



RAYTOWN SCHOOLS QUALITY CARE CLINIC

# Year-End Performance Review

Time Period, Year 3: August 1, 2017 – July 31, 2018





# Agenda

## Raytown Schools Quality Care Clinic Year-End Performance Review

*Presented by CBIZ*

*November 16, 2018*

### Report Time Period

Baseline Year:	August 1, 2014 – July 31, 2015
Clinic Year 1:	August 1, 2015 – July 31, 2016
Clinic Year 2 (Prior Year):	August 1, 2016 – July 31, 2017
<b>Clinic Year 3:</b>	<b>August 1, 2017 – July 31, 2018</b>

- Performance Review
  - Utilization / Clinical Review
  - Patient Satisfaction
  - Wellness Incentive Program
- ROI Analysis
  - Financial Review
  - Cost Avoidance Details
  - Employee Savings
- Next Steps



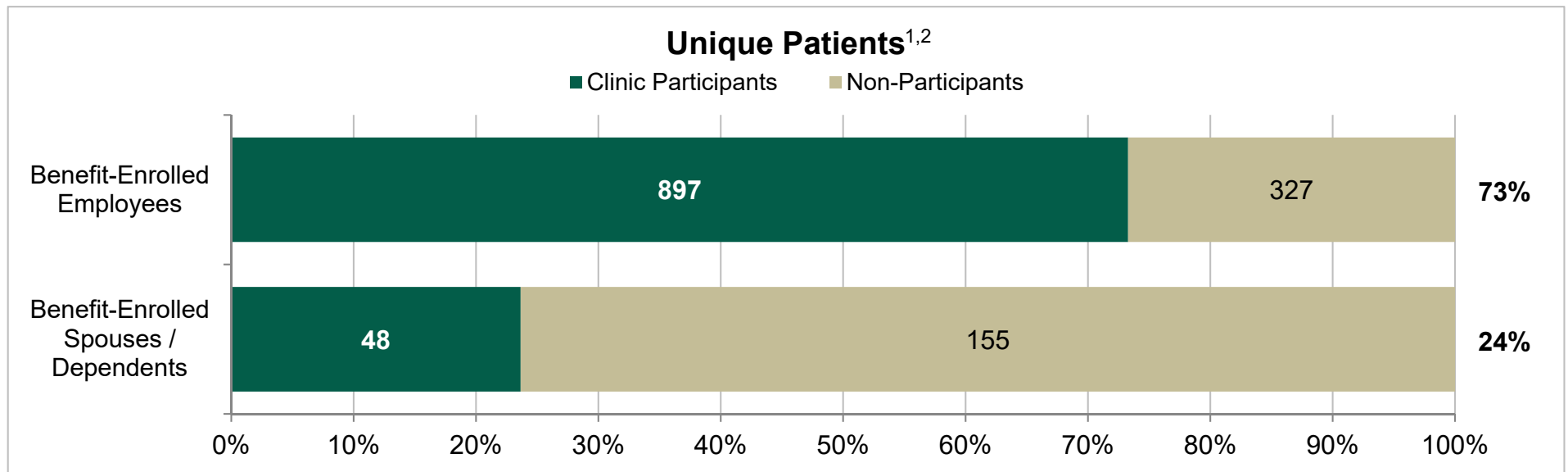
PERFORMANCE REVIEW

# Utilization / Clinical Review



# Utilization Participation

- **Clinic Participation:**
  - 66% of total benefit-enrolled members<sup>1,2</sup>
- **Participation by Plan:**
  - 69% of HSA Plan Members have had a visit<sup>1,2</sup>
  - 65% of PPO Plan Members have had a visit<sup>1,2</sup>



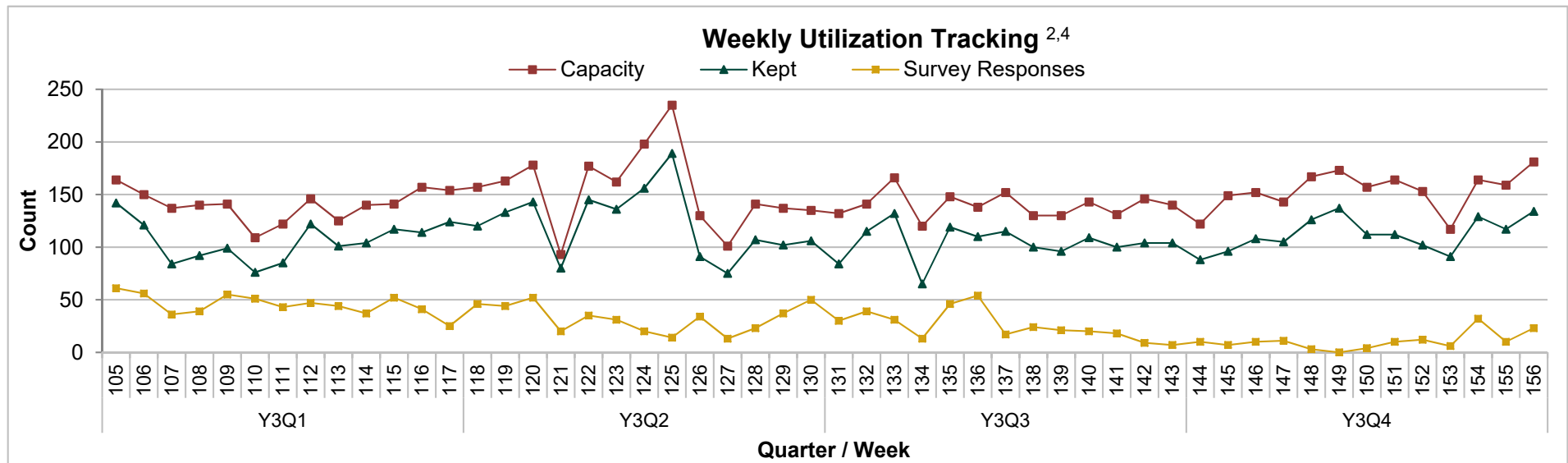
<sup>1</sup> HRA only and ancillary flu participants removed

<sup>2</sup> Does not include termed members

# Utilization

## Appointment Patterns

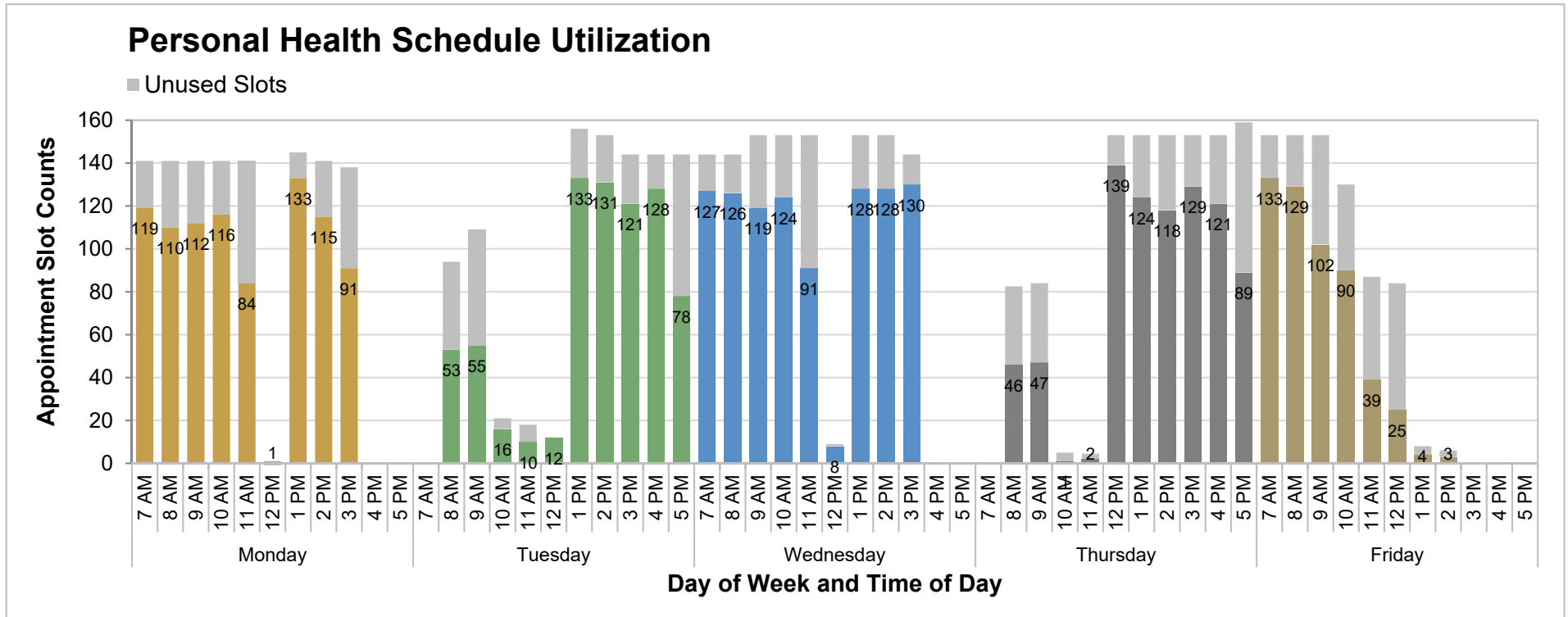
- 2.18 Appointments Per Hour <sup>1,2</sup>
- 73% of Capacity with Kept Appointment Slots <sup>2,3,4</sup>
  - 78% of capacity with kept appointment slots for personal health schedule
  - 50% of capacity with kept appointment slots for occupational health schedule
  - 64% of capacity with kept appointment slots for physical therapy schedule
- 7.2% No Show Rate <sup>2,4</sup>
- 33.2% Survey Response Rate <sup>2</sup>



<sup>1</sup> CareHere calculation  
<sup>2</sup> Excludes HRA mass events  
<sup>3</sup> CBIZ calculation with no shows removed  
<sup>4</sup> Based on appointment slots

