

How Coalitions are Working Together to Drive Innovation, Health and Value

LVBCH Annual Conference
May 4, 2017



NBCH Moving Forward as the "National Alliance"



- Approximately 50 healthcare purchaser coalitions across the US, serving nearly every major metropolitan area and multiple primarily rural states
- Supports over 12,000 healthcare purchasers providing health coverage to over 41 million Americans
- Represents a cross-section of private sector, public sector, non-profit and Taft-Hartley organizations
- Already driving improvements in health, well-being and value for our companies and communities, today!

Our Differentiation

- National/Regional Structure
- Distributed Change Agents
- Deep Knowledge of Issues
- Unparalleled Collaboration
- Objectivity/Independence

National Alliance of Healthcare Purchaser Coalitions

MidAtlantic
**BUSINESS GROUP
ON HEALTH**

EmployersLikeMe.org
HEALTH INNOVATIONS

LVBCHSM

FLORIDA HEALTH CARE COALITION
Employers Who Care About Health Care!

HBCOH
Houston Business Coalition on Health

HC21
HealthCare 21 Business Coalition

Business Health Care Group
Driving Meaningful Change

**Nevada Business Group
ON HEALTH**

RBGH
RHODE ISLAND BUSINESS GROUP ON HEALTH

MBGH
Midwest Business Group on Health
The Source for Leading Health Benefits Professionals

Greater Milwaukee Business
Foundation on Health, Inc. **GMBFH**

**Minnesota Health
Action Group**SM
Innovating. Leading. Engaging.

**NORTHEAST
BUSINESS GROUP ON HEALTH**

PBGH
PACIFIC BUSINESS
GROUP ON HEALTH

THE ALLIANCE
Employers moving health care forward

St. Louis Area
bhc
BUSINESS HEALTH COALITION
employer partners in healthcare

PBGH Pittsburgh
Business Group
ON HEALTH

**Wichita Business Coalition
on Health Care**

MAHCP

DFW Business Group on Health
DFWBGH

EMPLOYERS HEALTHSM
COALITION, INC.

KHC Kentuckiana
Health Collaborative
Building a Bridge to Better Health, Better Care and Better Value

Well OK

FABOH
FOND DU LAC AREA BUSINESSES ON HEALTH

**New Mexico Coalition
FOR HEALTHCARE VALUE**

**Business
GROUP
ON Health**
LANCASTER CHAMBER AFFILIATE

**COLORADO
BUSINESS GROUP ON
HEALTH**

**Silicon Valley
Employers Forum**
Domestic • International

**LB
GH**

Texas Business Group on Health
TBGH

Wisconsin Rx

Health
Services
Coalition
improving community healthcare.

**Labor/Management Health Care Coalition
of the Upper Midwest**

**Mid-America
Coalition
on Health Care**

**EMPLOYERS
HEALTH ALLIANCE
OF ARIZONA**

20th
ANNIVERSARY
1996 2016
**EMPLOYERS'
HEALTH COALITION**

WHA WASHINGTON
HEALTH
ALLIANCE

GPBCH Greater Philadelphia
Business Coalition
On Health
"Building Bridges to Better Healthcare"

frontpath
HEALTH COALITION

**Wichita Business Coalition
on Health Care**

**South Carolina Business
Coalition on Health**

MSBGH
MISSISSIPPI BUSINESS GROUP ON HEALTH

SBG

**SAVANNAH
BUSINESS GROUP**

**WYOMING
BUSINESS COALITION
ON HEALTH**

ECO
EMPLOYER COALITION ON HEALTH

**North Carolina
Business Group on Health**
Promoting a better health care delivery system
Advocate. Innovate. Educate.

VBCH
VIRGINIA BUSINESS
COALITION ON HEALTH

VBCH
VIRGINIA BUSINESS
COALITION ON HEALTH

**Maine Health
Management
Coalition**

MBGH
memphis business group on health

**TRI-STATE
HEALTH CARE COALITION**

**Mich
PHA**
Michigan Purchasers
Health Alliance
www.michpha.org

Our Vision

- We have helped to define and are nationally recognized as a leading facilitator and arbitrator of a Value Based Marketplace
- Healthcare innovation has shifted to bend the cost curve and produce higher value for less cost
- Benefits executives have evolved into health and well-being ambassadors and are considered core executives to the overall global business strategy
- Regional experimentation leads to rapid learning, knowledge sharing and national adoption
- Our coalitions bring clear value due to:
 - Their local presence,
 - Leadership of stakeholder collaborations and
 - Unparalleled commitment to work together to achieve our collective mission

