1295</b>	
	Dollar Value of Routine Occ Services	<b>\$ 20,398</b>	<b>\$ 24,009</b>	<b>\$ 3,587</b>	<b>\$ 375</b>	<b>\$ 2,974</b>	<b>\$ 8,984</b>	<b>\$ 60,328</b>	

# Engagement Opportunities & Strategies

- Proposed monthly health coaching rotations at Fire Houses to boost our 20% engagement
- “My employer would not allow routine care or wellness on company time for my job classification.” Consistent policies?
- Health promotions co-located at target engagement areas



# Identifying and Engaging the High Risk Population

# Screening & Risk Identification

Through October 2015 Mass Screening

## Employees

2015 Chronic & At-Risk Population As Percentage of Screened/Mined



## Dependents

2015 Chronic & At-Risk Population As Percentage of Screened/Mined



- Year 1 near-site benchmark = 60%
- HRA completion rate = 77%
- Screening rate increased from 47% in Nov 2014

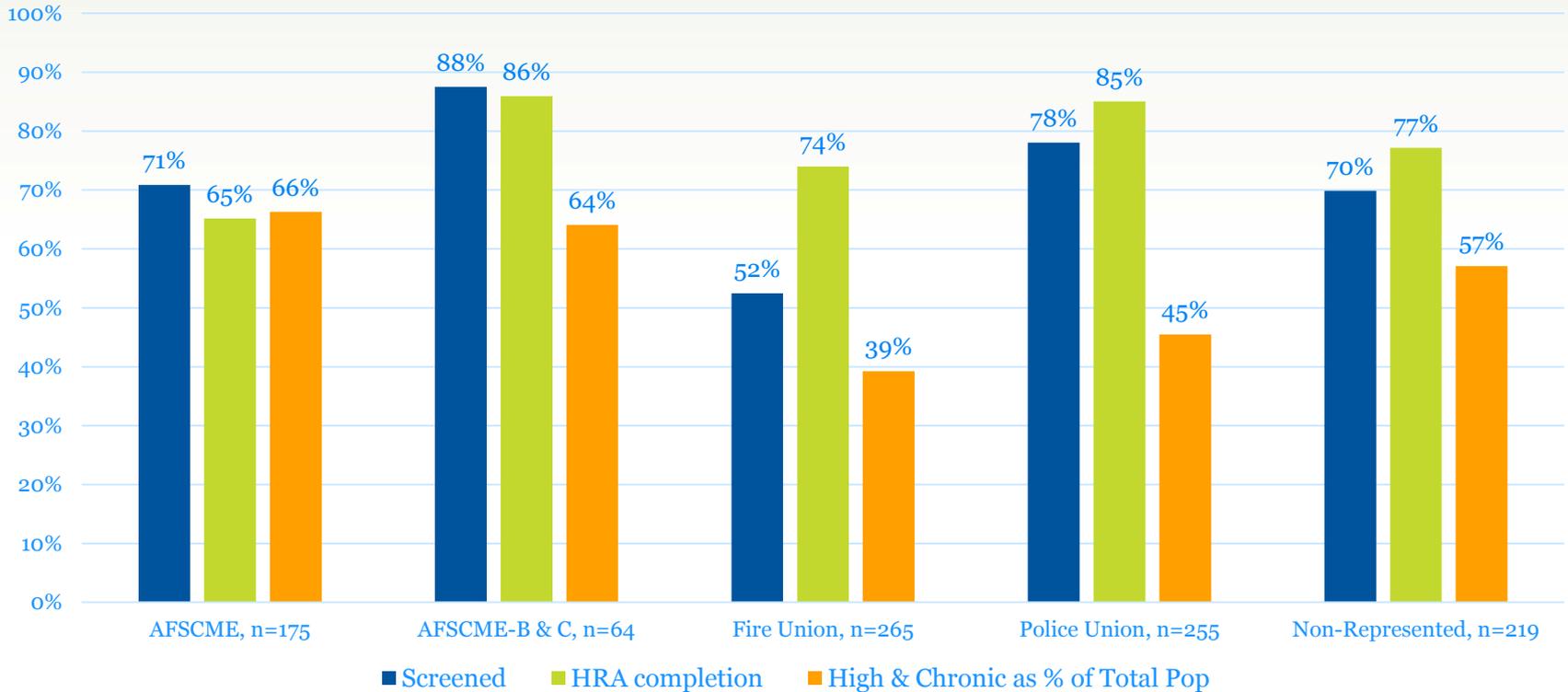
- Year 1 dependents benchmark = 25%

# Marathon Health High & Chronic Criteria

Chronic (1+ of following)	High Risk (5+ of following OR flagged findings)	High Risk (1+ of the following)
Hypertension	BP Systolic 121-139	BP Systolic $\geq 140$
Metabolic syndrome	BP Diastolic 81-89	BP Diastolic $\geq 90$
Asthma	Glucose reading 101-125	Glucose $\geq 126$ , Random Glucose $\geq 200$
Depression	Cholesterol 201-239, or LDL 160-189, or HDL $< 40$	Total Cholesterol $\geq 240$ , or LDL $\geq 190$ , or Triglycerides $\geq 500$
Diabetes	Obese (BMI $\geq 30$ )	BMI $\geq 35$
Coronary artery disease (CAD)	Smoker	PHQ Score $> 15$ (Moderate to Severe Depression)
Congestive heart failure (CHF)	Presence of high risk medical condition (cancer, CAD, CHF, past heart attack, diabetes, past stroke, angina pectoris, heart valve disease)	
Chronic obstructive pulmonary disease (COPD)	Stress = High	

# Screening & Risk Identification by Bargaining Unit

Screening & Risk Identification by Bargaining Unit



# Prevalence of Risk Factors and Chronic Conditions

## Observed Prevalence – Not Matched Cohort (See Slide 26)

Risk Factor/Chronic Condition	Data Source	# of EE's with risk factor / disease	Sample Size <sup>1</sup>	Rockford Nov 2014	Rockford Oct 2015	U.S. Prevalence Rate	Status vs. US Avg.
Obesity	Screening	272	564	47.0%	48.2%	35.7%	Red
Inadequate Sleep	HRA	343	734	43.2%	46.7%	30.4%	
High Blood Pressure/HTN†	Screening/Claims	393	935	29.4%	42.0%	30.0%	Yellow
High Cholesterol*	Screening	140	642	24.4%	21.8%	23.8%	
Tobacco Use	HRA	138	747	16.7%	18.5%	19.0%	Red
High Stress Levels	HRA	121	745	16.2%	16.2%	10.0%	
Work-Loss Days	HRA	96	698	15.0%	13.8%	20.0%	Green
Physical Inactivity	HRA	82	741	8.7%	11.1%	36.2%	
High Blood Sugar/Diabetes†	Screening/Claims	74	935	6.8%	7.9%	12.1%	Yellow
Asthma	Claims/Health Center	66	935	4.6%	7.1%	7.7%	
Chronic Bronchitis (COPD)	Claims/Health Center	36	935	1.8%	3.9%	4.0%	Green
Job Dissatisfaction	HRA	24	743	3.3%	3.2%	55.0%	
Coronary Artery Disease (CAD)	Claims/Health Center	16	935	1.1%	1.7%	6.0%	Green
Alcohol Abuse	HRA	8	747	0.4%	1.1%	8.5%	
Life Dissatisfaction	HRA	6	746	1.9%	0.8%	5.0%	Green
Perception of Health	HRA	5	749	0.8%	0.7%	10.0%	
Congestive Heart Failure (CHF)	Claims/Health Center	<5	935	0.1%	0.4%	1.8%	Green
No Seat Belt Use	HRA	2	738	0.2%	0.3%	14.0%	

### Top Risks Currently Identified:

- Obesity
- Inadequate Sleep
- High Blood Pressure / HTN
- High Stress Levels

\*\*\*\*\*

### Other Areas of Concern

- High Cholesterol
- Tobacco Use
- High Blood Sugar / Diabetes
- Asthma
- COPD

†Note: patients flagged with chronic hypertension or diabetes are captured here even if well managed

\*Cholesterol benchmark is MH book of business average

# Top Risks vs. Top Diagnoses

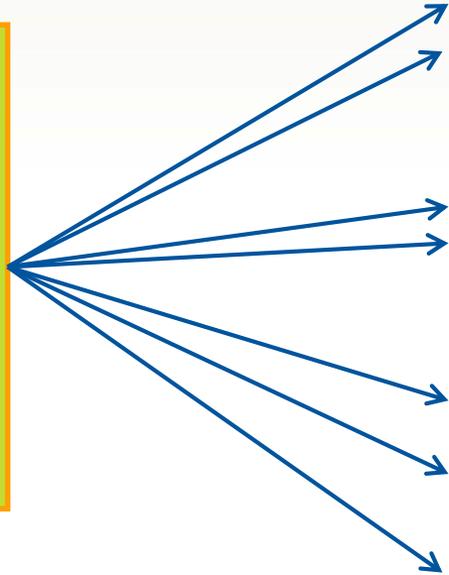
## Top Risks Currently Identified:

- Obesity
- Inadequate Sleep
- High Blood Pressure / HTN
- High Stress Levels

\*\*\*\*\*

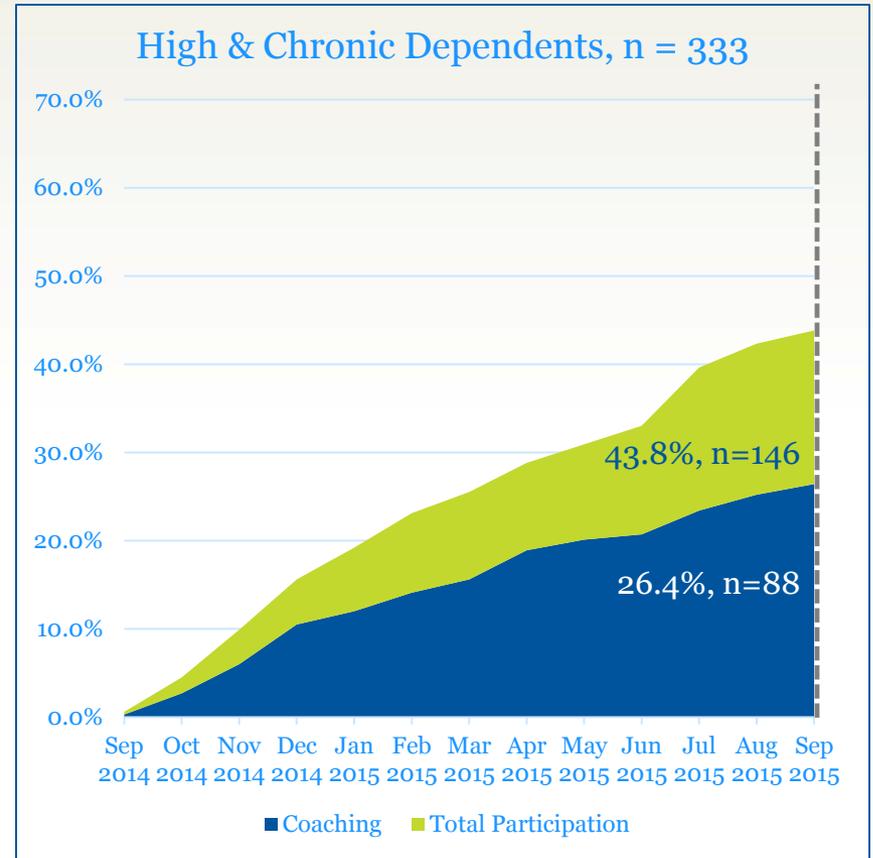
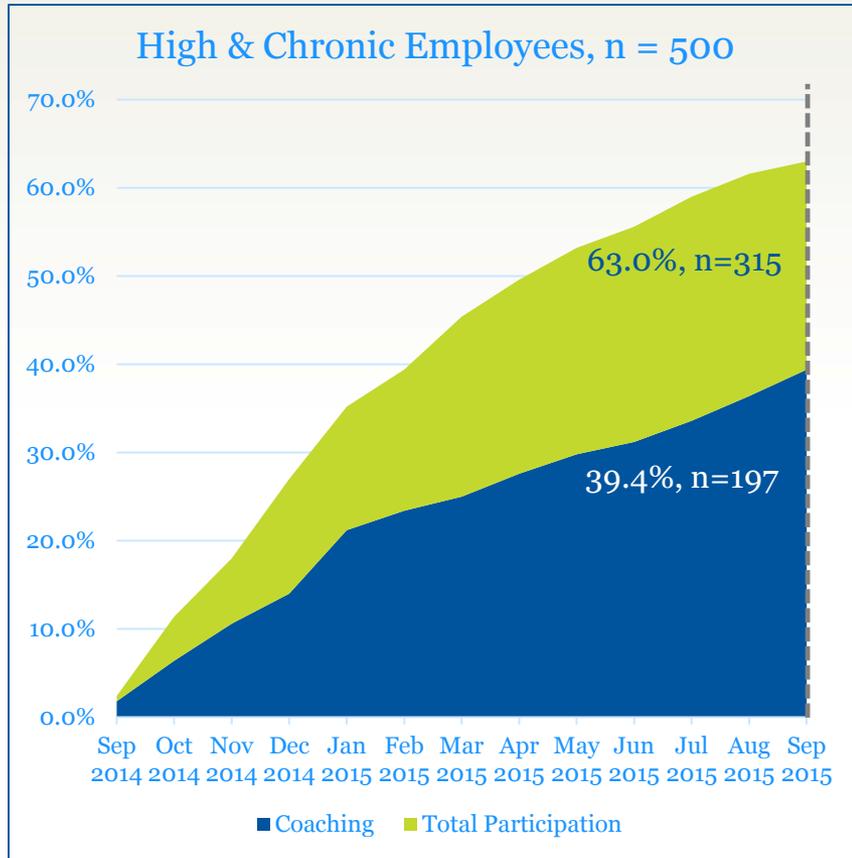
### Other Areas of Concern

- High Cholesterol
- Tobacco Use
- High Blood Sugar / Diabetes
- Asthma
- COPD



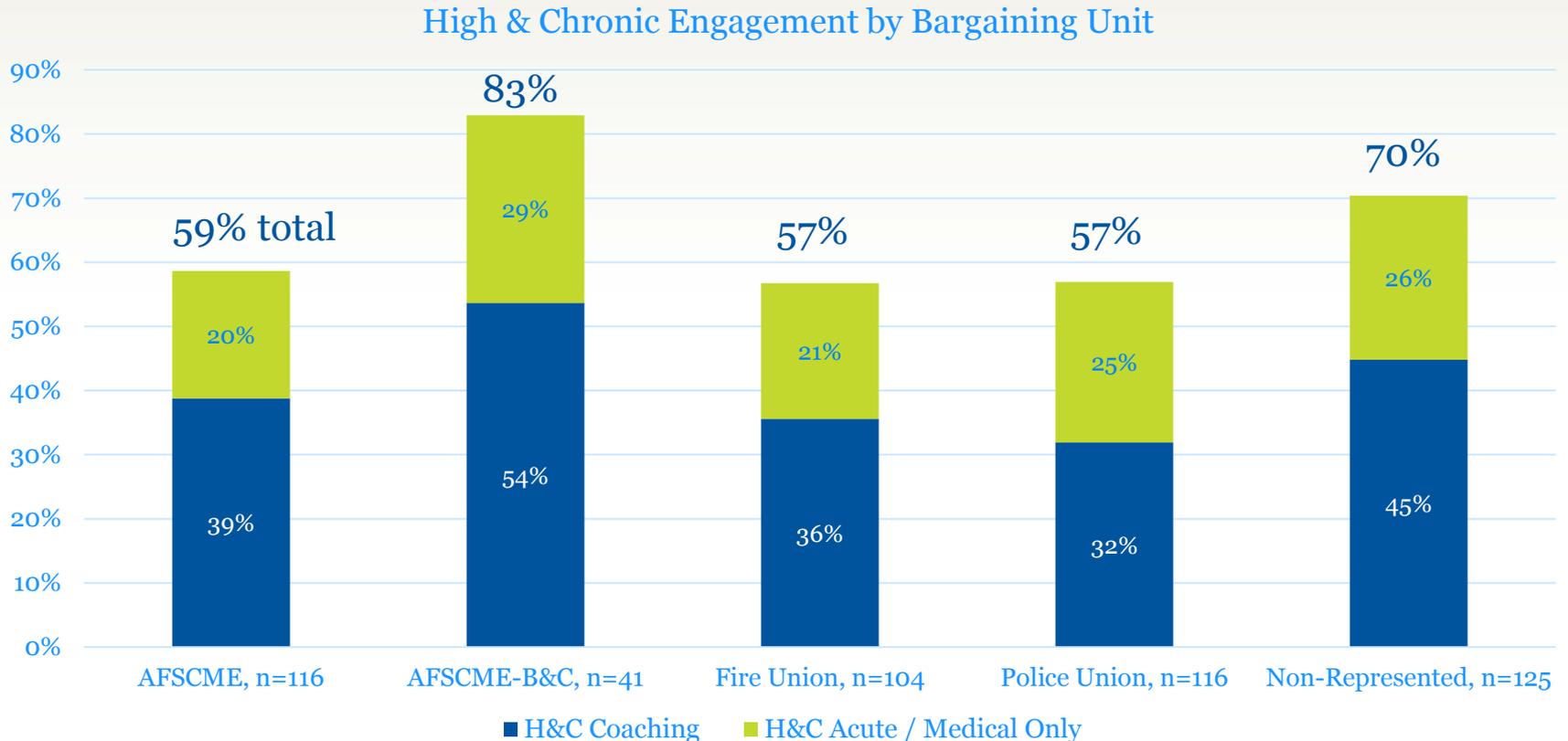
Top Patient Diagnoses - Employees, Year 1	
Description	Total
Tuberculin skin test (PPD)	652
Screening, unspecified	421
Fit/adjust device, i.e., respiratory mask	306
<b>Comprehensive Health Review</b>	<b>172</b>
<b>Hypertension</b>	<b>156</b>
Allergic rhinitis	114
Sinusitis, acute	110
Bronchitis, acute	65
<b>Diet and exercise counseling</b>	<b>61</b>
<b>Dietary surveillance &amp; counseling</b>	<b>56</b>
Physical exam (annual, work, camp or school)	56
Back pain, lower	48
Cough	48
<b>Hyperlipidemia</b>	<b>46</b>
Screening, Alcohol and/or Drug	42
<b>Fatigue</b>	<b>41</b>
Work exam - DOT, Pre-Employment	41
<b>Diabetes mellitus, without complication</b>	<b>39</b>
Pharyngitis, acute	38
All Other	1624
<b>Total</b>	<b>5074</b>