# Utilization

## Appointment Patterns, Personal Health



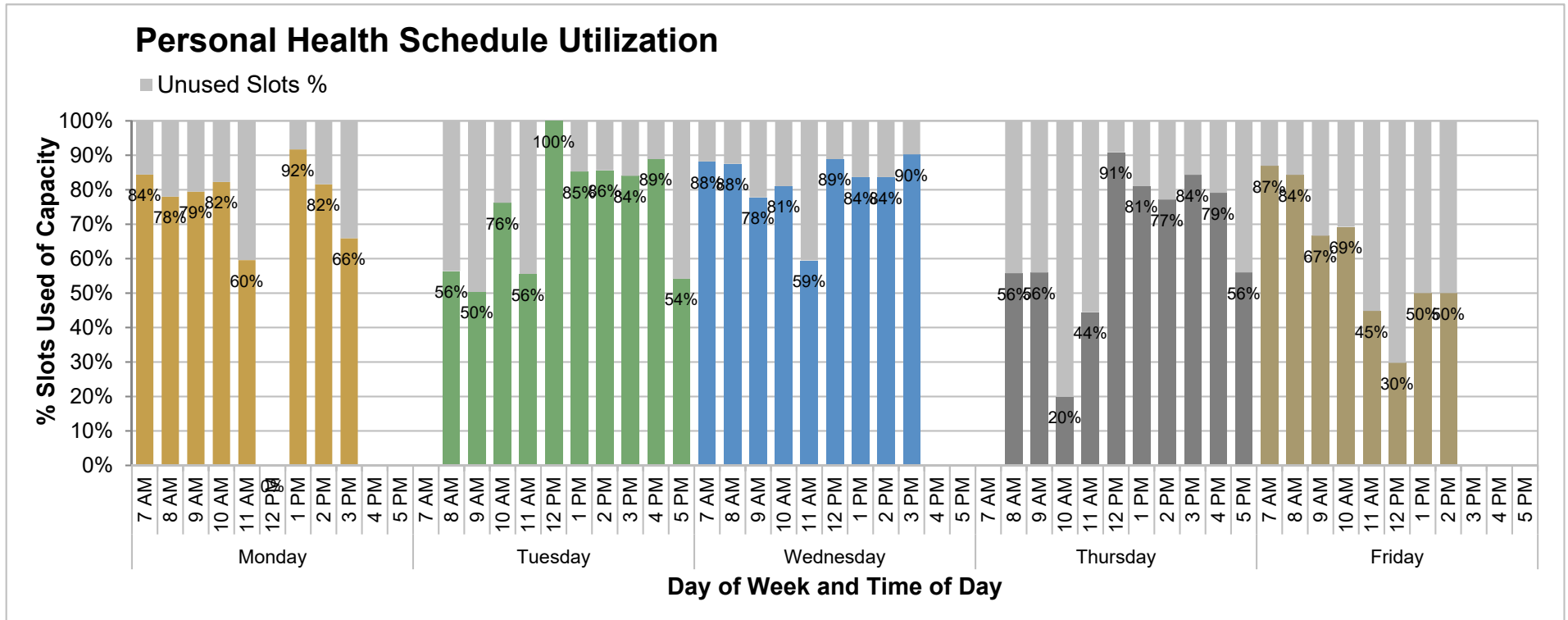
Day:	Monday	Tuesday	Wednesday	Thursday	Friday
Hours*:	7 AM - 12 PM, 1 - 4 PM	9 AM - 6 PM	7 AM - 12 PM (Nurse) 9 AM - 3 PM	7 AM - 9 AM, 12 - 6 PM	7 - 11 AM (Nurse) 7 AM - 1 PM
% Capacity of Scheduled Appointments:	78%	74%	81%	74%	68%

Note: Does not include Nurse Only Hours Schedule

\*Hours as of 8/17/2018

# Utilization

## Appointment Patterns, Personal Health



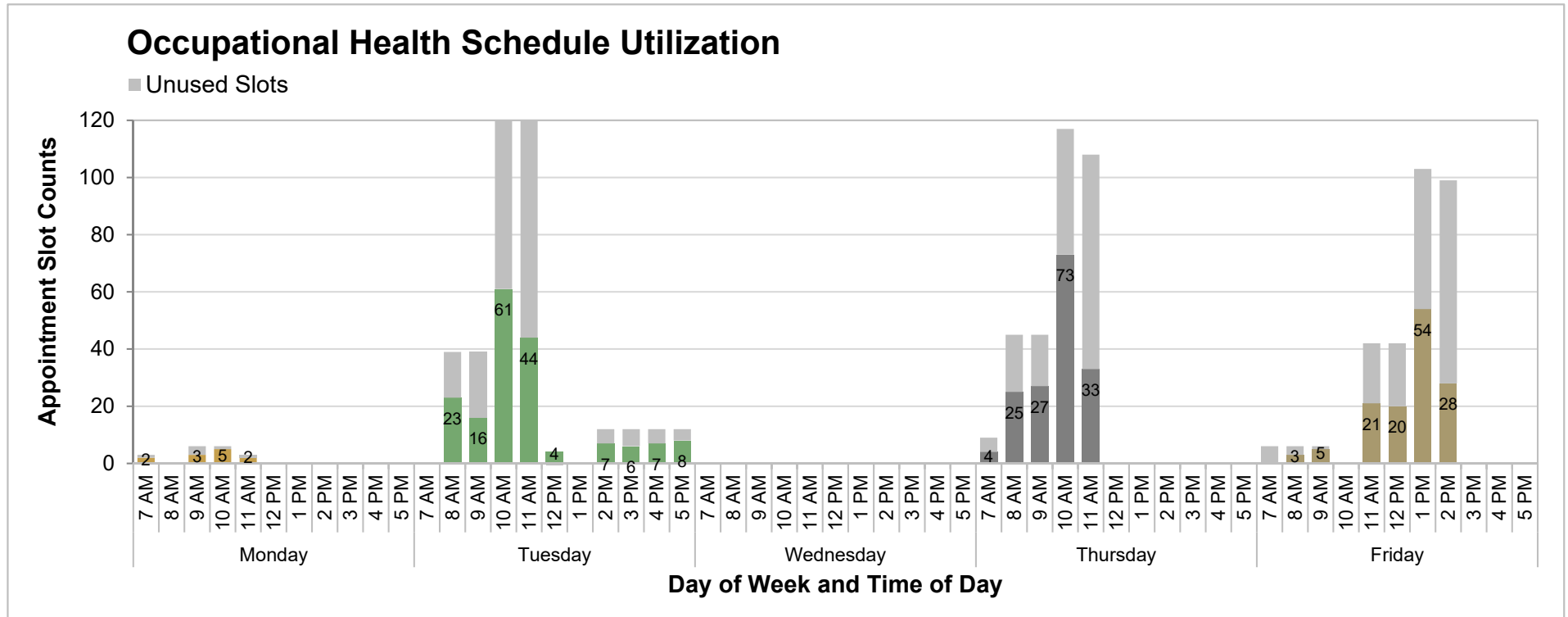
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% Capacity of Scheduled Appointments:	78%	74%	81%	74%	68%

Note: Does not include Nurse Only Hours Schedule

\*Hours as of 8/17/2018

# Utilization

## Appointment Patterns, Occupational Health



Day:	Monday	Tuesday	Wednesday	Thursday	Friday
Hours*:	7 AM - 12 PM	8 AM - 12 PM, 2 - 6 PM	-	7 AM - 12 PM	11 AM - 3 PM
% Capacity of Scheduled Appointments:	50%	48%	-	50%	42%

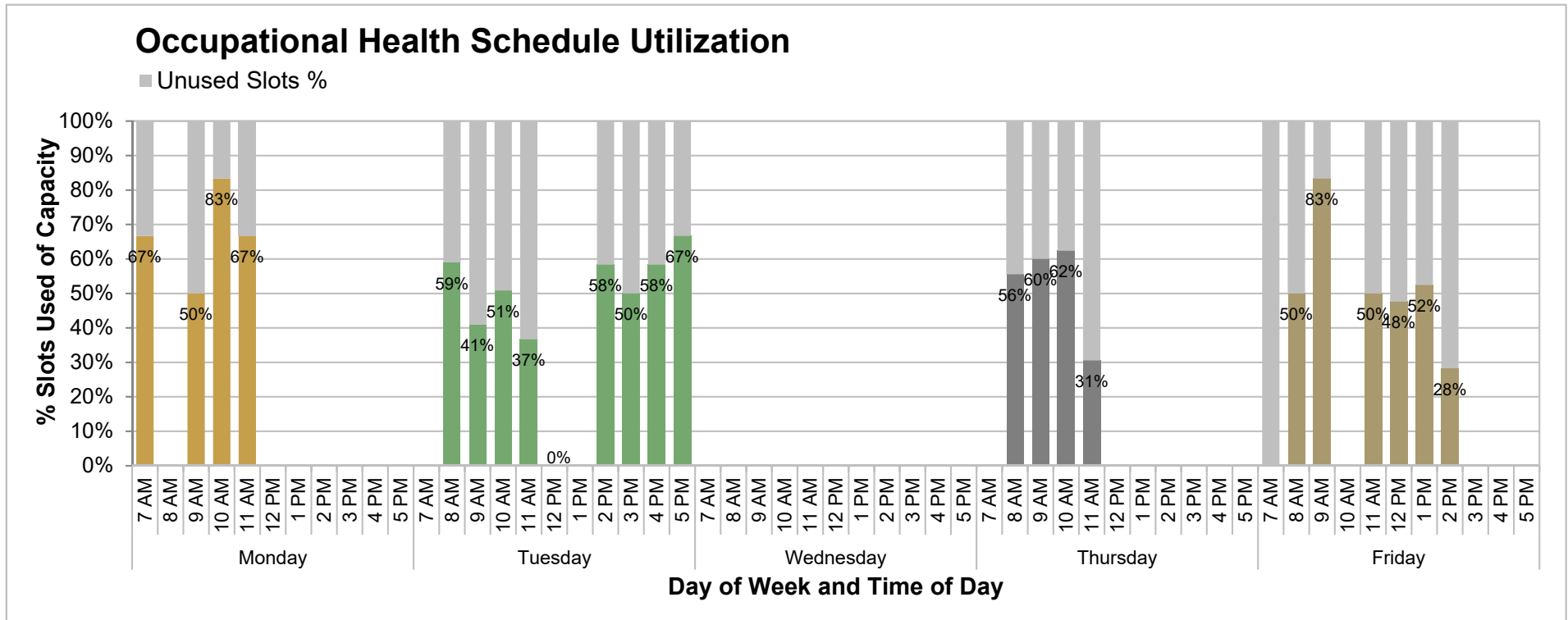
Note: Does not include occupational health or worker's compensation related visits that occurred on another schedule