Our Values

- We will only promote practices, projects and service providers that are consistent with a value based marketplace
- We will consistently act in the collective best interest of purchasers and our National Alliance
- We will respect and honor the good work of purchasers, coalitions and their stakeholders
- We will be candid, transparent, collaborative, engaging and, at times, disruptive in our continuous efforts to challenge the status quo
- We will work together to support our mutual requirements for financial health and stability

Coalition Initiatives - Future

Special coalition initiatives being considered in future related to:

- Specialty Rx & biologics (on medical and pharmacy side)
- Alternative payment/payment reform
- Cost driver analysis
- Advanced primary care
- Data analytics
- Transparency
- Employer surveys
- Advance care planning
- Medicare integration,
- Worksite clinics
- Contraceptives
- Pain management
- Maternity
- Centers of excellence/referral networks

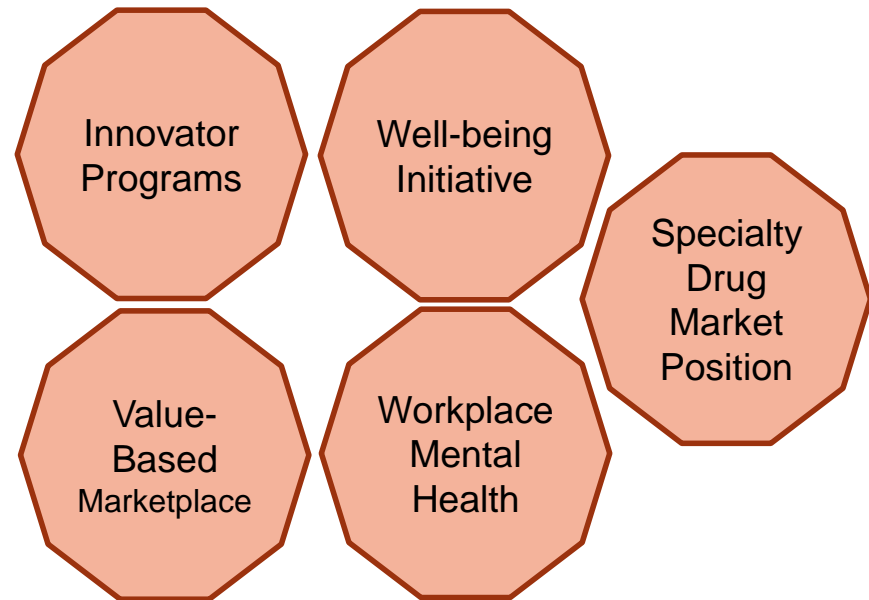
National Alliance

Coalition Affinity Groups and National Initiatives

Coalition Affinity Groups



National Initiatives



eValue8 – Accelerating Supply Chain Improvement

- For more than 15 years, eValue8 has set consistent, evidence-based, employer-verified priorities for health plan performance
- Measured the same way across vendors and across geographic boundaries
 - Integrated with NCQA, CDC, CPR, etc
- Assesses how health plans:
 - Improve and maintain the health of members
 - Support health care providers to improve care
 - Drive out waste and improve value
- Identifies strengths and opportunities for improvement

Future Directions

National Response

Modular Approach

Both health plans and speciality vendors

Purchaser Value Network

Developed by the Pacific Business Group on Health, PVN is a network of and for purchasers that aims to accelerate the adoption of high value healthcare delivery and payment models through policy advocacy, education and purchaser engagement.

The network seeks to:

- Inject purchaser perspectives and innovative best practices into federal and state policy decision making
- Educate employers about value-based purchasing and advocacy opportunities
- Align the three critical purchaser sectors—private employers, states, and the federal government—around evidence-based practices

PVN provides:

- Toolkits to adopt value-based payment models
- Best practices from value-based payment pioneers.
- Webinars for employers to help them understand value-based purchasing and highlight real-world applications
- Meetings with employers in conjunction with National Alliance purchaser coalitions.
- Policy advocacy through collaboration with groups in the private and public sectors to ensure that the purchaser's voice is heard when new policies affecting new payment and delivery models are being made.