# High & Chronic Engagement

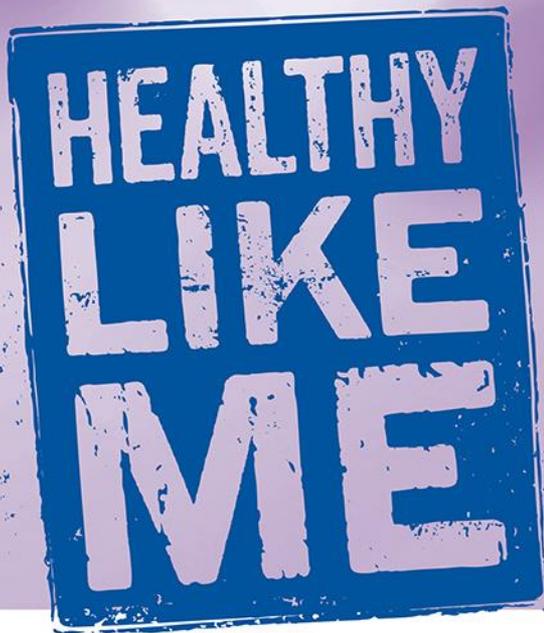


- Year 1 near-site benchmarks 60% participating, 50% coaching

# High & Chronic Engagement By Bargaining Unit



# Risk Mitigation



Has your Marathon Health coach helped you get healthier?

**Tell us your story.**

Maybe you've shed a few pounds, started moving more, decided to eat better, or finally stood up to those cigarettes. No matter how big or small your health victory might seem, it's worth celebrating – and we want to hear about it! We'll select ten stories four times this year to feature at Marathon Health sites around the country. If your story is chosen, you'll win \$250! And by sharing your successes, you'll inspire others to begin working on their own.

To submit your story, see your health coach or visit  
[www.marathon-health.com/HealthyLikeMe](http://www.marathon-health.com/HealthyLikeMe)

But don't wait – we need your stories by **May 30, 2014!**

**Marathon**  
*health*<sup>®</sup>  
For life.

# Health Like Me Winner: Q3 2015

## HEALTHY LIKE ME SUCCESS STORIES

“ But it was the monthly blood pressure checks that got me. ”



### Rodney *City of Rockford*

I've known that I needed to quit smoking for years and I had tried several times. I was feeling more tired, I would get very nervous, mildly depressed, and anxious. I never had money, my mustache was yellow, and I always stunk. But it was the monthly blood pressure checks that got me...

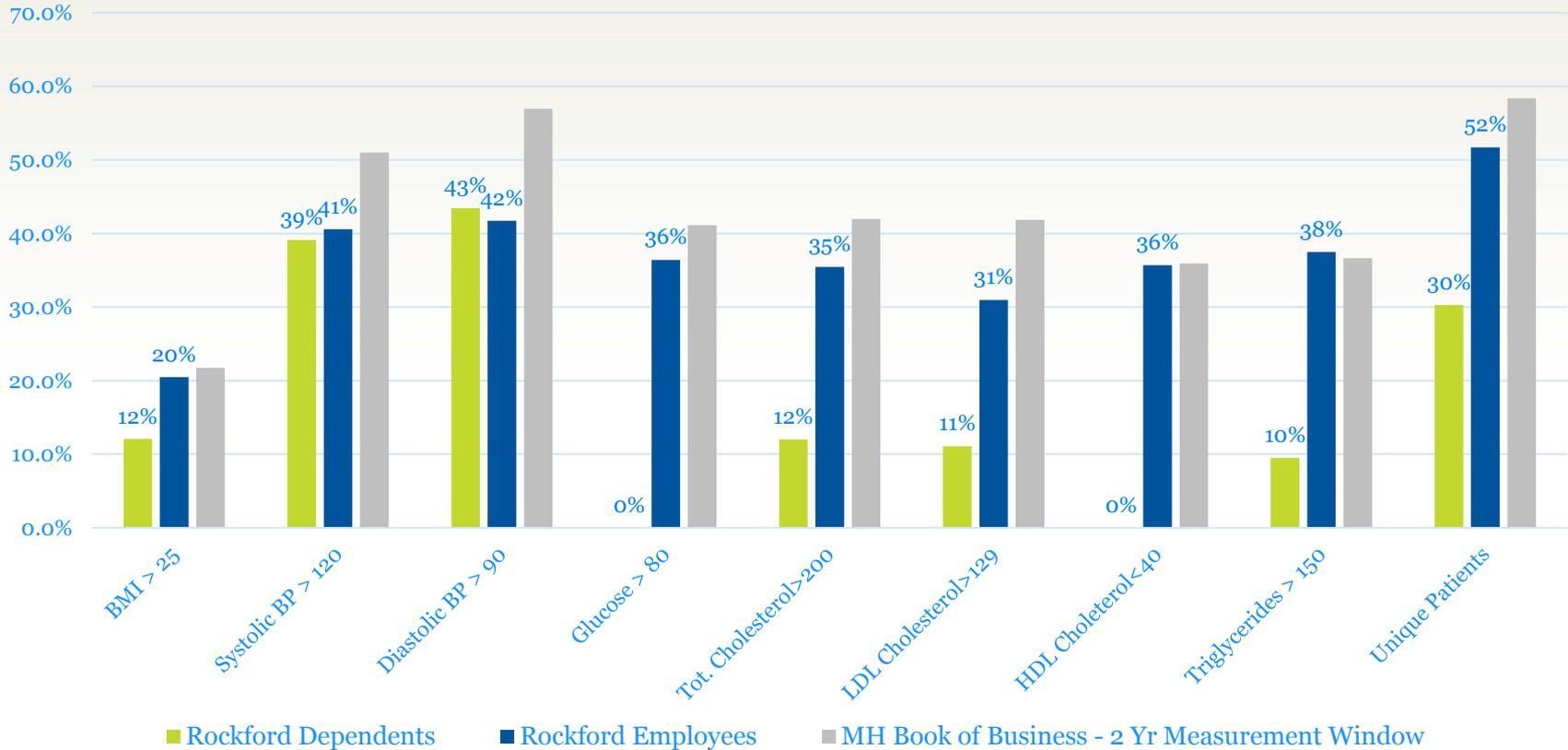
I started seeing the numbers go up month to month. Kristina Passerelli, FNP, at City of Rockford Wellness Center kicked my tail and made me work on these things and I appreciate it to this day.

She prescribed Chantix for the smoking, coached me to make better food choices, and fine-tuned my blood pressure medication to get my blood pressure back to normal. Now I've quit smoking, consciously exercise more, increased my fruit and vegetable intake, and reduced my sweet intake.

I would like to lose a little more weight, but other than that I'm extremely happy with the changes that I have seen. **You don't know how bad you feel until you feel better.**

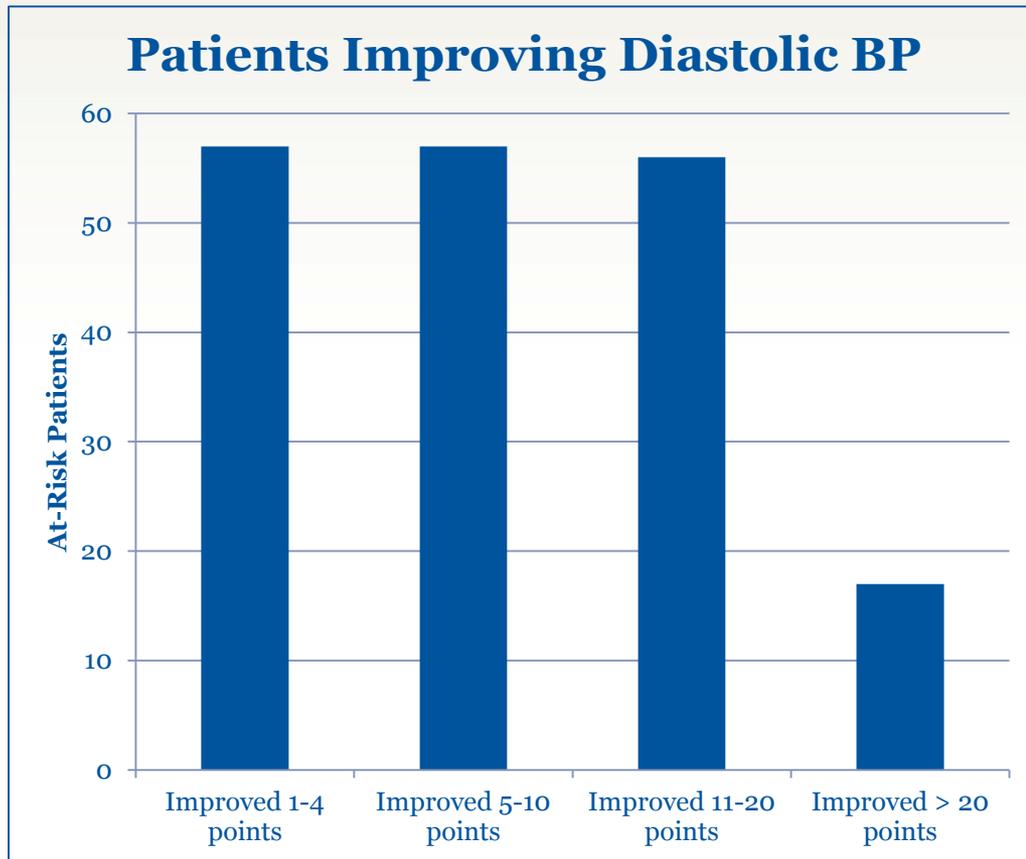
# First Year Progress on Key Risk Factors