\*Hours as of 8/17/2018



# Utilization

## Appointment Patterns, Occupational Health



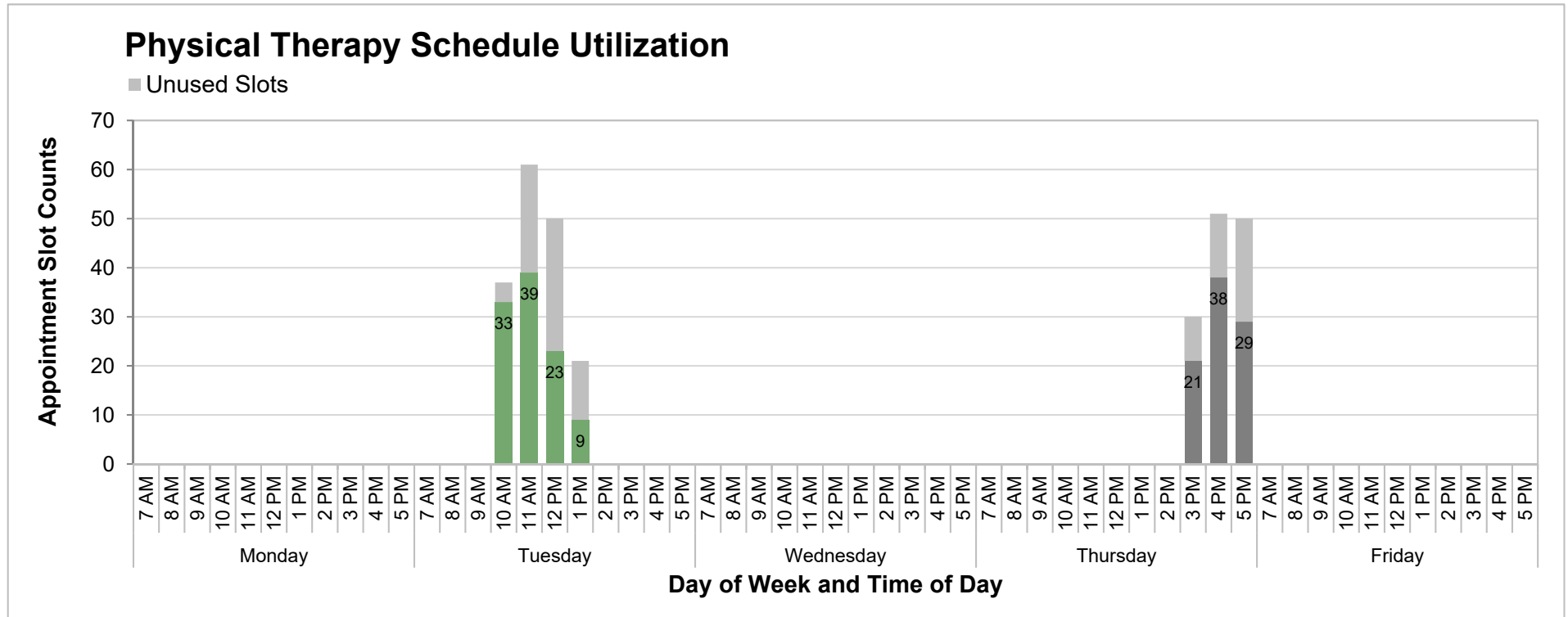
Day:	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
Hours*:	7 AM - 12 PM	8 AM - 12 PM, 2 - 6 PM	-	7 AM - 12 PM	11 AM - 3 PM
% Capacity of Scheduled Appointments:	50%	48%	-	50%	42%

Note: Does not include occupational health or worker's compensation related visits that occurred on another schedule

\*Hours as of 8/17/2018

# Utilization

## Appointment Patterns, Physical Therapy

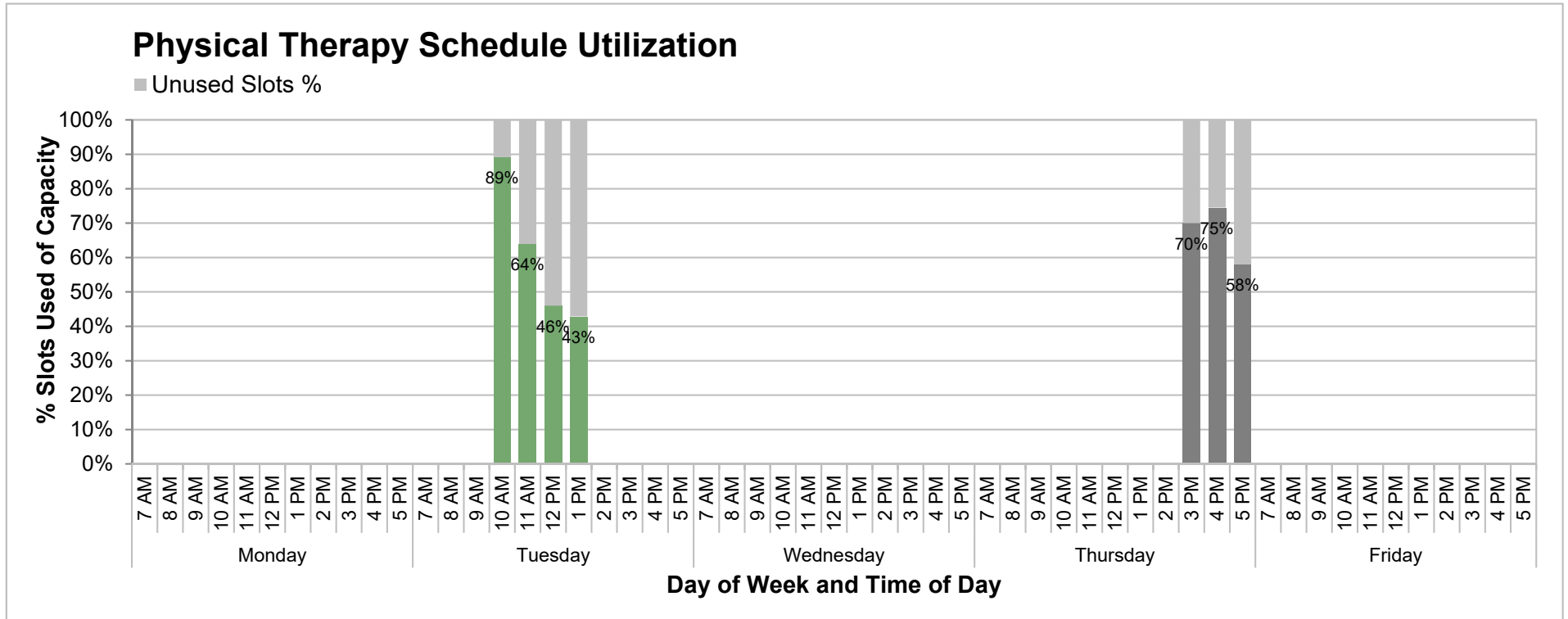


Day:	Monday	Tuesday	Wednesday	Thursday	Friday
Hours:	No Hours	10 AM – 1 PM	No Hours	3 PM – 6 PM	No Hours
% Capacity of Scheduled Appointments:	-	62%	-	67%	-

Note: Physical Therapy added December 2017 for worker's compensation and January 2018 for personal health

# Utilization

## Appointment Patterns, Physical Therapy



Day:	Monday	Tuesday	Wednesday	Thursday	Friday
Hours:	No Hours	10 AM – 1 PM	No Hours	3 PM – 6 PM	No Hours
% Capacity of Scheduled Appointments:	-	62%	-	67%	-

Note: Physical Therapy added December 2017 for worker's compensation and January 2018 for personal health



