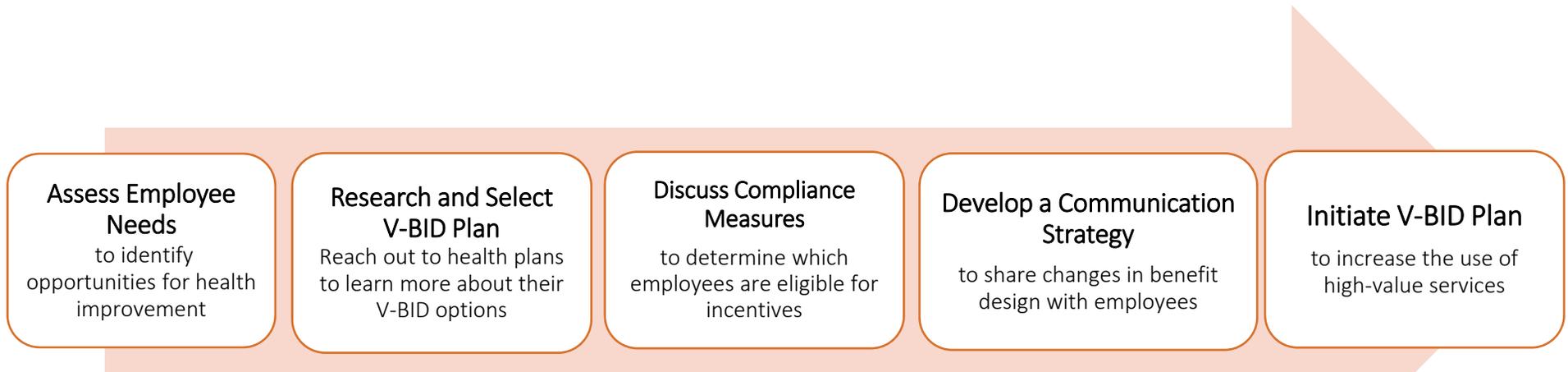


IMPLEMENTATION STRATEGIES

Steps for Implementing a V-BID Plan

Below is an outline of steps that fully-insured employers should take to implement a V-BID plan. These were developed based on feedback from employers currently implementing V-BID plans, as well as tools from the V-BID Center and National Business Coalition on Health.



Employer Spotlight

Connecticut's State Employee Health Enhancement Program (HEP) was a voluntary program launched on October 1, 2011, that introduced incentives to align patient costs with the value of care, including the elimination of office visit copayments for chronic conditions and the reduction or elimination of copays for medications associated with the management of chronic conditions, including asthma or COPD, diabetes, heart disease, hypertension, and hyperlipidemia. In its first year, HEP had 98% enrollment and 98% compliance with program requirements. There was also significant improvement in the use of high-value medical services, increasing preventive care office visits by 13.5% in the first year, and increasing the use of preventive screenings, including colonoscopies, mammograms, and lipid screenings.

- [Connecticut's Value-Based Insurance Plan Increased the Use of Targeted Services and Medication Adherence](#), *Health Affairs* June 2016

ASSESS THE CLINICAL NEEDS OF YOUR EMPLOYEE POPULATION

V-BID plan designs are most effective when targeted towards an employer's specific employee population. Collected data on your employee population is critical to successfully targeting conditions that impact the workforce. Fully-insured employers can collect this information by ***asking employees to complete an anonymous survey*** about what services or medications they use most frequently, or for which

Get to Know Your Employees!

Biometric screenings and health risk assessments can help you determine which services are most valuable to your employees.

services or medications financial assistance would be the most helpful. Be mindful and respectful of the privacy concerns of your employees, and ensure they understand that the information gathered from these surveys is anonymous, and would only be used to incentivize the use of valuable drugs and services. Many employers currently offer biometric and mental health screenings, which may be an ideal opportunity to distribute these surveys.

Another option for fully-insured employers is to ***request summary data from their current health insurance carrier*** on clinical conditions that are impacting the employee population. Involving a clinician in this assessment is recommended to identify opportunities for intervention and improvement.

RESEARCH AND SELECT A V-BID PLAN

Some fully-insured employers may have the ability to work directly with their insurance carrier to develop a fully-customized V-BID health plan. These fully-insured employers can discuss the needs of their employees with their carrier, and create an incentive program based on the template on page 9. Insurance companies can provide additional guidance on state and federal regulations, and can provide online tools for record keeping and tracking participation.

In other cases, fully-insured employers may need to shop around for the V-BID product that makes the most sense for their company. The V-BID template included in this manual provides health plans and employers with a recommended core benefits plan design. The goal of this template is to provide recommended V-BID benefits, while allowing for flexibility through additional options that may be incorporated into a plan design. Based on the result of their analyses, employers should choose which V-BID plan offering best meets the needs of their employee population. For example, if a large percentage of employees have diabetes, look for a V-BID product that includes OOP discounts for diabetes medication and supplies. Complete the V-BID Template Worksheet on pg. 28 and use it as a guide to finding the right V-BID plan for your company.

For a list of health plans currently offering V-BID plans, please visit the State Innovation Model website.