## Employees and Dependents vs. MH Two Year Benchmarks



	Dependents		Employees	
	Pts At-Risk	Pts Improving	Pts At-Risk	Pts Improving
BMI > 25	240	29	454	93
Systolic BP > 120	156	61	488	198
Diastolic BP > 90	99	43	448	187
Glucose > 80	14	-	162	59
Tot. Cholesterol > 200	25	3	189	67
LDL Cholesterol > 129	18	2	155	48
HDL Cholesterol < 40	14	-	182	65
Triglycerides > 150	21	2	200	75
Unique Patients	297	90	700	362

# Progress on High Diastolic Blood Pressure > 120 Employees Only

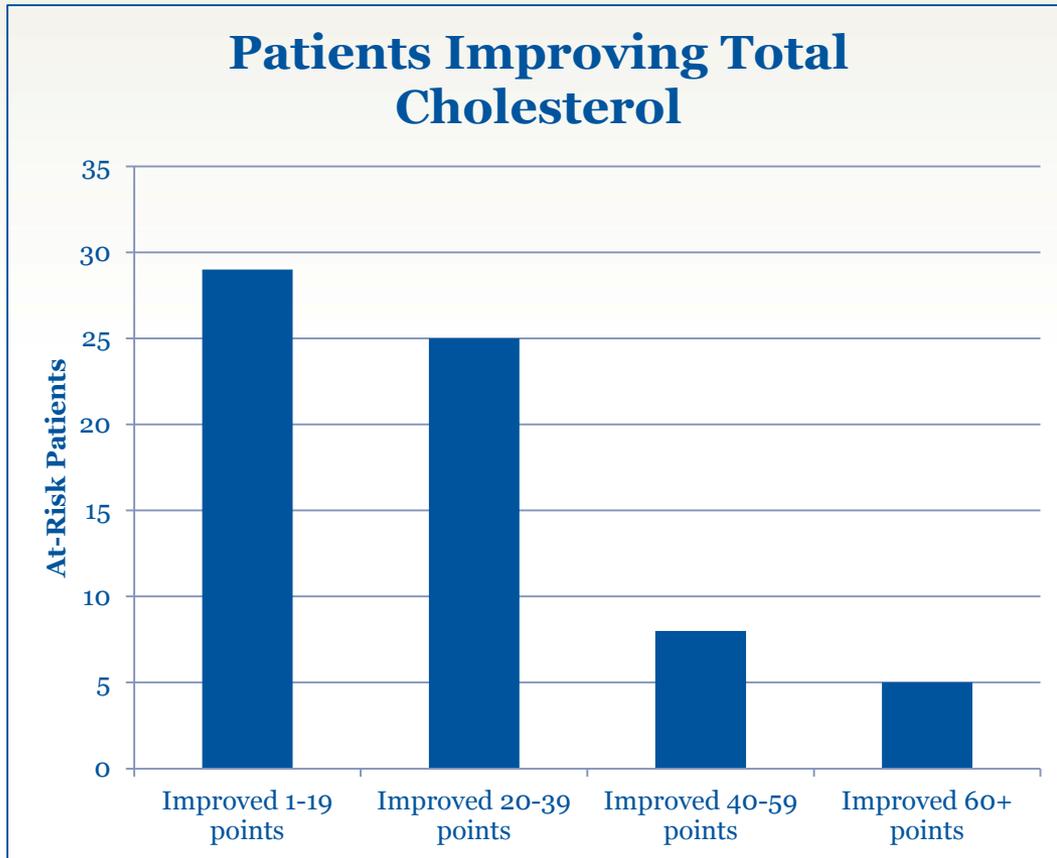


	Patients Improving Diastolic BP	Percent
Improved 1-4 points	57	13%
Improved 5-10 points	57	13%
Improved 11-20 points	56	13%
Improved > 20 points	17	4%
<b>Total Improved</b>	<b>187</b>	<b>42%</b>
No change / re-screen	180	40%
DBP Increased	81	18%
Total at-risk	448	
Total Plus / Minus	-1263	
Average Plus / Minus	-2.82	-4.46

MH BoB at 24 months

# Progress on High Total Cholesterol > 200

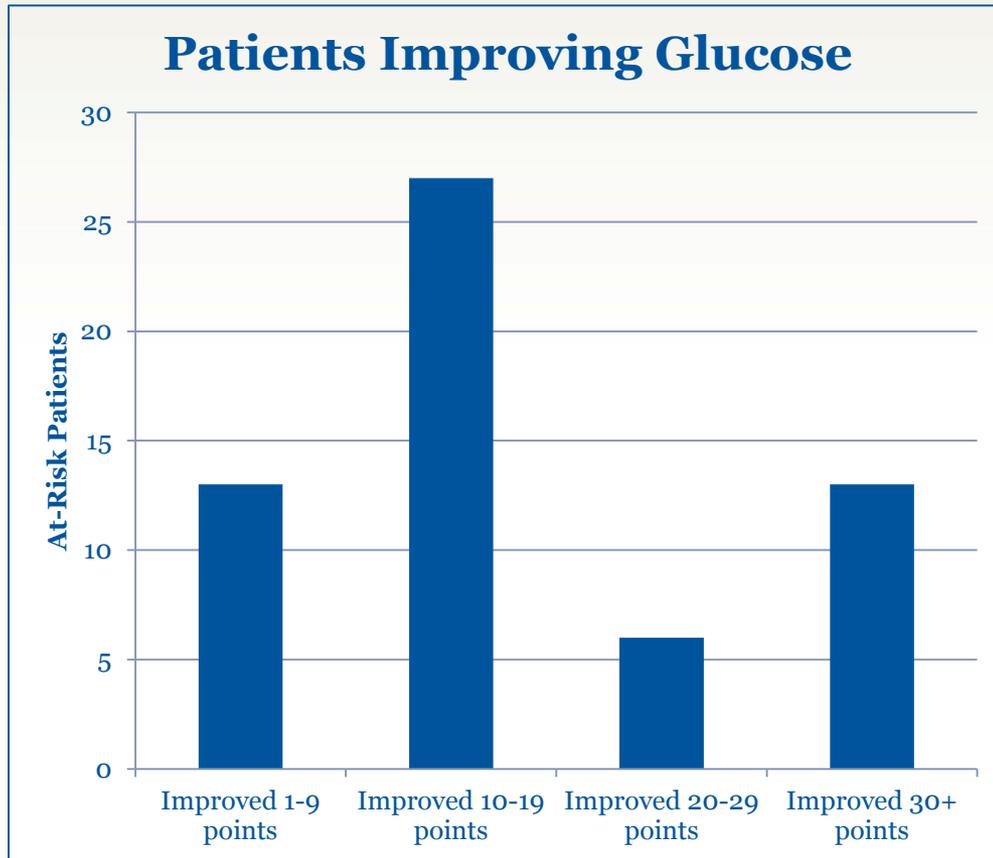
## Employees Only



	Patients Improving Total Cholesterol	Percent
Improved 1-19 points	29	15%
Improved 20-39 points	25	13%
Improved 40-59 points	8	4%
Improved 60+ points	5	3%
<b>Total Improved</b>	<b>67</b>	<b>35%</b>
No change / re-screen	91	48%
TC increased	31	16%
Total at-risk	189	
Total Plus / Minus	-1214	
Average Plus / Minus	-6.42	-10.23