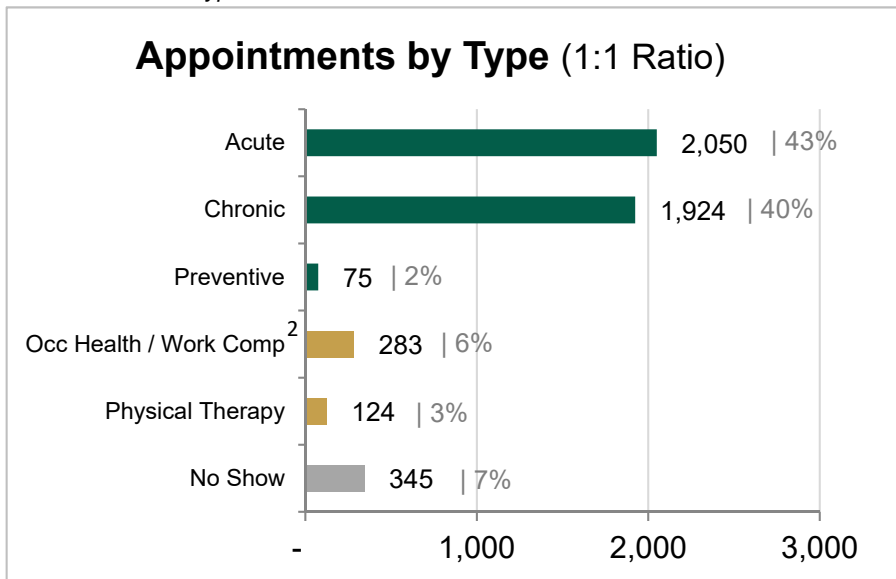
# Utilization

## Appointment Types

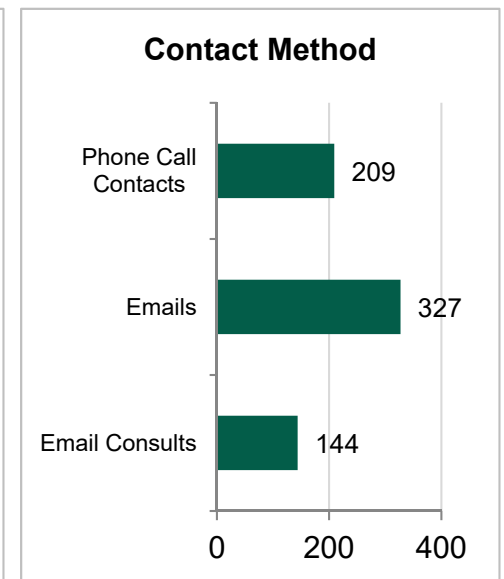
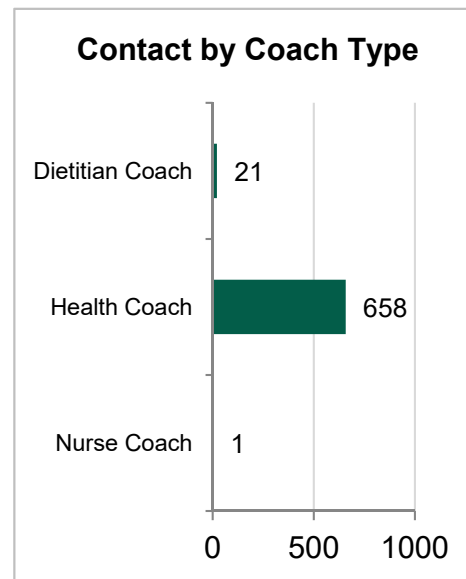
Total Appointments Utilized <sup>1</sup>	
1:1 Ratio Appointments	Appointment Slots
<ul style="list-style-type: none"> <li>• <b>4,801</b> scheduled (▼1.6%)</li> <li>• <b>4,456</b> kept (0%)</li> <li>• Average of 4.7 personal health visits per benefit-enrolled patient</li> </ul>	<ul style="list-style-type: none"> <li>• <b>5,923</b> scheduled (▲1.5%)</li> <li>• <b>5,502</b> kept (▲1%)</li> <li>• Average of 1.2 slots per appointment</li> </ul>

<sup>1</sup> Excludes all HRA mass events or ancillary flu shot events; includes all visit types and schedules

Health Coach Utilization	
<p><b>680</b> (▼59%) total contacts</p>	<p><b>82</b> (▼72%) unique patients</p>
<p>Average of 8.3 contacts per health coaching patient</p>	



<sup>2</sup> Work related injuries and occupational health visits that occur during the occupational health schedule





# Utilization

## Appointment Types

### Physical Therapy Schedule<sup>1</sup>

1:1 Ratio Appointments	Appointment Slots
<ul style="list-style-type: none"> <li>• <b>130</b> scheduled</li> <li>• <b>124</b> kept</li> </ul>	<ul style="list-style-type: none"> <li>• 203 scheduled</li> <li>• 192 kept</li> <li>• Average of 1.5 slots per appointment</li> <li>• 4.6% no show rate</li> </ul>

### Occupational Health Schedule<sup>2</sup>

1:1 Ratio Appointments	Appointment Slots
<ul style="list-style-type: none"> <li>• <b>313</b> scheduled</li> <li>• <b>283</b> kept</li> </ul>	<ul style="list-style-type: none"> <li>• 532 scheduled</li> <li>• 481 kept</li> <li>• Average of 1.7 slots per appointment</li> <li>• 9.6% no show rate</li> </ul>

#### PT Patients

**28**

unique patients

**4.4**

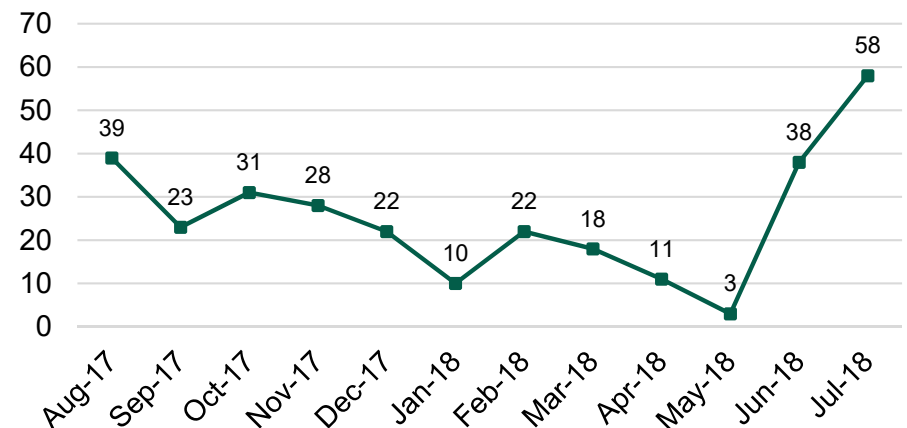
average visits per physical therapy patient

**100% Employee**  
physical therapy patient type

#### Top 10 PT Codes

1. Pain in right shoulder
2. Pain in left shoulder
3. Pain in right foot
4. Pain in left foot
5. Pain in left ankle and joints of left foot
6. Lumbago with sciatica, right side
7. Pain in left elbow
8. Pain in left knee
9. Pain in right ankle and joints of right foot
10. Low back pain

#### Occupational Health Visits By Month (1:1 Ratio)



<sup>1</sup> Physical Therapy added December 2017 for worker's compensation and January 2018 for personal health

<sup>2</sup> Does not include work related injuries and occupational health visits that occur outside of the occupational health schedule

# Clinical Review

## Top 10 Categories

### Diagnosis

1. **Disorders of lipoprotein metabolism and other lipidemias**
2. **Obesity**
3. **Allergic rhinitis**
4. **Hypertension**
5. Acute sinusitis
6. **Anxiety**
7. **Other joint disorder**
8. **Dorsalgia**
9. Cough
10. **Diabetes**



**80%**

Percent of top 10 diagnoses that are chronic or preventive

### Labs

1. HRA
2. TSH
3. Vitamin D, 25-Hydroxy
4. CBC With Differential
5. A1c w/GlycoMark(R) Ref
6. Hemoglobin A1c
7. Vitamin B12
8. Vitamin B12 and Folate
9. Ferritin, Serum
10. Urine Culture, Routine



**1,063**

HRA (27 panel) labs completed



**38**

Participants in Diabetes Mgmt

**7**

Participants in Supply Program

### Medications

1. **Fluticasone Propionate (Allergic rhinitis)**
2. **Cetirizine Hydrochloride (Antihistamine)**
3. **Atorvastatin Calcium (High cholesterol)**
4. **Esitaopram Oxalate (Depression and anxiety)**
5. **Levothyroxine Sodium (Thyroid)**
6. **ProAir (Asthma)**
7. **Loratadine (Antihistamine)**
8. **Amlodipine Besylate (Hypertension, CAD)**
9. **Montelukast Sodium (Allergies/Asthma)**
10. **Omeprazole (Acid reflux)**



**375**

Medications prescribed

**4,169**

Medications dispensed

Note: Bolded detail indicates chronic/preventive diagnosis or medication



# Clinical Review

## CareHere Medication Dispensing



### Dispensing Comparison Script Count and Percent of Total Prescribed

	SCRIPT	DISPENSED	TOTAL
Year 1	166	3,743 (95.8%)	3,909
Year 2	192	4,584 (96.0%)	4,776
<b>Year 3</b>	<b>375</b>	<b>4,169</b> <b>(91.7%)</b>	<b>4,544</b>



# Summary Comparison

		Year 1	Year 2	Year 3
Unique Patients	Enrolled Employees	67% (814)	81% (935)	<b>73% (897)</b>
	Enrolled Spouses / Dependents	23% (44)	22% (42)	<b>24% (48)</b>
	<b>Total</b>	<b>62% (869)</b>	<b>69% (987)</b>	<b>66% (945)</b>
Visits	Appointments Per Hour	2.74	2.28	<b>2.18</b>
	% of Capacity with Kept Appt Slots	80%	76%	<b>73%</b>
	- Personal Health Schedule	83%	80%	<b>78%</b>
	- Occ Health Schedule	46%	41%	<b>50%</b>
	- Physical Therapy Schedule <sup>1</sup>	-	-	<b>73%</b>
	No Show Rate	8%	6.8%	<b>7.1%</b>
	Appointments Scheduled (1:1 Ratio)	4,152	4,879	<b>4,801</b>
	Appointments Kept (1:1 Ratio)	3,802	4,458	<b>4,456</b>
	Appointment Slots Utilized	4,644	5,447	<b>5,502</b>
	Average Slots Per 1:1 Appointment	1.22	1.22	<b>1.23</b>
	Average Visits Per Enrolled Patient	3.7	4.0	<b>4.7</b>
	Health Coaching Unique Health Coaching Patients	230	293	<b>82</b>
Physical Therapy <sup>1</sup> 1:1 Appointments Kept	-	-	<b>124 <sup>1</sup></b>	
% Chronic / Preventive	Top 10 Diagnoses	60%	60%	<b>80%</b>
	Top 10 Prescriptions	60%	80%	<b>100%</b>
Rx	Medications Prescribed	3,909	4,776	<b>4,544</b>
	Scripts Dispensed Onsite	3,743	4,584	<b>4,169</b>
	% of Total Dispensed Scripts of Total Prescribed	95.8%	96.0%	<b>91.7%</b>