DISCUSS COMPLIANCE MEASURES

In order to determine which employees are eligible for incentives, employers need to know which employees participated in the required services or met required targets. Many plans recommend using an automated method instead of self-report, such as healthcare claims analysis. If incentives are based on compliance (or participation), carriers can use claims data to identify which members complied with recommended services and are eligible for incentives. If incentives are based on outcomes, carriers will need to determine a mechanism for the provider to communicate whether targets were achieved, as

Employer Spotlight

By reducing copayments for services relating to diabetes and promoting the use of minimally invasive surgeries through their V-BID initiative, **Hannaford Brother's Company** employees were able to improve their diabetes biometric testing results and shift the standard of care for surgery to minimally invasive procedures.

- [V-BID Landscape Digest](#), V-BID Center 2009

claims data would not contain this information. Tracking compliance with recommended services should be the role of the health insurance carrier. Employers should not have access to their employees' health information in order to protect employee confidentiality. Some employers that make HSA contributions use a third party contractor to track employees' service utilization or outcomes, and then only tell the employer the incentive amount for each employee.

Please note: If services are delivered by a provider other than the members' primary care physician, such as an on-site clinic, records should be sent to the member's usual source of care as soon as possible for care coordination purposes.

Communication is Key!

Plan for at least 5 employee touch points to share upcoming changes to health benefits.

DEVELOP A COMMUNICATIONS STRATEGY

Employee communication, education and engagement are key to the success of any V-BID plan design.⁵ Employers should work with their HR departments to develop a communications strategy before changing plan offerings to a V-BID plan design. Connecticut employers that have implemented V-BID suggest giving employees ample time to understand the plan before implementing it (this may be up to one year), and communicating the plan design to them repeatedly through different communication methods. Employers can ask their carrier for marketing materials for the new plan to be distributed to employees. For more information about communicating plans to employees, see the Communicating Benefits section starting on page 22.

INITIATE A V-BID PLAN

Once the employer has chosen a V-BID plan, they should choose a date for open enrollment that allows ample time to communicate to employees the new plan offering. Once the V-BID plan goes into effect, employers should begin the evaluation process to measure program success and employee satisfaction. To learn how to address common implementation barriers, refer to the Frequently Asked Questions section on page 23 and Overcoming Barriers Appendix on page 31.

Once the plan is fully implemented, it is helpful to assess its impact, if possible. Larger fully-insured companies may be able to determine the impact of the V-BID plan on employee performance, such as reduced absenteeism due to illness and reduced presenteeism, through data collected by their HR departments. To measure the overall effects of V-BID on health care utilization and spending, the health insurance carrier may analyze claims data across the market to determine if members enrolled in V-BID plans have improved health outcomes and changes in utilization and cost trends compared to non V-BID plans. If available, employers can request summary outcomes reports for their product from their carrier.

Best Practices and Lessons Learned

These best practices are based on suggestions from national and Connecticut-based employers currently implementing V-BID plans who participated in individual interviews or an employer focus group.

REQUEST A V-BID PLAN FROM YOUR HEALTH INSURANCE CARRIER

- Insurance carriers are more likely to offer V-BID plans if the market demands it. If your insurance carrier does not offer a V-BID plan, engage with them about the possibility of offering this in the future. If they do offer a V-BID plan, discuss ways in which it can be customized to meet the needs of your employee population.
- For a list of health plans currently offering V-BID plans, visit the State Innovation Model website.

USE INCENTIVE AMOUNTS THAT WILL MOTIVATE EMPLOYEES' BEHAVIOR

- If administering incentives beyond the plan design, such as gift cards or HSA contributions for biometric screenings, incentive amounts need to be appropriate for the company's specific population and significant enough to motivate people to change their behavior. For example, one national employer found a \$500 annual bonus payment for participation in biometric screenings increased their screening rates.
- Employers should work with senior leadership and employee leaders to balance providing incentives that are both significant to employees and cost-effective for the employer.

MAKE SERVICES CONVENIENT FOR EMPLOYEES

- Larger employers may offer certain services on-site, such as biometric screenings and health risk assessments to make them convenient for employees and increase screening rates. Employees should follow up with their usual health care provider to discuss screening outcomes.
- Alternatively, employers may partner with a free-standing clinic near their location(s) to offer specific services, such as a national pharmacy health clinic.
- If services are offered on-site or at nearby clinics, the employer should develop a mechanism to send records of these services to the patient's PCP, with the patient's consent, to ensure care coordination. If an employee was recently screened by their PCP, they should not participate in on-site screenings to avoid duplication of services.

Employer Spotlight

Procter & Gamble's
"Healthy Living Brand"
tiered healthcare services and drugs and eliminated coverage for non-essential drugs; doing so resulted in increased enrollment in disease management programs, improved medication adherence rates among employees and decreased overall medical spending of the company.

- "[V-BID Landscape](#)," V-BID Center
July 2009

INVOLVE SENIOR LEADERSHIP IN PROMOTING V-BID TO EMPLOYEES

- When possible, messaging to employees should come directly from senior leadership to emphasize the company's commitment to employees' health and integrate V-BID into the company culture.
- Company leaders may promote the plan by indicating that they participate in recommended screenings or a disease/condition management program themselves. For a script to promote V-BID plans to senior leadership, refer to the Employer Resources starting on page 36.