Recent PVN Matching Grants for Purchaser Driven Payment Reform

- Colorado BGH – Advanced Primary Care
- Florida HCC – Cardiac Care
- HC21/Memphis BGH – Maternity, Joint, Cardiac
- Northeast BGH – Reduce c-Sections
- Houston BGH – Maternity care
- Midwest BGH – Maternity care
- Minnesota HAG – Specialty Drugs
- St Louis BGH – Emergency room admissions
- The Alliance (WI) – Colonoscopies
- Wyoming BGH – Hip or knee replacement

*funded by the Laura and John Arnold Foundation



A Future Vision for the Specialty Drug Marketplace

The National Alliance, released the final “Five Rights” framework for specialty drug stakeholders to improve value for healthcare purchasers

Where do we go from here?

- New baseline for coalition discussions
- Continued development of tools and support
- Broaden dissemination

A FUTURE VISION FOR THE SPECIALTY DRUG MARKETPLACE

The National Alliance, working with its coalitions, is promoting a "Five Rights" framework for specialty drug stakeholders to improve value for healthcare purchasers

RAISING THE STAKES

Specialty drugs are one of the fastest growing areas of spending for both private & public purchasers

- Some drug prices grow at 500% or more
- US buys more and pays more than any other country

High Cost, High Variation, High Waste

- Variation in management of formulary, specialty list, utilization, clinical, pipeline, etc.
- Wide variation in price 2x-25x
- Up to 30% not filled, 50% not taken, 10% admissions due to poor adherence

Complexity, Middlemen, Conflicts

- Employers are often left without the needed data and information to manage specialty drug use and cost
- Our "stewards" contribute to these issues by adding complexity and cost to an inefficient supply chain.

Specialty Drug Stakeholders

- Health Plans
- PBMs
- Providers
- Specialty Pharmacies
- Manufacturers

High Value

THE FIVE RIGHTS FRAMEWORK

Right Drug Right Price Right Place Right Data Right Support

- Base practices and decisions on clinical efficacy and safety independent of conflicted interests/PBMs accept ERISA fiduciary status.
- Cover testing that supports improved assessment of correct drug, doses and duration of treatment for specific patient.
- Require purchaser transparency and engagement on key issues and National Drug Codes used by all providers, in all settings related to: prior authorization, utilization management, payment & rebates, claim level reporting, data analysis, provider contracts, patient outcomes, and quality improvement
- Align value based contracting with performance and adherence to high value drugs with correct doses and duration consistent with guidelines.
- Require cost parity or benefit differentials across sites of care for same drugs and services.
- Support patients on drug administration and needed emotional/social support to increase adherence and improve outcomes.
- Discontinue conflicting practices such as low value coupon programs, drug price increases more than Consumer Price Index, and exclusion of high value delivery options.

For infographic, press release, and stakeholder framework go to:

<http://www.nationalalliancehealth.org/Vision-For-The-Specialty-Drug-Marketplace>

Wellbeing and Mental Health Initiatives



For the better part of two decades there have been substantial efforts among employers to improve employee health, wellness and productivity - with uneven results. This has led to a growing consensus that a new framework is needed. One that can shift a company and its culture toward a more engaged and productive workforce, one that looks to the overall well-being of people as a foundational tenet, and one that must be valued and embedded by and for the benefit of our employees, our communities and our health systems.



Why Wellbeing?

Today 87% of employees have implemented wellness programs on behalf of their employers. However, four out of five believe their programs are very ineffective in reducing healthcare costs, in supporting performance and productivity, in reducing employee engagement, retention and loyalty (EWL). While satisfaction in the workplace is often cited as a key driver of "wellness success," it is "well-being" - in its own, a well-being approach in a people strategy that will improve health in a big way, and the primary focus.

In the world of employers, what makes well-being noteworthy is that the evidence strongly demonstrates that well-being is foundational and is directly tied to the outcomes of a highly engaged and high-performing workforce (i.e., higher sales, higher innovation, higher loyalty). The drivers of well-being are truly aligned with employee engagement. Well-being is what employers need, and employees need, and we hope to see that there are no corners of the work site - literally, when the effort is made - that is not defined as a strategic opportunity rather than a tactical opportunity. For one, regular, positive feedback support needs will likely lead to the "culture of health" we seek.