<sup>1</sup> Physical Therapy added December 2017 for worker's compensation and January 2018 for personal health





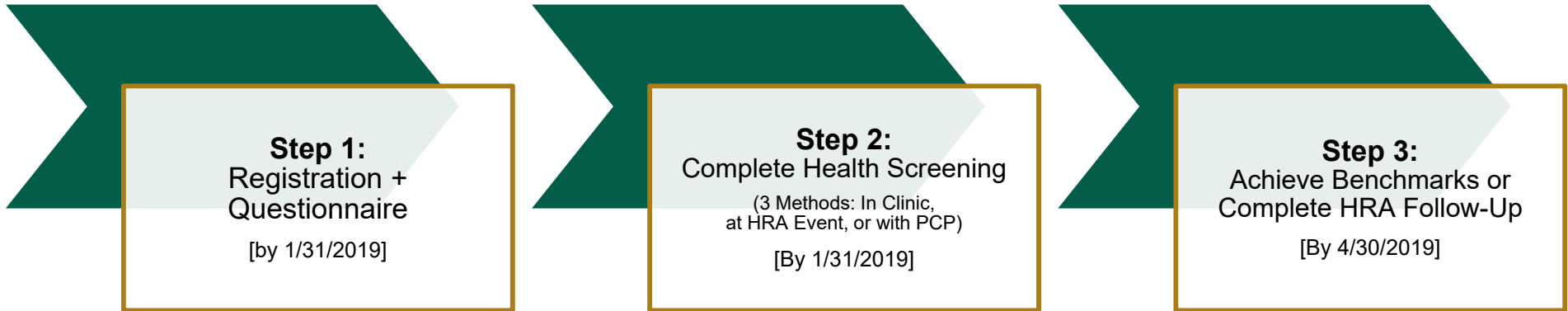
PERFORMANCE REVIEW

# Wellness Incentive Program



# Incentive Program

## 2018 – 2019 [In Progress]



### Points Achievement

Points		# of Employees*	% of Total Eligible*	% of Total Eligible 2017 – 2018	% of Total Eligible 2016 – 2017
0	<i>Completed no steps</i>	542	44%	222   18%	191   17%
25	<i>Completed step 1</i>	77	6%	62   5%	61   5%
50	<i>Completed steps 1 and 2</i>	133	11%	84   7%	17   1%
100	<i>Completed steps 1, 2 and 3</i>	486	39%	866   70%	881   76%
<b>Total Participants</b>		<b>696</b>	<b>56%</b>	<b>1,012   82%</b>	<b>959   83%</b>
<b>Total Eligible</b>		<b>1,238</b>	<b>100%</b>	<b>1,234   100%</b>	<b>1,150   100%</b>

\*As of 11/15/2018

### Biometric Averages\*\*

- TBD Body Mass Index
- TBD Total Cholesterol
- TBD Triglycerides
- TBD T.Chol/HDL Ratio
- TBD Glucose
- TBD A1c (Diabetics)
- TBD Systolic Pressure
- TBD Diastolic Pressure

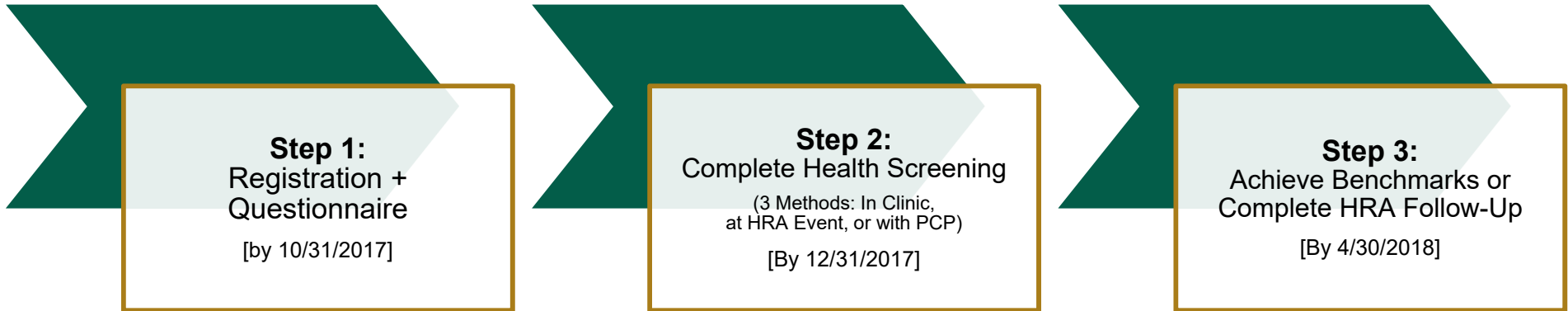
Normal Moderate High

\*\*As of 11/9/2018



# Incentive Program

## 2017 – 2018



### Points Achievement

Points		# of Employees*	% of Total Eligible*	#   % of Total Eligible 2016 – 2017	#   % of Total Eligible 2015 - 2016
0	<i>Completed no steps</i>	222	18%	191   17%	157   14%
25	<i>Completed step 1</i>	62	5%	61   5%	104   9%
50	<i>Completed steps 1 and 2</i>	84	7%	17   1%	40   4%
100	<i>Completed steps 1, 2 and 3</i>	866	70%	881   76%	815   73%
Total Eligible		1,234	100%	1,150   100%	1,116   100%

\*As of 5/17/2018

### Biometric Averages\*\*

- **30.9** Body Mass Index
- 183.4 Total Cholesterol
- 113.2 Triglycerides
- 3.6 T.Chol/HDL Ratio
- 95.4 Glucose
- **6.5** A1c (Diabetics)
- 120.1 Systolic Pressure
- 75.5 Diastolic Pressure

Normal **Moderate** High

\*\*As of 10/23/2018



# Clinical Results

## Biometric Averages

Biometric	Benchmarks for Normal	2015 - 2016 District Average	2016 - 2017 District Average	2017 - 2018 District Average	% Change from Prior Year	% Change from 1 <sup>st</sup> Year
Body Mass Index	< 27	31.4	30.9	30.9	0%	-2%
Total Cholesterol	< 200	189.7	187.0	183.4	-2%	-3%
Total Chol/HDL	< 4	3.6	3.6	3.6	0%	0%
Triglycerides	< 150	124.5	121.9	113.2	-7%	-9%
Fasting Glucose	< 100	95.3	97.1	95.4	-2%	0%
A1c	< 5.6	6.3	6.6	6.5	-2%	3%
Systolic BP	< 141	128.8	117.2	120.1	2%	-7%
Diastolic BP	< 90	83.8	75.7	75.5	-0.3%	-10%


Color Key:  
**Normal** **Moderate** **High**



PERFORMANCE REVIEW

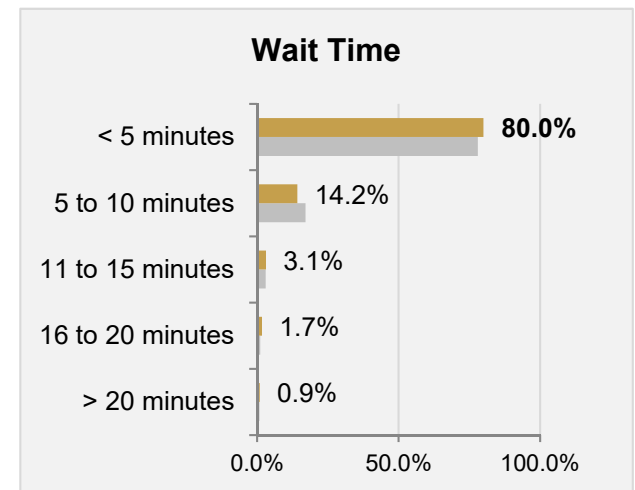
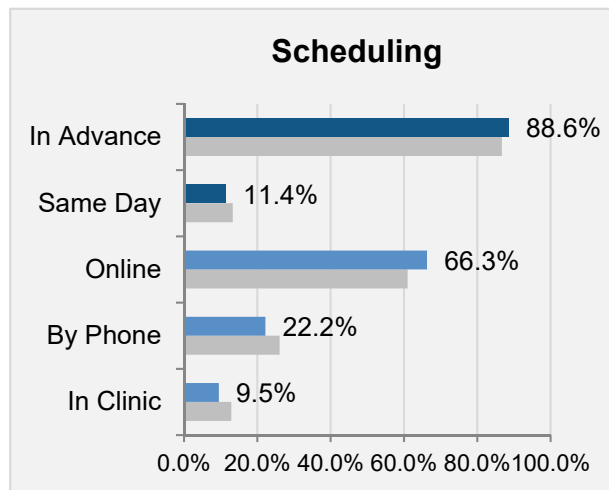
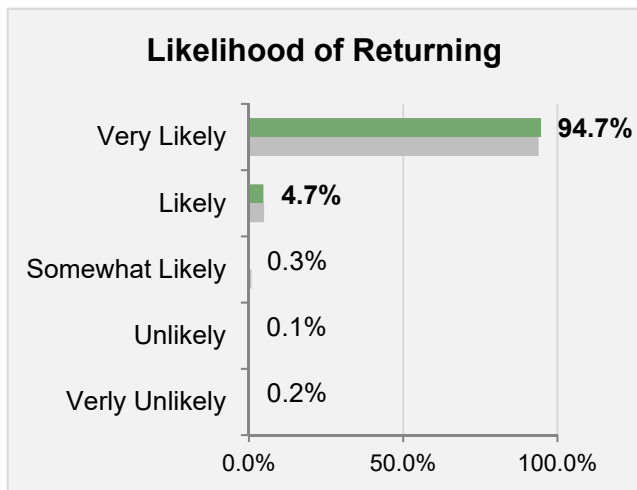
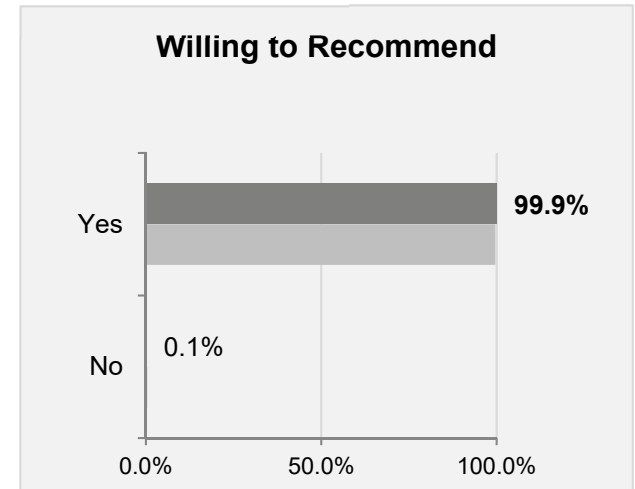
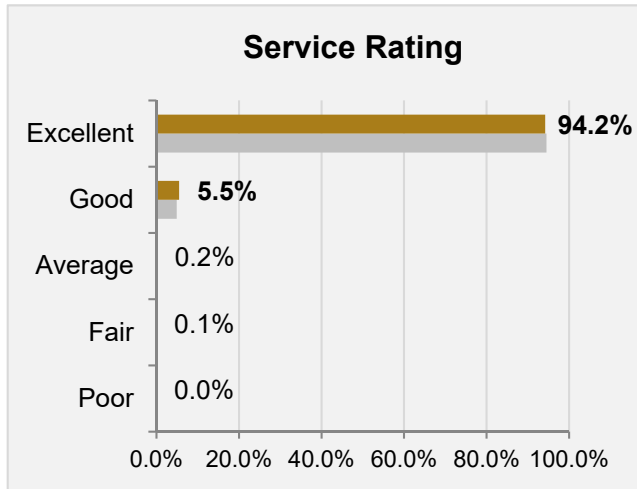
# Satisfaction