# Progress on High Blood Sugar > 100

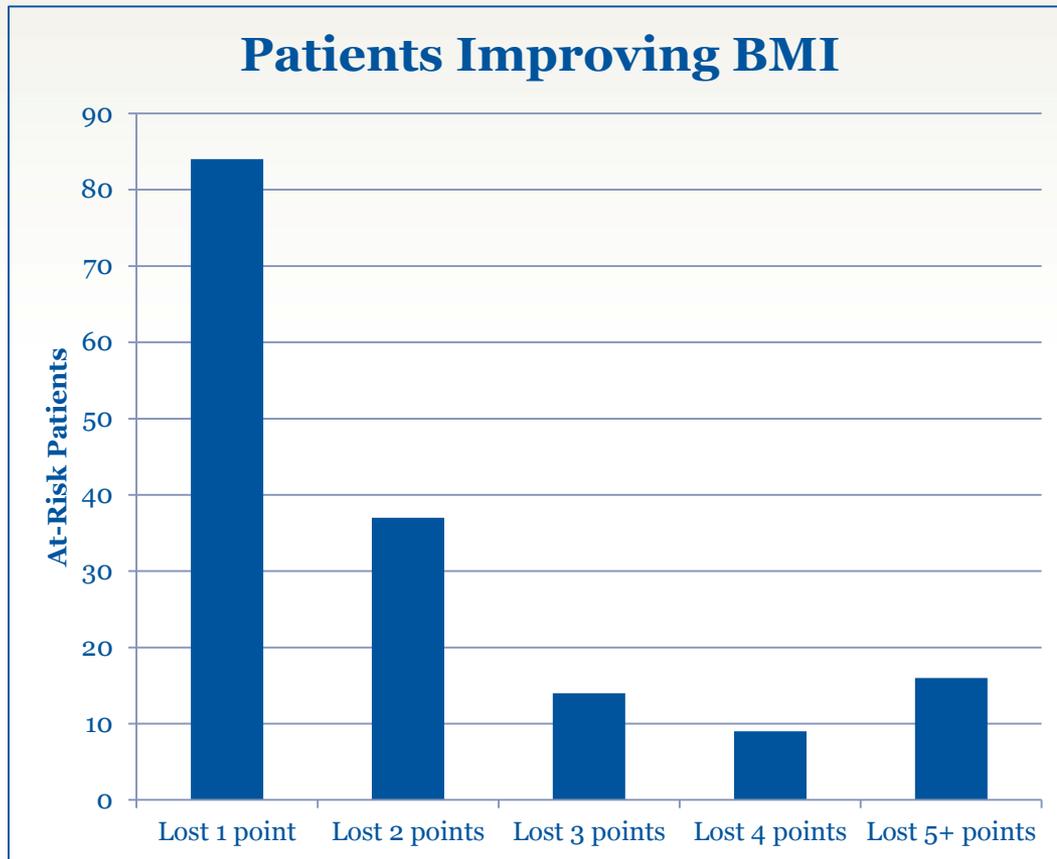
## Employees Only



	Patients Improving Glucose	Percent
Improved 1-9 points	13	8%
Improved 10-19 points	27	17%
Improved 20-29 points	6	4%
Improved 30+ points	13	8%
<b>Total Improved</b>	<b>59</b>	<b>36%</b>
No change / re-screen	76	47%
Glucose increased	27	17%
Total at-risk	162	
Total Plus / Minus	-695	
Average Plus / Minus	-4.29	-3.71

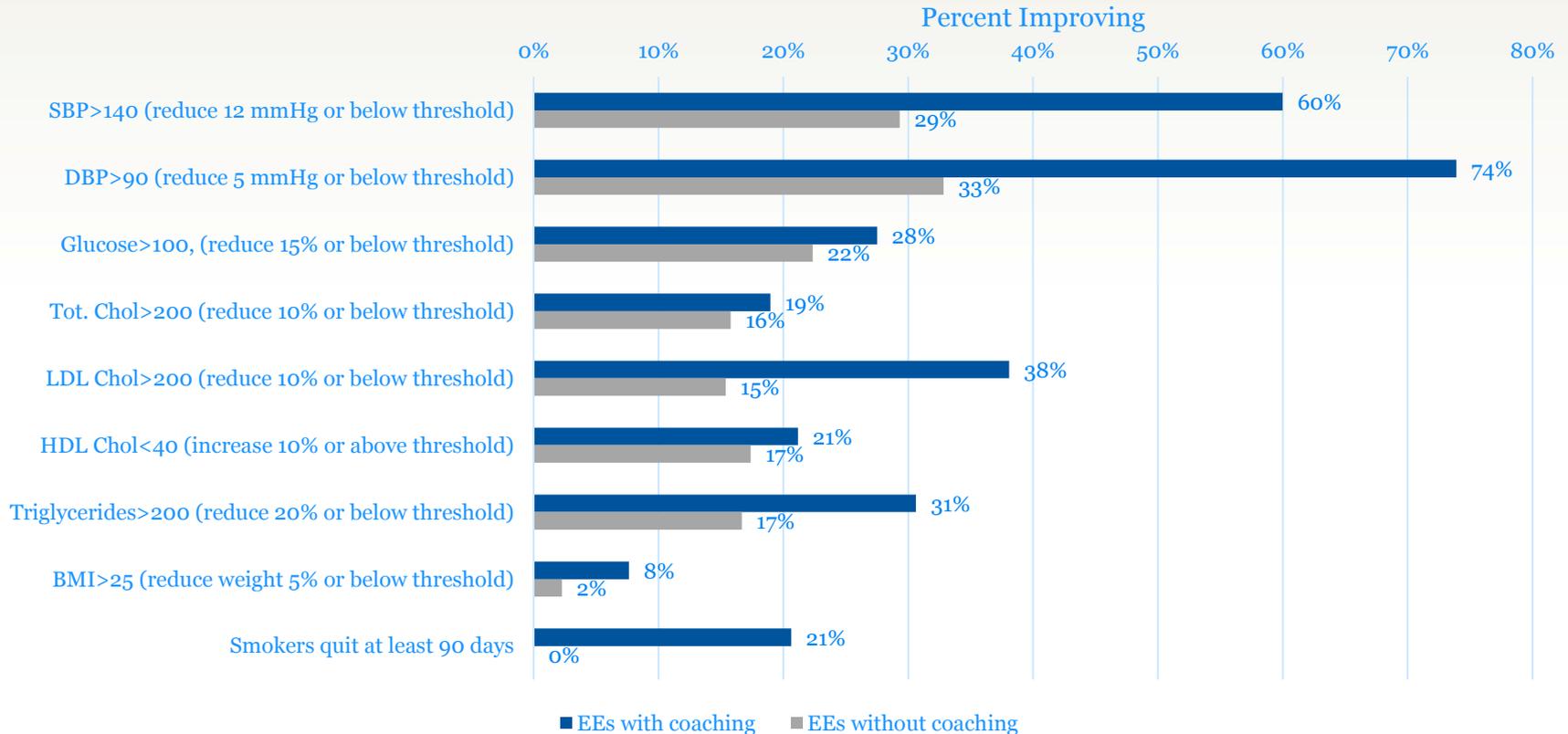
# Progress on Overweight / Obesity, BMI > 25

## Employees Only

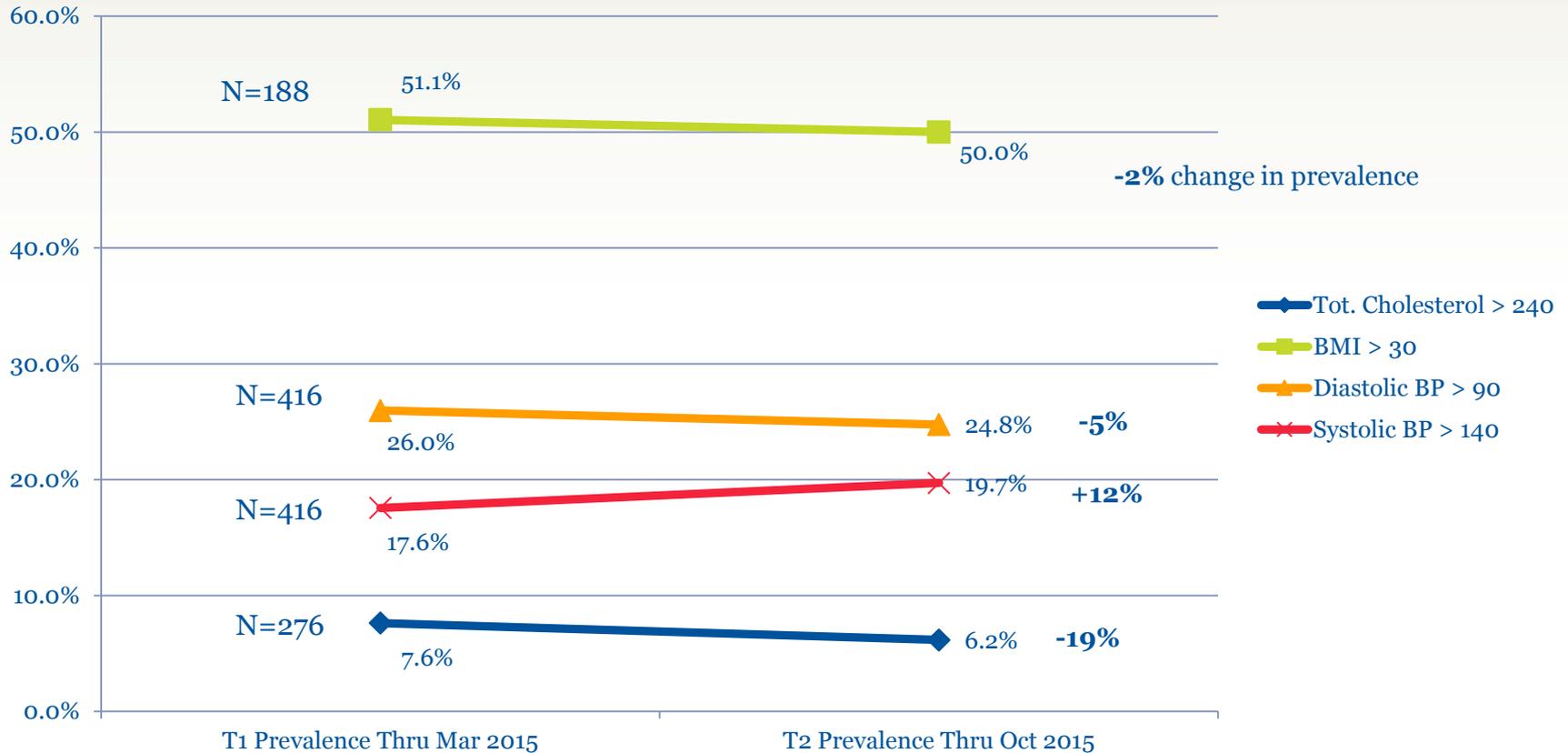


	Patients Improving BMI	Percent Improving BMI
Lost 1 point	52	11%
Lost 2 points	23	5%
Lost 3 points	8	2%
Lost 4 points	5	1%
Lost 5+ points	2	0%
<b>Total Improved</b>	<b>93</b>	<b>20%</b>
No change / re-screen	286	63%
Weight increased	75	17%
Total at risk (for BMI)	454	
Total Plus / Minus	-42.5	
Average Plus / Minus*	-0.25	N/A

