

Date: February 7, 2019

To: JLMBC

From: Staff

Subject: **LAWell Program Benefit Service Provider Goals, Metrics, and Data Development**

**JLMBC MEMBERS**

Employee Organizations  
**David Sanders, Chairperson**  
 Paul Bechely  
 Chris Hannan  
 Steve Koffroth  
 William Violante

Management  
**Wendy G. Macy, Vice-Chairperson**  
 Neil Guglielmo  
 Rich Llewellyn  
 Tony Royster  
 Matthew Rudnick

## **RECOMMENDATION**

That the JLMBC (a) receive and file report regarding LAWell Program benefit service provider goals, metrics, and data development; and (b) approve staff and Keenan’s proposal for providing quarterly activity updates and supplementary data reports to the JLMBC.

## **DISCUSSION**

### **A. BACKGROUND**

On **January 4, 2018**, staff initiated a series of ongoing LAWell Program Benefit Service Provider summits in response to recommendations provided by the JLMBC’s consultants at Keenan. The goal for these summits was to create a group structure for developing a goals-driven approach to coordinating benefit service provider resources, improving member outcomes, and evolving LAWell Program services to members. Targeted areas included preventive services, condition management, wellness services, communications, and data management.

On **March 30, 2018**, Keenan convened the first benefit service provider summit. In attendance were representatives from Anthem Blue Cross (Anthem), Kaiser Permanente (Kaiser), Delta Dental, EyeMed, Managed Health Network (MHN), Segal Consulting (Segal), and Standard, as well as staff of the Employee Benefits Division and Los Angeles City Employees’ Retirement System (LACERS). Attendees discussed the purpose and vision for the summits. Benefit service providers were asked to look at their current toolboxes for resources that could be used to address key health issues among the City’s workforce and develop proactive and innovative strategies for collecting, tracking, sharing, and reporting of metrics to measure progress on impacting key health issues.

On **July 10, 2018**, Keenan convened the second summit. In attendance were representatives from Anthem, Kaiser, Delta Dental, EyeMed, Managed Health Network (MHN), Segal, and Standard, as well as Benefits and LACERS staff and David Sanders from the JLMBC. Attendees shared some of their review of resources that could be used to address key health issues as discussed at the March 30 meeting, including opportunities for benefit service provider collaborative communications, mobile health resources, diabetes prevention programs, integrated total worker health programs, and data collection and sharing for monitoring, evaluating, and benchmarking with other municipal populations and programs.

At its **August 2, 2018** meeting, the JLMBC received a report from Keenan regarding the year-to-date progress of the summits.

On **September 9, 2018**, Keenan convened the third summit. In attendance were staff representing Anthem, Kaiser, Delta Dental, EyeMed, MHN, Segal, Standard, and Limeade, as well as Benefits and LACERS staff. Participants discussed draft communication materials to pilot integrated communications resources focused on diabetes prevention and further reviewed where to locate and how to distribute information. Staff and Keenan indicated that they were working with service providers to convene a working group to determine implementation details and timelines, and that once the diabetes prevention initiative was launched, the structure and process should serve as a model for developing and implementing similar collaborative initiatives focused on other major health issues including maternity, stress management, nutrition, and other topics.

At its **November 1, 2018** meeting, staff and Keenan provided a further update summarizing the results and outcomes for the September 9, 2018 meeting.

## **B. ACTIVITIES UPDATE AND ONGOING QUARTERLY REPORTS**

An additional update from Keenan is provided as **Attachment A** to this report. As that report indicates, staff and Keenan are utilizing individual meetings with each service provider to continue the process of refining goals, strategies, and metrics. As staff and Keenan have collaborated on this project several proposed improvements to process and reporting have been identified:

- (1) Providing regular, formal quarterly updates to the JLMBC regarding recent activities that have occurred with benefit service provider goals and metrics development and execution.
- (2) Supplementing quarterly updates with summary data reports that will provide the JLMBC with more frequent reporting on key data points and strategies from LAwell Program benefit service providers.

The first such quarterly report is targeted for the JLMBC's April 4, 2019 meeting. Staff expects that the report will evolve as staff, Keenan, the JLMBC, and benefit service providers continuously review and refine data. Staff recommends that the JLMBC approve staff and Keenan's proposal for providing quarterly activity updates and supplementary data reports to the JLMBC.