Well-being is an agenda that when properly framed, can more easily engage those leadership for sponsoring it as a core strategy to drive growth and business performance. In addition, a healthy life cycle that encompasses well-being is more easily understood and aligned to global companies - the more the alignment, the more likely it is to be successful. For one, it is more easily understood and aligned to global companies - the more the alignment, the more likely it is to be successful. For one, it is more easily understood and aligned to global companies - the more the alignment, the more likely it is to be successful.



Moving Mountains for Mental Health and Well-Being

Today, for mental health, it is the best of times, and it is the worst of times. The barriers to achieving the mental health system we need are not just a chasm of a poorly organized system of care but a mountain range of issues that stop us from bringing mental health and well-being into the 21st century on a par with the rest of health care. This article reviews the progress that has been made, describes the continuing concerns and outlines a path forward toward holistic mental health and well-being in the workplace. We have been starting to move these mountains, but it is a heavy lift and will require unprecedented dialogue, engagement of diverse stakeholders and actions on many fronts to get us to the other side.

by Michael Thompson | National Alliance of Healthcare Purchaser Coalitions

The U.S. healthcare delivery system does not provide consistent, high-quality medical care to all people. Americans should be able to count on receiving care that meets their needs and is based on best scientific knowledge. ... Indeed between the health care we now have and the health care we could have lies not just a gap, but a chasm.

Crossing the Quality Chasm: A New Health System for the 21st Century
Institute of Medicine, 2001

By publishing *Crossing the Quality Chasm* 15 years ago, the Institute of Medicine put a stake in the ground that the world's largest, most expensive, most complex health care system had major problems. It recognized the great technological advances of the prior 50 years and the disappointing failures of the system to consistently translate that knowledge into practice.

Today, for mental health, it is the best of times, and it is the worst of times, and the barriers to achieving the mental health system we need are not just a chasm of a poorly organized system of care but a mountain range of issues that stop us from bringing mental health and well-being into the 21st century on a par with the rest of health care. We have

18 **benefits quarterly** first quarter 2017

- Develop & refine National Alliance frameworks
- Publicize and socialize
- Integrate into supply chain (eg eValue8, Purchaser Value Network)

College for Value Based Purchasing of Health Benefits

Determining Drug Value from the Employer's Perspective

March 14, 2017 - Philadelphia

- The Rationale for a Value Perspective
- Measuring Effectiveness
- Measuring Costs
- Economic analysis and economic models
- Study designs and levels of evidence
- Drugs: Development, Approval, and Formulary Placement
- Other Factors Influencing Drug Value
- Reading and Interpreting Drug Value Reviews
- Applying the Value Framework to Specialty Pharmaceuticals
- Manufacturer Perspectives on Research Evidence, Drug Pricing, and Value
- Practical Advice on Where to Go from Here



Presented by:





NHLC Members



All Member / National Health Leadership Council Meetings

June 19th

National Alliance Board Meeting

Welcome Reception

June 20, 2017

All-Member Meeting

8:30 am – 12:00 pm

Welcome

National Alliance State of the State

Purchaser Value Initiative Updates

Driving Value Through Onsite/Near-Site Clinics

A Fresh Look at Coalition Business Models

Coalition Round Robin

12:00 - 1:30 pm

Networking Luncheon with NHLC

NHLC Meeting

1:30 – 5:30 pm

Welcome

Update on National Alliance Initiatives and Frameworks

Front-line Discussions of Issues & Opportunities with the National Alliance Affinity Groups

Emerging Concerns with Healthcare Consumerism - What's Next?

Sustaining Transformation in the Supply Chain

6:00 - 7:30 pm

Reception

June 21st

MBGH Employer Forum on Pharmacy Benefits and Specialty Drugs

Join us in Chicago!

Benefits of the National Alliance

- A great network of talented coalitions peers with a shared mission and a commitment to learn from each other.
- The National Alliance:
 - Informs, leverages and scales the efforts of the coalitions and supports efforts to evolve, align and guide purchasers.
 - Supports key initiatives related to networking, eValue8 and education.
 - Provides access to resources, connections, and funding sources.
 - Facilitates a collective national voice to create market change

National Alliance Key Benefits

- *Vision*
- *Network*
- *Shared Mission*
- *Learning & Resources*
- *Collective Voice*

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National Alliance
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Driving Innovation, Health and Value