# Patient Satisfaction



**Response Rate**

- 1,482 Responses
- 33.2% Participation
- 28% declined response



Note: Shaded data bars represent previous year results.



# Patient Satisfaction Comparison



	Year 1 8/15 - 7/16	Year 2 8/16 - 7/17	Year 3 8/17 - 7/18	% Change
<b>Total Response Rate</b>	44.0%	57.7%	<b>33.2%</b>	(24.5%)
✓ <b>Indicated wait time was less than 5 minutes</b>	78.2%	78.0%	<b>80.0%</b>	+2.0%
✓ <b>Felt privacy and confidentiality was maintained</b>	99.8%	99.7%	<b>99.9%</b>	+0.2%
✓ <b>Rated services as good or excellent</b>	99.7%	99.4%	<b>99.7%</b>	+0.3%
✓ <b>Indicated likely or very likely to return</b>	98.7%	98.8%	<b>99.4%</b>	+0.6%
✓ <b>Willing to recommend</b>	99.9%	99.6%	<b>99.9%</b>	+0.3%

# Patient Satisfaction

## Free Form Comments







RETURN ON INVESTMENT ANALYSIS

# Financial Review and Cost Avoidance Details



# Expenses

Category	Projected Annual Budget	Actual Costs Through July, 2018	\$ Difference	% Difference	Details
<b>EXPENSES</b>					
<b>Clinic Costs</b>					
<b>Admin Fees</b>	\$329,820	<b>\$336,743</b>	\$6,923	2%	<i>Variability in plan enrollments month to month</i>
<b>Labs / Supplies / Etc.</b>	\$55,326	<b>\$59,667</b>	\$4,341	8%	<i>Includes PT Setup Costs</i>
<b>Staffing</b>	\$421,406	<b>\$395,096</b>	(\$26,310)	-6%	<i>Includes \$9,860 for Physical Therapy (6 hrs/week that began in December)</i>
<b>Medications</b>	\$94,487	<b>\$77,652</b>	(\$16,835)	-18%	
<b>Bank Fees and Copays Collected</b>	\$0	<b>(\$5,880)</b>	(\$5,880)	-	
<b>Total Expenses</b>	<b>\$901,039</b>	<b>\$863,279</b>	<b>(\$37,760)</b>	<b>-4%</b>	



# Cost Avoidance / Return on Investment

Category	Clinic Year 1	Clinic Year 2	Clinic Year 3	Cumulative Since Opening
<b>EXPENSES</b>				
Total Expenses	\$851,817	\$812,079	\$863,279	\$2,527,175
<b>DIRECT COST AVOIDANCE</b>				
Direct Cost Avoidance				
Medical / Pharmacy Claims	\$895,983	\$1,098,247	\$1,679,689	\$3,673,919
Worker's Compensation	\$0	\$0	\$85,719	\$85,719
Occupational Health	\$2,747	\$10,291	\$7,094	\$20,132
Replacement Staffing	\$0	\$0	\$209,123	\$209,123
Total Direct Cost Avoidance	\$898,730	\$1,108,538	\$1,981,625	\$3,988,893
<b>RETURN ON INVESTMENT</b>				
Total Annual ROI	\$46,913	\$296,459	\$1,118,346	\$1,461,718
	1.1:1	1.4:1	2.3:1	1.6:1

## Total ROI Comparison

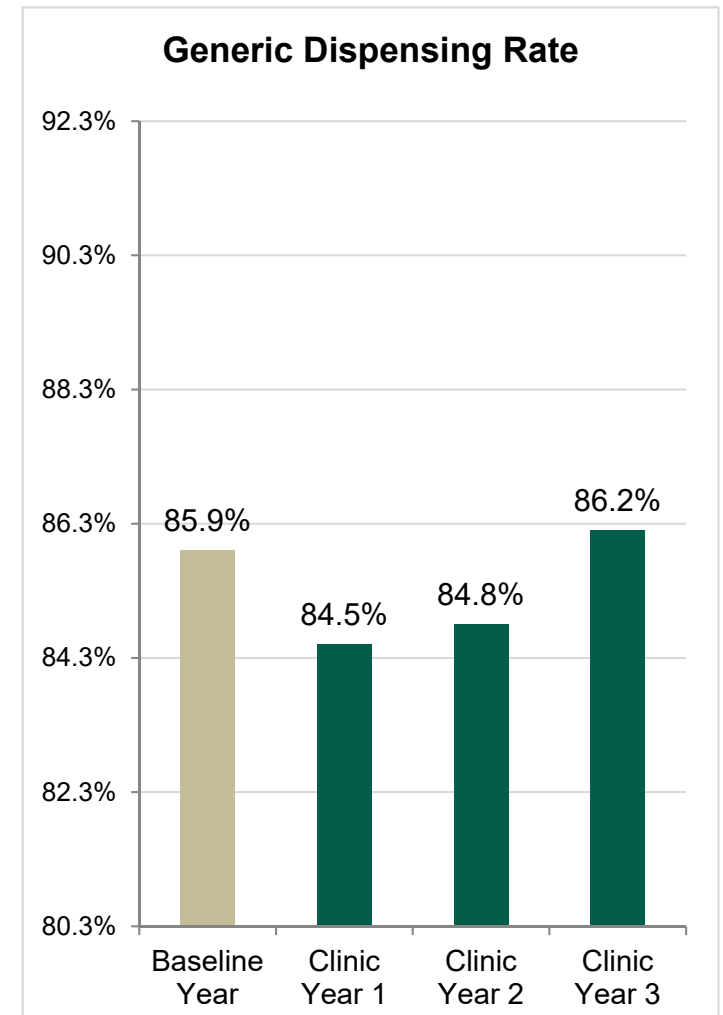
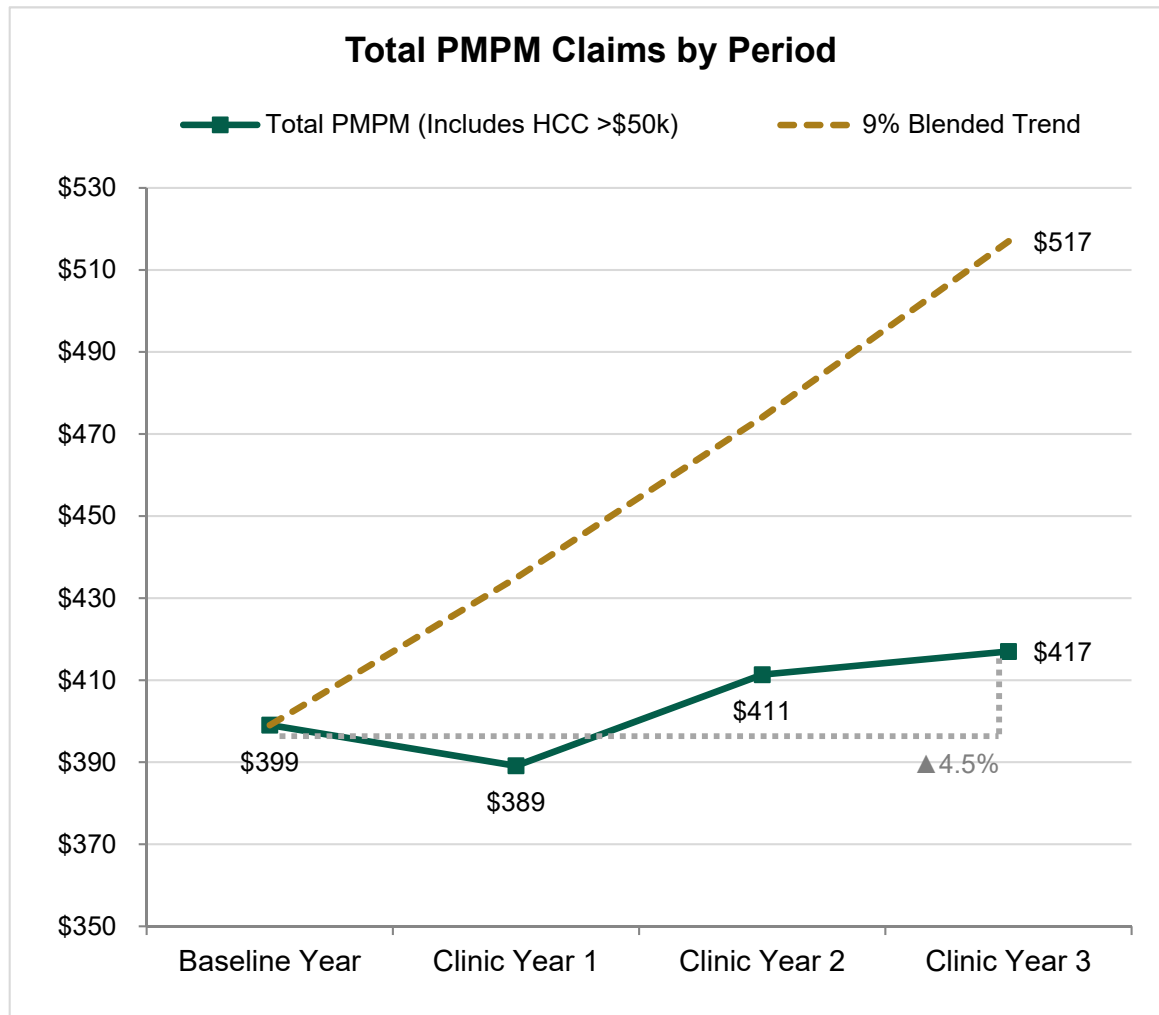
- Year 3 Projection (CBIZ Feasibility Study) 1.5:1
- Year 3 Projection (CareHere Proposal, CBIZ Savings Estimate) 1.7:1
- Year 3 Actual 2.3:1

