Developing a Core Set of Metrics for Employee Health Management
Background

• Employer members asked HERO to initiate work to create a core set of metrics that all suppliers would measure
• In February, 2011, HERO and Care Continuum Alliance met to outline a collaborative approach to address this need
• Our belief is this is a requirement as the health management industry matures
• Our hope is to include all non-profit organizations in supporting these recommended metrics
The Health Enhancement Research Organization (HERO)

- Non-profit 501(c)3 founded in 1996

**HERO Vision** is to promote a culture of health and performance through employer leadership

**HERO Mission** is to promote a healthy and high-performing workforce through evidence-based health management as a core business imperative
The Voice of the Population Health Industry

- Conducts research
- Advocates on behalf of a population health improvement model for better health outcomes and controlling health care costs
- Represents stakeholders along the continuum of care: employers, providers, insurers, brokers, technology developers, benefits consultants
- Common goal: improving care coordination, risk stratification, quality and accountability through patient and physician engagement and better use of technology
Project Objectives

- Clinical judgment and (versus) quality processes
- Create a complete and **consistent set of EHM measures and standards** to facilitate process improvement
- Measures and standards are necessary to take advantage of the window of opportunity to move the industry forward
- Measures and standards will help us complete the transition from clinician-based programs to data-driven, health improvement processes
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<thead>
<tr>
<th>Collaborating Organizations</th>
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<td>ActiveHealth Management</td>
<td>Johnson &amp; Johnson</td>
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<td>Aetna</td>
<td>Kaiser Permanente</td>
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<td>Alere</td>
<td>Mayo Health Solutions</td>
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<td>Midwest Business Group on Health</td>
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<td>Onlife Health</td>
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<td>Prudential</td>
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<td>Truven Health Analytics</td>
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<td>WebMD</td>
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Project Structure

Organizational Support  Health Impact  Satisfaction  Participation  Financial Outcomes  Productivity & Performance

VALUE ON INVESTMENT
DEFINING THE DOMAINS

- **Value on Investment**: Direct, indirect and tangential costs, financial outcomes and defining a value framework
  - **Financial Outcomes**: Health care cost (medical and pharmacy), absence, disability, workers compensation
  - **Health Impact**: Change in health status associated with preventable health conditions and resulting from health promotion program participation
  - **Organizational Support**: The degree to which an organization commits to the health and well-being of its employees.
  - **Participation**: Evaluate participation in EHM programs that can be associated with producing a positive impact on health-related outcomes
  - **Productivity & Performance**: Quantifies worker presence at work, both physically and mentally
  - **Satisfaction**: Client satisfaction, participant satisfaction
The Work Product

For each of the seven domains:
• Definition of each domain
• Evaluation of existing measures and overarching issues
• Recommended measures

Recommended standards (where enough evidence exists to make a recommendation)
Value on Investment

- Ultimately, all other metrics feed into VOI.
- Each employer’s circumstances (size, health benefit structure, program scope, cost, etc.) will dictate that somewhat different elements and weighting will contribute to program evaluation.
- **Question:** How to balance disparate measures, varying degrees of certainty regarding outcomes, and specific employer needs and values to arrive at a sensible assessment of program value?
- The VOI workgroup has created a *framework* for answering this question.
Organizational Support

**Scope:** The degree to which an organization commits to the health and well-being of its employees.

**Key Elements**
- Company stated health values
- Health-related policies
- Supportive environment
- Organizational structure
- Leadership support
- Resources & strategies
- Employee involvement
- Rewards & recognition
Health Impact

Scope
• A minimum set of measures and metrics
• Intended to capture the majority of the variance in the change in health status
• Associated with preventable health conditions
• Resulting from health promotion program participation.

Key Elements
• Physical health
• Mental/emotional health
• Health behaviors
## Participant & Client Satisfaction

**Scope**: Propose and define measures and metrics of Participant and Client Satisfaction

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<thead>
<tr>
<th>Key Elements - Participant</th>
<th>Key Elements - Client</th>
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<td>• Overall satisfaction (including Loyalty)</td>
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<td>• Effectiveness</td>
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Participation

Scope
- Recommend definitions and measures to evaluate participation in EHM programs
- Participation is closely aligned with active vs. passive involvement in an EHM program

Key Elements
Contacts are two-way interactions, whether they are:
- In-person
- By phone
- Via web-technology interface
- Via a combination of modalities
Financial Outcomes

**Scope:** Measures and guidance for employers to evaluate the healthcare claims cost impact of their EHM program.

**Key Elements**
- Appropriateness of direct claims
- Measuring and reporting fiscal savings
- Guidance on working with analysts
- Strengths and weaknesses of common methods
Productivity & Performance

**Scope:** Quantify worker presence at work, both physically and mentally.

**Key Elements**
- Worker presence/absence
- Worker output and performance while at work