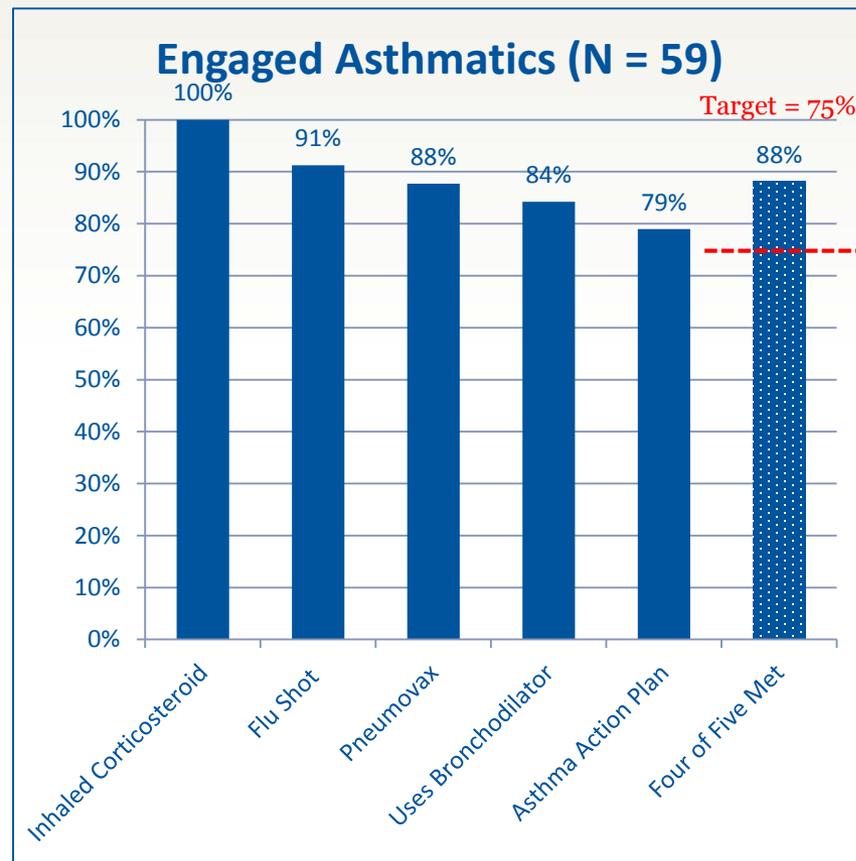
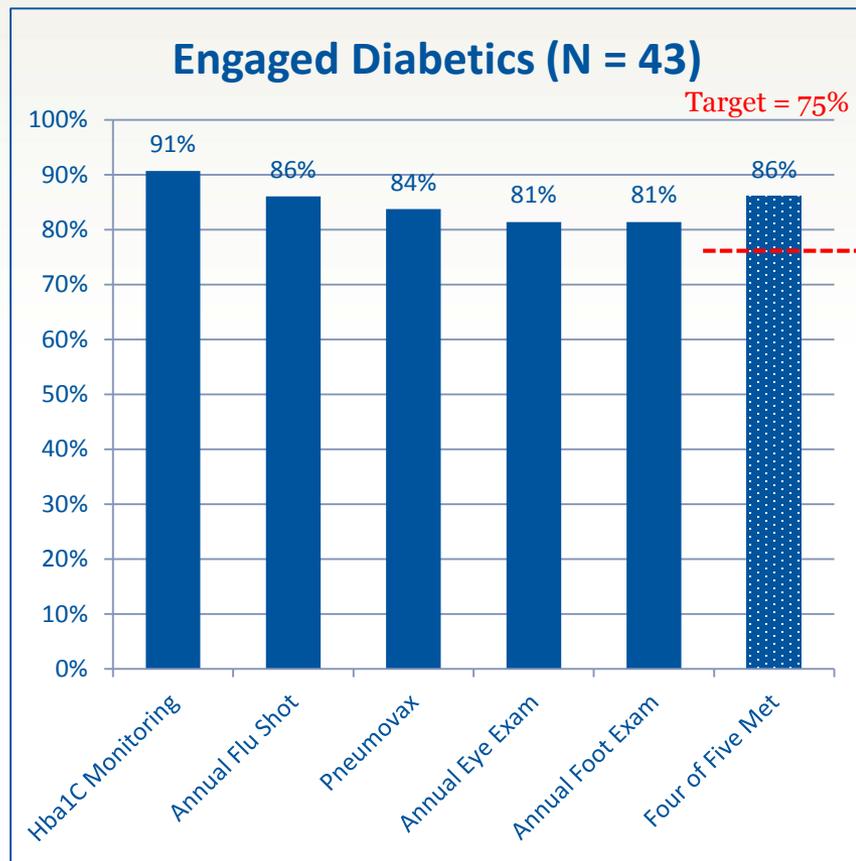
# Health Outcomes Results – Coaching vs. Not-Coaching



# Matched Cohort Analysis – Employees Only

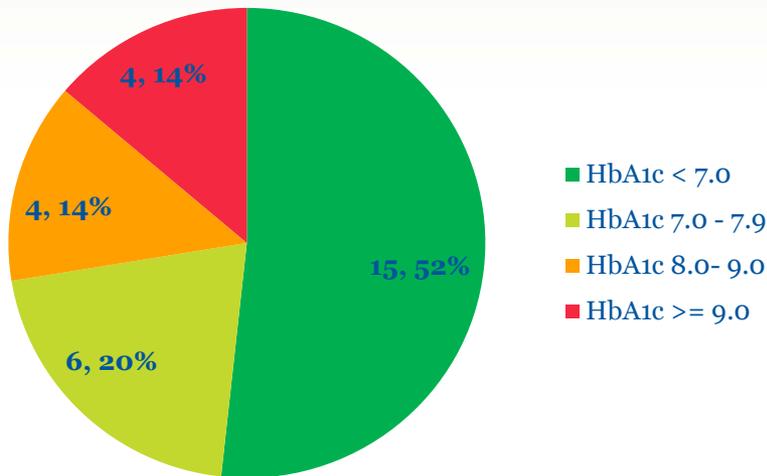


# Chronic Condition Standard of Care Metrics



# HbA1c Control for Diabetics in Coaching

## HbA1c Ranges for Diabetics in Coaching



- **29** patients have an A1c reading in MH system in past 18 months
  - **52%** had A1c reading < 7.0 vs **36%** HEDIS 2014 benchmark\*
  - **72%** had A1c < 8.0 vs **56%** HEDIS 2014 benchmark\*
  - **14%** had poor control >9.0 vs. **34%** benchmark\*
  - Average A1c decreased in past 18 months from 7.64 to 7.20 (6% improvement); below 7.0 is optimal control.
- Per CDC, every percentage point drop in A1c blood test results (e.g., from 8.0% to 7.0%) can **reduce the risk of microvascular complications** (eye, kidney, and nerve diseases) **by 40%**.<sup>1</sup>
  - Per AHA, Diabetics who maintain near normal HbA1c levels can gain an average of **5 extra years of life, eight years of sight and six years free from kidney disease**<sup>2</sup>