*Since opening,  
\$1.60 saved for  
every \$1.00 spent*



# Claims

## PMPM Comparison and Generic Dispensing

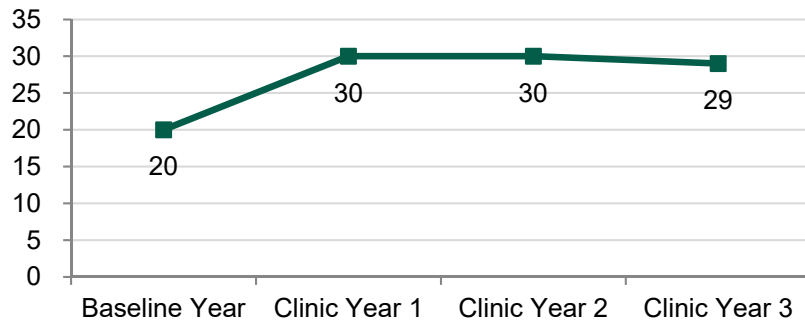




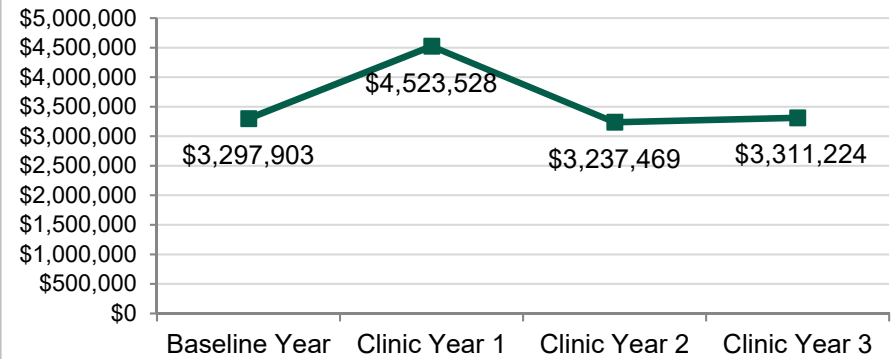
# Claims

## High Cost Claimants >\$50k

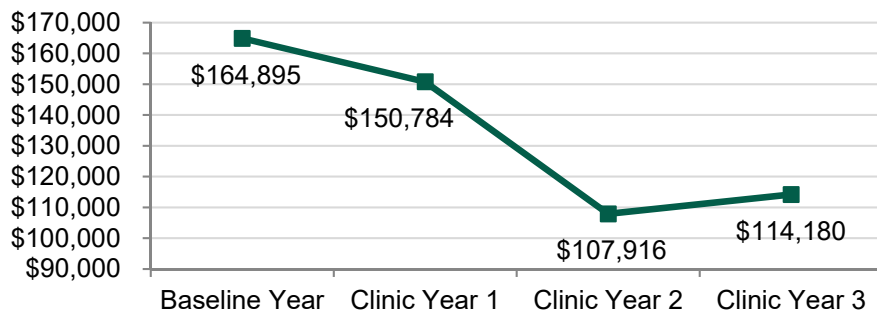
Number of High Cost Claimants >\$50k



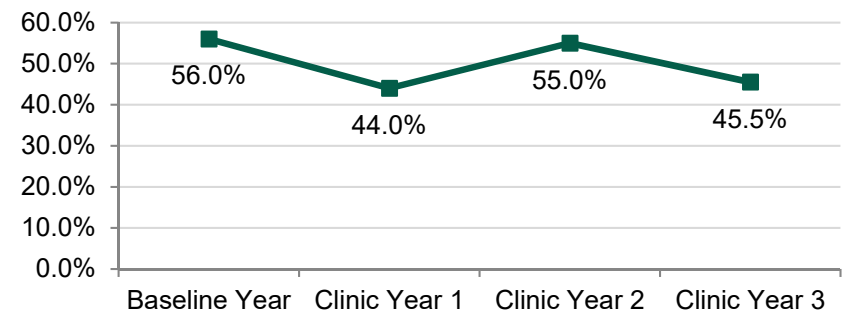
Total Cost for High Cost Claimants >\$50k



Average Cost Per High Cost Claimant >\$50k



% of HCC >\$50k to Total Claims





# Claims

## Health Plan Utilization Observations

### Medical

Overall medical paid PMPM remained relatively stable, increasing 1.3%, and is 18% below BlueKC benchmark.

- **Emergency Room**
  - Utilization decreased by 3.2%, and is 12.3% below BlueKC benchmark
  - Paid per visit decreased 3.1%, and is 29.8% below BlueKC benchmark
  - 224 members had at least one ER visit, for a total of 302 visits
    - 18 visits were for non-emergent care
    - 11 visits were for chronic conditions
- **Lab**
  - Professional lab fees paid PMPM and utilization remained fairly steady
  - Facility lab fees paid PMPM decreased by 63.9%, utilization increased 8.4%
- **Provider Type**
  - **PCP:** Paid PMPM decreased 36.6%, community utilization decreased 12.7%
  - **Specialist:** Paid PMPM decreased 9.1%, utilization increased 4.2%
- **Preventive Care**
  - Compliance with preventive visits decreased 0.6%

### Pharmacy

Overall pharmacy paid PMPM increased 5.2%, and is 6.9% above BlueKC benchmark.

- Paid PMPM for generics increased 16.6%
- Paid per script for generics increased 19.1%
- Paid PMPM for preferred brand increased 26.1%
- Paid per script for preferred brand increased 8.0%

Source: BlueKC Health Plan Performance Report (HPPR)

# Worker's Compensation<sup>1</sup>

## Total Incurred Costs

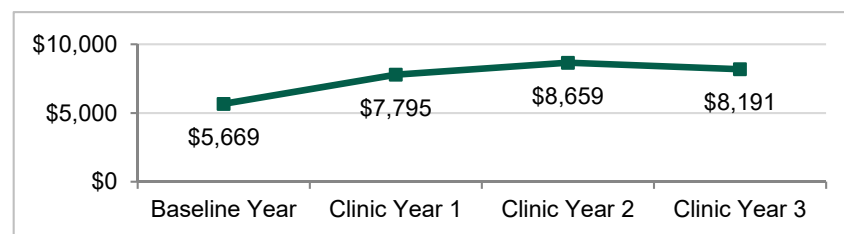
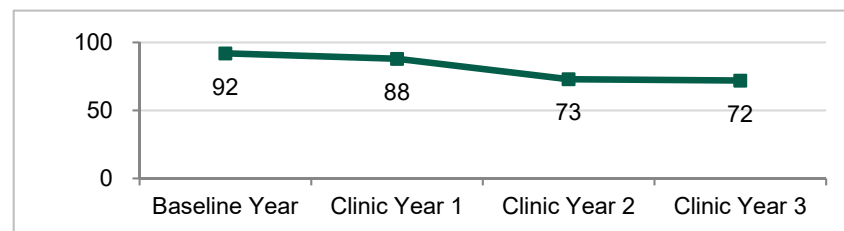
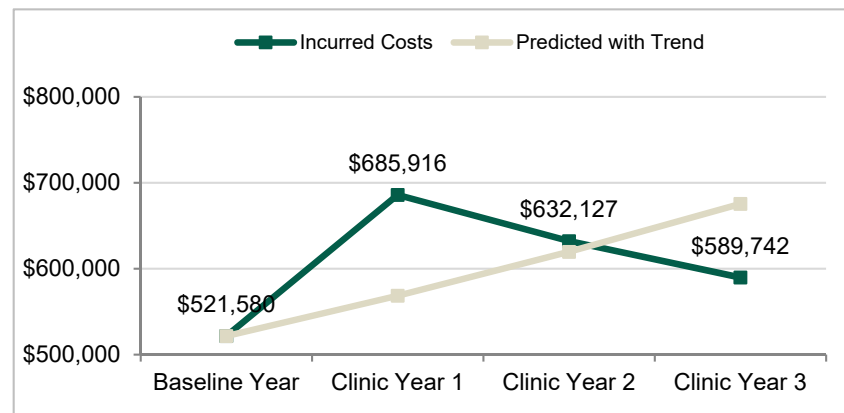
- \$85,719 below projected cost with 9% trend applied
- 7% below prior year data
- 13% above baseline year data