# Performance Guarantees: Health Outcomes Metrics

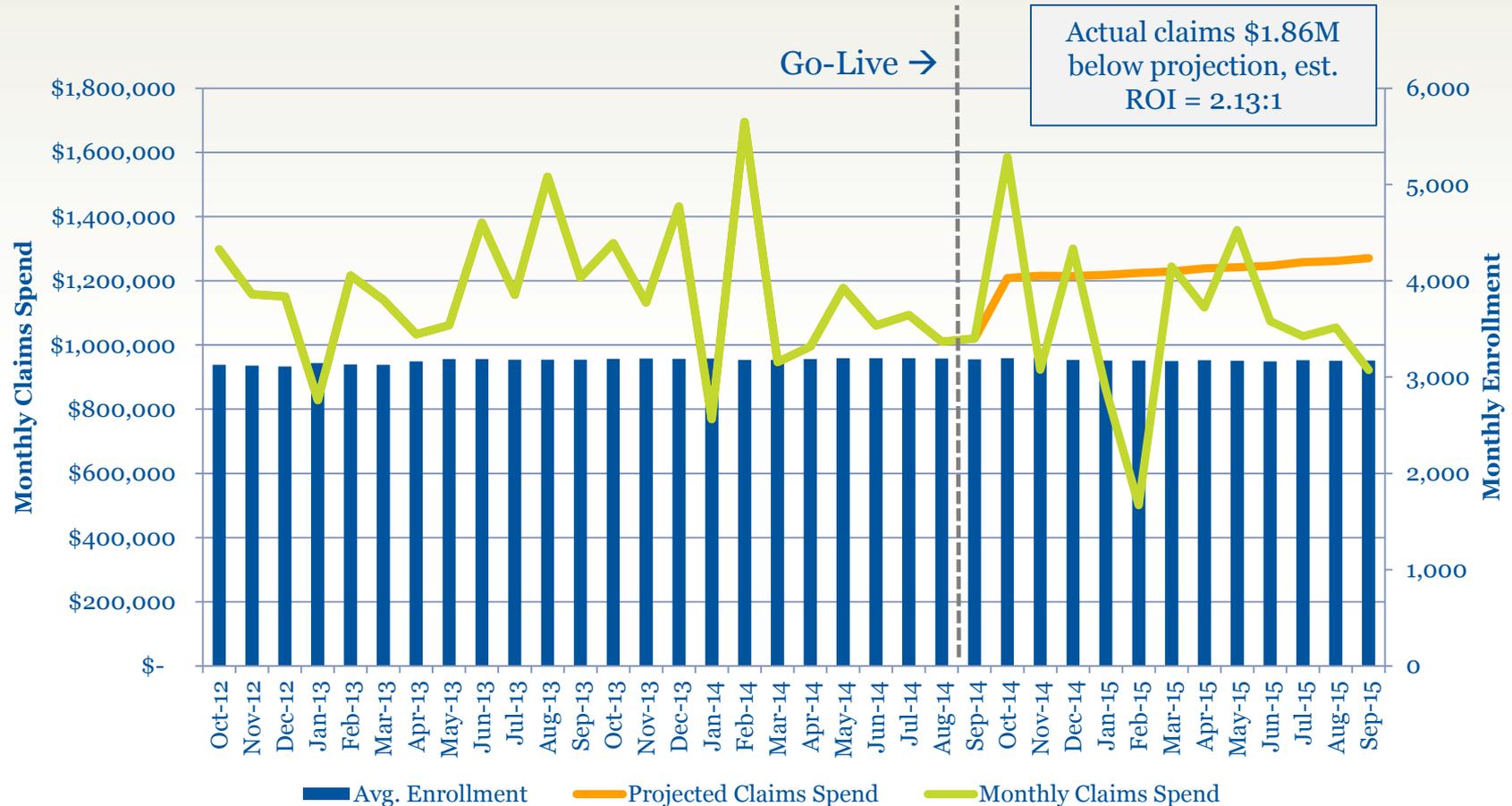
## For Employees and Dependents with Coaching

Triple Aim Metrics - Year 1 Results					
Customer : Rockford-- Employees and Dependents -- with Coaching					
Year 1 Results					
Biometric Category	Will achieve the following Results	Participants Outside of Normal Range	Participants with Progress or Normal	% of Participants Successful	Target Year 1
Systolic Blood Pressure (> 140)	Reduce by 12 mmHg or below threshold	70	42	60.00%	30.00%
Diastolic Blood Pressure (> 90)	Reduce by 5 mmHg or below threshold	69	51	73.91%	30.00%
Glucose (> 100)	Reduce by 15% or below threshold	80	22	27.50%	10.00%
Total Cholesterol (> 200)	Reduce by 10% or below threshold	95	18	18.95%	10.00%
LDL Cholesterol (> 160)	Reduce by 10% or below threshold	21	8	38.10%	10.00%
HDL Cholesterol (< 40)	Increase by 10% or above threshold	85	18	21.18%	10.00%
Triglycerides (> 200)	Reduce by 20% or below threshold	49	15	30.61%	10.00%
Overweight/Obesity (> 24.9)	Reduce weight by 5% or BMI below threshold	354	27	7.63%	3.00%
Smokers	Quit for at least 90 days	63	13	20.63%	3.00%
Participants Under our care with the following conditions	Will achieve the following results	Participants with Condition	Participants who achieved results	% of Participants Successful	Target Year 1
Diabetics	Average Hemoglobin A1C < 7.5	43	17	39.53%	10.00%
Diabetics	Standard of Care (4 out of 5) * Annual Foot Exam * Annual Eye Exam * Annual Influenza * Pneumococcal at least once * Self Glucose Monitoring or A1c Exists	43	37	86.05%	75.00%
Asthmatics	Standard of Care (4 out of 5) * Annual Influenza * Pneumococcal at least once * Use of Inhaled Corticosteroids * Asthma Action Plan * Use of short acting bronchodilator	59	52	88.14%	75.00%

# Claims Trend Analysis

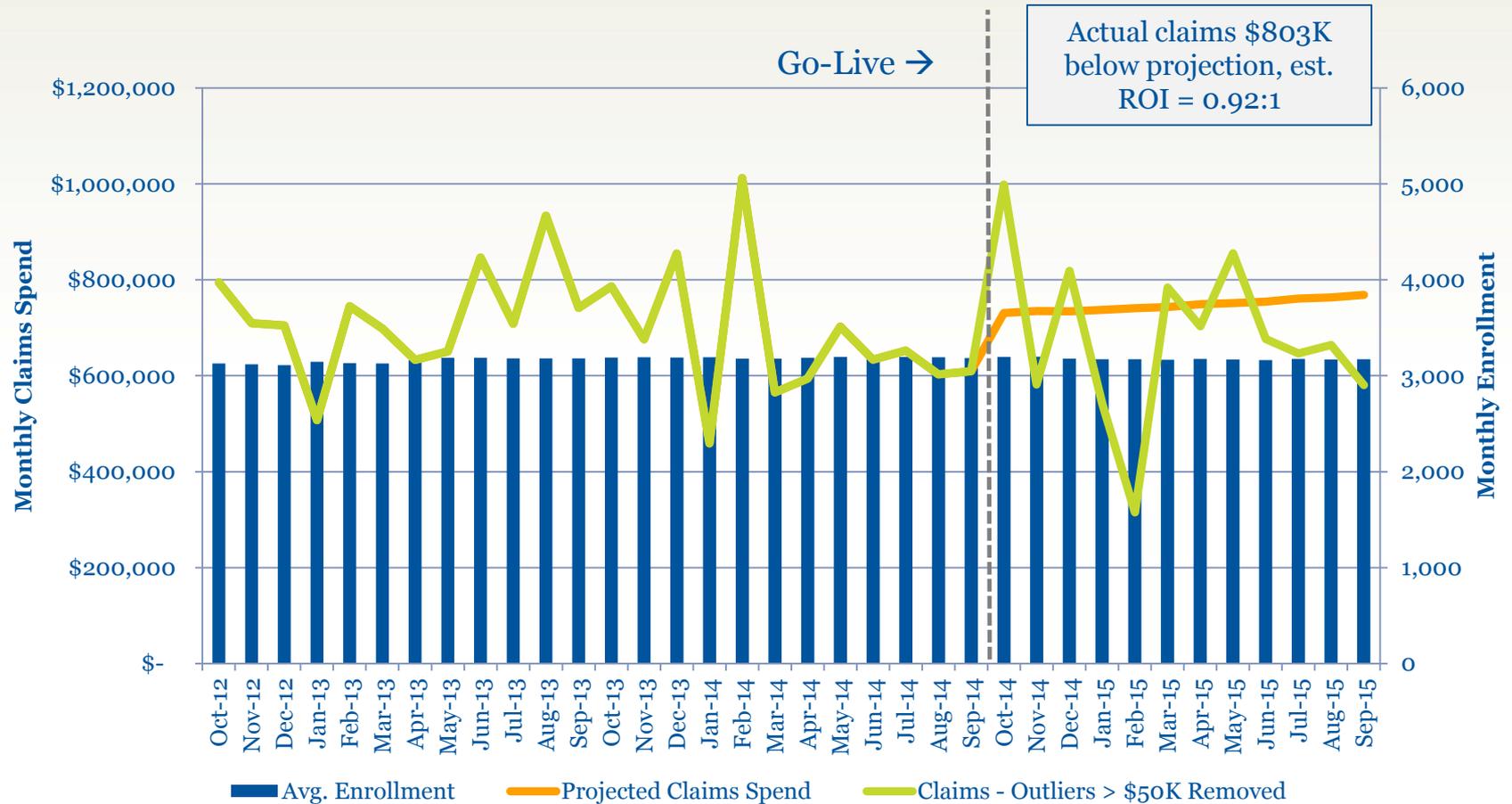
# Claims Trend Analysis – Total Medical & Rx

6.5% Projected Inflation (Per PwC Commercial Sector Benchmark)



# Claims trend Analysis – Outliers > \$50K Removed

6.5% Projected Inflation



# Three Year PMPM Trend

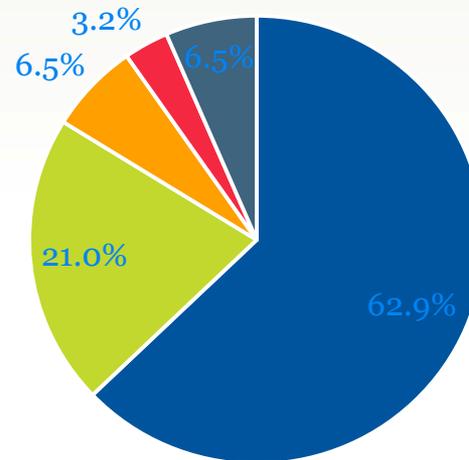


# Satisfaction Survey Results

# Satisfaction Summary: 83.9%; N = 62

Please rate your overall satisfaction with the COR Wellness Center services.

Please rate your overall satisfaction with the Wellness Center services.		
Answer Options	Response Percent	Response Count
Very Satisfied	62.9%	39
Satisfied	21.0%	13
Neutral	6.5%	4
Dissatisfied	3.2%	2
Very Dissatisfied	6.5%	4
	answered question	62
	skipped question	29



■ Very Satisfied ■ Satisfied ■ Neutral ■ Dissatisfied ■ Very Dissatisfied

“My husband was very pleased with the care, concern and professionalism of the staff and ability to easily get an appointment.”

“Thanks to the comp health exam he has been diagnosed with prostate cancer!”

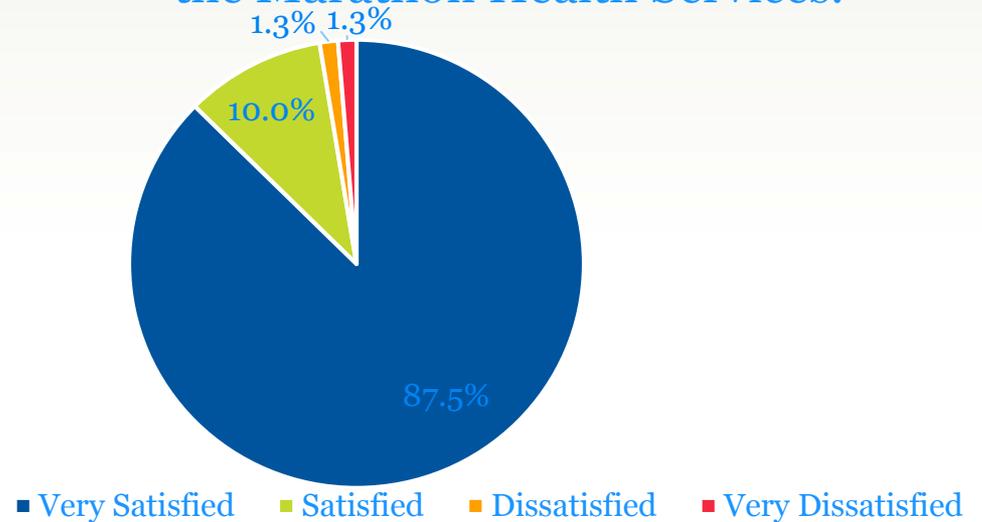
“I wasn't aware that the clinic was available for family members”

# Satisfaction Summary: N = 263

## Point of Service Survey 1/1 thru 10/1/2015

Please rate your overall satisfaction with the Marathon Health Services.		
Answer Options	Response Percent	Response Count
Very Satisfied	87.5%	229
Satisfied	10.0%	36
Dissatisfied	1.3%	4
Very Dissatisfied	1.3%	4
answered question		263
skipped question		0

Please rate your overall satisfaction with the Marathon Health Services.



# Satisfaction Summary Cont.

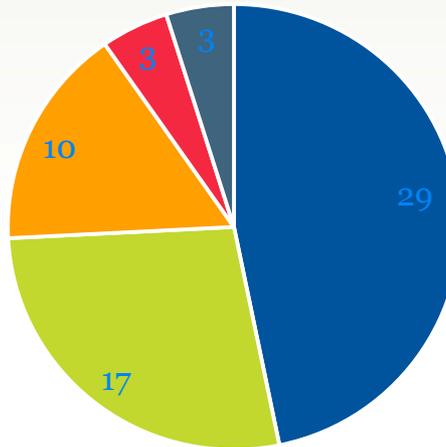


“Wish you had weekend or Saturday hours. My husband received care during the week and condition worsened by weekend so had to go to another immediate care clinic.”

“The staff is great! Professional, knowledgeable, and friendly.”

# Satisfaction Summary Cont.

You believe your health information will be kept confidential  
You believe your health information will be kept confidential. N =62

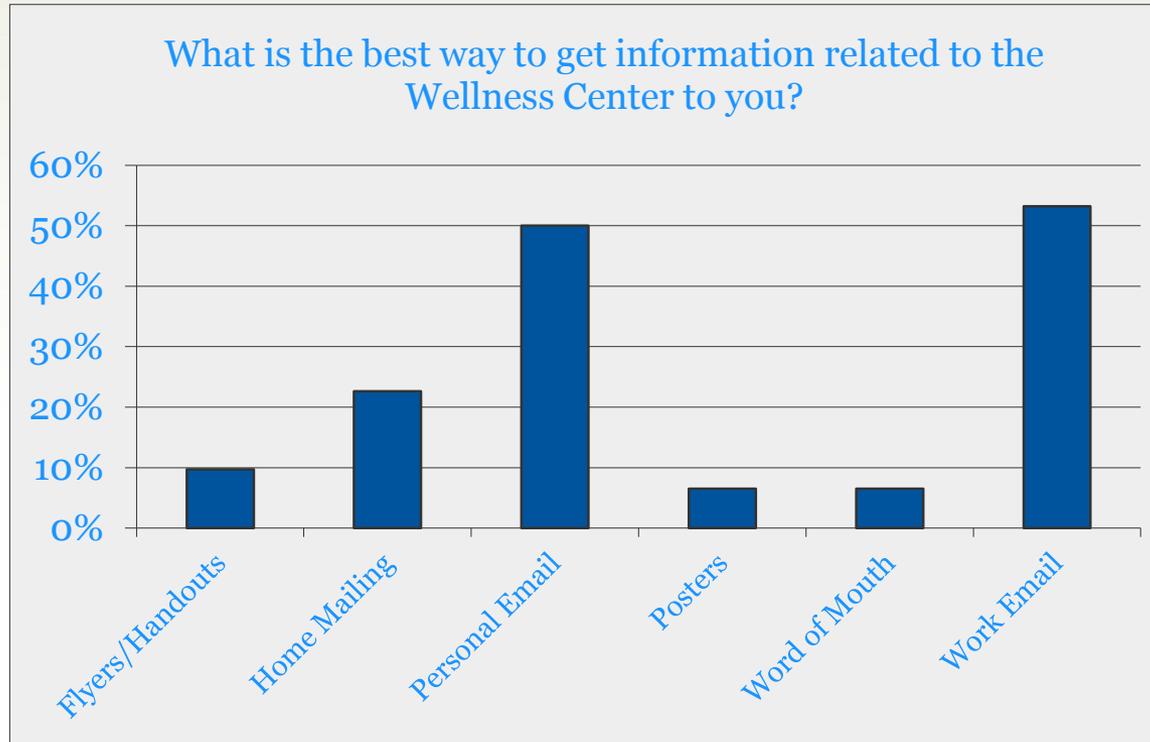


■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree

“No, my employer should not be involved with my families healthcare.”

“Don't trust anything involved with healthcare as far as privacy -- nothing to do with Marathon in particular.”

# Satisfaction Summary Cont.



- N = 62
- Focused email marketing plan for 2015
- Quarterly and Custom home mailers

# Performance Guarantees

Patient Satisfaction		
Percent of Employees Satisfied or Very Satisfied		Result
95+%	No bonus to Marathon	
90+%	0% credit	
85+%	50% credit	
80+%	75% credit	83.9%
<80%	100% credit	
\$21,818 at risk, 75% credit		\$ 16,364

Health Outcomes		
Number of Categories (out of 12 risk reduction and disease management measures) in which the Year 1 Target was Met		Result
10 - 12	No bonus to Marathon	12/12
7 - 9	0% credit	
5 - 6	50% credit	
2 - 4	75% credit	
less than 2	100% credit	
\$43,637 at risk, 0% credit		

PEPM Cost Trend		
Target Net Reduction Percentage 0% for Year 1		Result
1+% over	no bonus to Marathon	
+/- 1%	0% credit	
1 - 3% under	50% credit	2.1% increase
3 - 5% under	75% credit	
> 5% under	100% credit	
\$21,818 at risk, 50% credit		\$ 10,909

Total credit	\$ 27,273
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# Summary

	Y1 Result	Y1 Goal	Proposed Y2 Goal	Comments
Screening	77%	70%	80%	
EE Utilization	51%	45%	60%	Up from 50%
Dep Utilization	21%	20%	25%	Up from 20%
High & Chronic Coaching	39%	50%	60%	
Risk Reduction	52% making measureable progress	50%	>55%	
Disease Management	87% at SOC	>75%	>75%	
Claims Trend	0.92:1 ROI outliers excluded	1:1 ROI		>2:1 ROI from total claims
Satisfaction	83.9%	>90%	>90%	

# Next Steps Discussion: Year Two and Beyond

## 1. Complete our Clinical Team

Consider alternative staffing models: .5/.5 MD, .5NP (could offer additional hours to operation with additional clinician)

2. Refine and execute communications plan and engagement strategy recommendations (define target groups: dependents, fire, etc.)

3. Integrate with new chronic condition management solutions (diabetic test strip program)

4. Participate in planning for build-out of additional space