## Total Number of Claims

- 1% below prior year data
- 22% below baseline year data

## Severity of Claims (Average Cost Per Claim)

- 5% below prior year data
- 44% above baseline year data



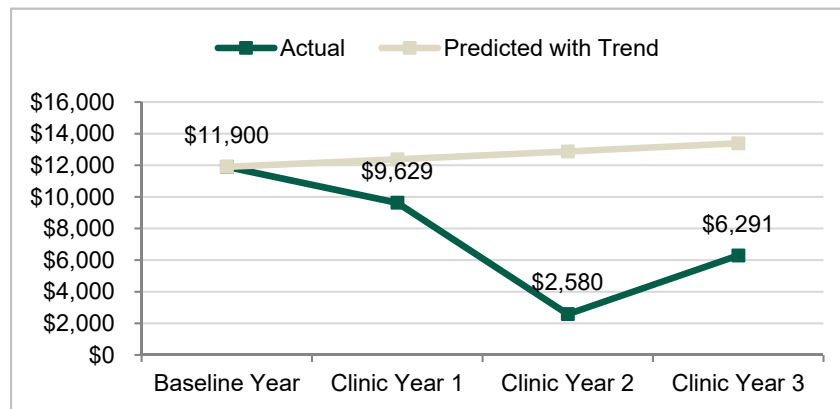
<sup>1</sup> Worker's compensation injury services in the clinic did not start until mid-clinic year 1



# Occupational Health<sup>1</sup>

## Occupational Health (Testing and Drug Screens)

- \$7,094 below projected cost assuming 4% trend
- 144% above prior year data
- 47% below baseline year data



<sup>1</sup> Occupational health services in the clinic did not start until mid-clinic year 1





# Employee Absence Impact

## Replacement Staffing<sup>1</sup>

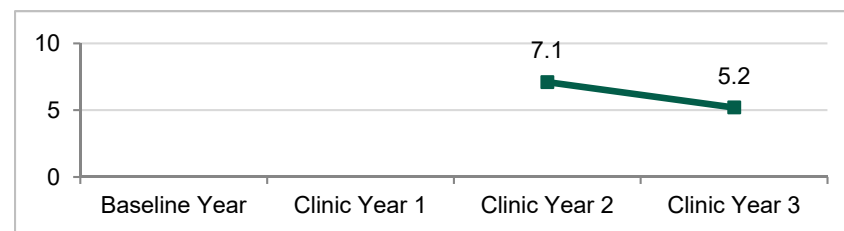
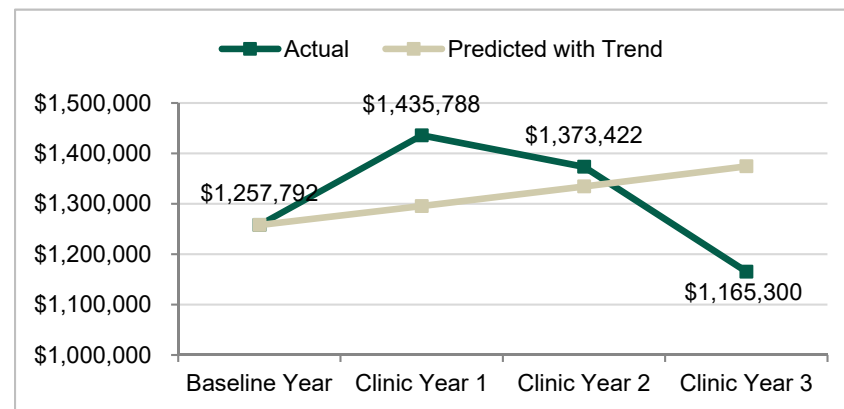
- \$209,123 below projected cost assuming 3% trend
- 15% below prior year data
- 7% below baseline year data

## Average Sick Days Used Per Employee<sup>2</sup>

- 27% below prior year data

<sup>1</sup> Unable to break out sick vs. other absence reasons

<sup>2</sup> Days calculated by dividing total hours by 8





RETURN ON INVESTMENT ANALYSIS

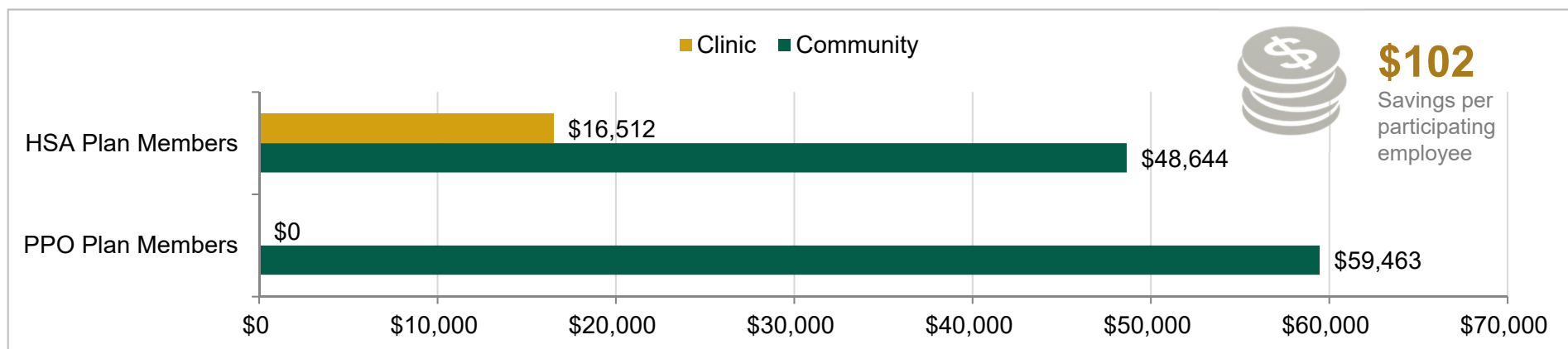
# Employee Savings



# Estimated Employee Savings

## Year 3

Member Type		# Non-Preventive	Clinic Fee	Clinic Total	Community Amount or Copay	Community Total	Estimated Savings
HSA Plan Members	Visit	508	\$30	\$15,240	\$92 <sup>1</sup>	\$46,736	\$32,132
	Medication	159	\$8	\$1,272	\$12	\$1,908	
PPO Plan Members	Visit	1,509	\$0	\$0	\$35 copay	\$52,815	\$59,463
	Medication	554	\$0	\$0	\$12	\$6,648	
<b>Total Savings</b>							<b>\$91,595</b>



Note: Member savings calculations based on episodic/sick visits, in comparison to primary care office visits.

<sup>1</sup> Per Blue KC HPPR, \$92 paid per office visit.

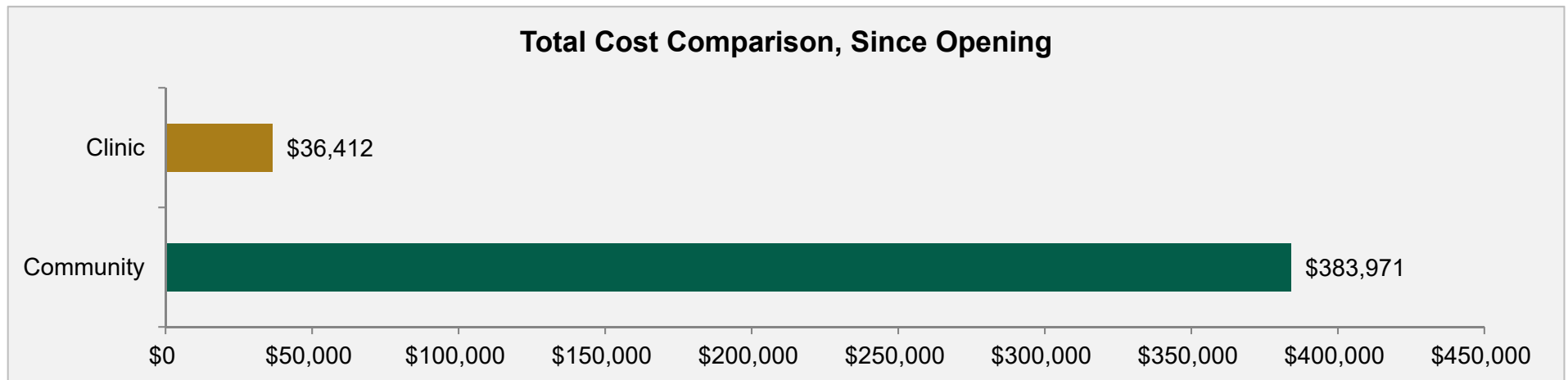
<sup>2</sup> Medication savings calculated using lowest tier of \$12.



# Estimated Employee Savings Since Opening

# \$347,559

## Total Estimated Employee Out of Pocket Savings





PERFORMANCE REVIEW AND ROI ANALYSIS

## Next Steps



## Next Steps

- Marketing
  - Year-end results communication
  - Mailer
- Physical Therapy Hours
- Board Meeting



# Website Analytics

**Website:** <http://bit.ly/raytownschoolsclinic>

**Timeframe:** 2/1/2018\* – 10/31/2018

## Total Sessions

1,903

## Page Views

3,078

## Average Duration

1 min 14 sec

## Pages Per Session

1.62

## Users

1,102

## Visitor Type

77% New Visitor / 23% Returning Visitor

## Top Pages


- |                      |                 |
|----------------------|-----------------|
| 1. Incentive Program | 4. Cost         |
| 2. Home Page         | 5. Registration |
| 3. Appointments      | 6. Services     |

*\*Website went live in February 2018*

## Sessions by Month

Month	Sessions
Feb 2018	217
Mar 2018	144
Apr 2018	308
May 2018	135
June 2018	63
July 2018	49
Aug 2018	110
Sept 2018	488
Oct 2018	389
<b>Total</b>	<b>1,903</b>

## Sessions by Device

	<b>Desktop</b>	82%
	<b>Mobile</b>	16%
	<b>Tablet</b>	2%



Questions?