Submitted by: \_\_\_\_\_  
Steven Montagna



**Benefit Service Provider Goals, Metrics, and Data Development Update Report  
to the Joint Labor-Management Benefits Committee**

**Submitted by Robin Rager, PhD  
Vice President – Health Management, Keenan & Associates**

**February 7, 2019**

**Overview**

During January 2019, Keenan scheduled meetings between Personnel Staff, Keenan, and several of the City of Los Angeles benefit service providers to identify the current reporting available on metrics that would be relevant for identifying the primary health issues and cost drivers among the City's workforce, and establishing goals and strategies for addressing them. Meetings were held with Anthem Blue Cross, Kaiser Permanente, Delta Dental, and EyeMed, with future meetings to be held in February with Optum and Standard.

Initial drafts of the relevant metrics, reporting sources, and proposed frequency of reporting that were identified during the January meetings with Anthem, Kaiser, Delta Dental, and EyeMed are presented in the matrices below. This project is still in the initial stages, and the matrices will be revised as additional or more relevant metrics reporting become available. These metrics will be used as the basis for determining appropriate goals and strategies that will be tracked and evaluated to measure the progress and success of the City's wellness and health management initiatives. In addition, the Keenan consultants will consolidate these metrics into a summary dashboard for use in providing data report updates to the JLMBC.

# ATTACHMENT A

City of Los Angeles Benefit Service Provider Health Management Program Metrics			
<b>Service Provider:</b> Anthem			<b>Date:</b> 1/16/19
Metrics Category	Source of Metrics	Metrics for Tracking/Evaluation	Proposed Frequency of Reporting
Member Participation & Engagement	Anthem Website/Mobile App Member Activity Report	registration, utilization	Quarterly
	LiveHealth Online Report	medical activity: registration, utilization behavioral health activity: registration, utilization	Quarterly
	Mobile Health App Report	registration, utilization	Quarterly
	Healthy Living Programs Report	registration, participation	Quarterly
Preventive Care	Preventive Care Services Report	preventive screening/immunization compliance, well adult visits, benchmark	Quarterly
	Future Moms Activity Report	registration, participation, symptoms, recommendation, delivery outcomes, benchmark	Quarterly
Chronic Conditions	Clinical Dashboard Report	condition prevalence rates, paid claims % of total paid claims related to each chronic condition, benchmark	Quarterly
	Health Risk Index Report	Health Risk Index score for projection of risk for future health condition claims, benchmark	Quarterly
Condition Management	ConditionCare Program Activity Report	condition prevalence rates, risk stratification, enrollment, engagement status, process activity, participant goals, benchmark	Quarterly
Health Risk	Healthy Living Programs Report	assessment of stress, nutrition, tobacco use status	Quarterly
Health Behaviors	Mobile Health App Report	gaps in care, member responses to gaps	Quarterly

# ATTACHMENT A

City of Los Angeles Benefit Service Provider Health Management Program Metrics			
<b>Service Provider:</b> Kaiser Permanente			<b>Date:</b> 1/16/19
Metrics Category	Source of Metrics	Metrics for Tracking/Evaluation	Proposed Frequency of Reporting
Member Participation & Engagement	KP.org Member Activity Report	registration, utilization, email messaging, benchmark	Quarterly
	Engagement Profile Customer Analytics and Reporting (CAR) Customer Composite Scorecard	Kp.org registration; awareness of BMI, BP, exercise status; up-to-date on cancer screenings, flu shots, cholesterol & glucose screenings; outpatient visits, nurse advice, messaging, filling prescriptions; participation in total health assessment, healthy lifestyle programs, telephonic wellness coaching; demographic breakouts; benchmarking	Quarterly
Preventive Care	Customer Analytics and Reporting (CAR) Customer Composite Scorecard Prevention and Lifestyle Risks Report	preventive screening/immunization compliance, benchmark	Quarterly
	Maternity Care Report Customer Analytics and Reporting (CAR) Customer Composite Scorecard	maternity incidence, prenatal/postpartum care participation, health status, % of maternity costs related to moms with chronic conditions, benchmark	Quarterly
Chronic Conditions	Customer Analytics and Reporting (CAR) Customer Composite Scorecard Chronic Conditions Report	condition prevalence rates, % of total paid claims related to each chronic condition, demographic breakouts, benchmark	Quarterly
Condition Management	Customer Analytics and Reporting (CAR) Customer Composite Scorecard	condition prevalence rates, medication adherence, metrics on condition control, demographic breakouts, benchmark	Quarterly
Health Risk	Customer Analytics and Reporting (CAR) Customer Composite Scorecard	risk factors (wt, exercise, chol, BP, tobacco use), demographic breakouts; benchmark	Quarterly
Health Behaviors	Total Health Assessment (THA) Report	lifestyle behaviors (diet, exercise, stress, tobacco use, etc.)	Semi-Annually

## ATTACHMENT A

City of Los Angeles Benefit Service Provider			
Health Management Program Metrics			
<b>Service Provider:</b> Delta Dental			<b>Date:</b> 1/22/19
Metrics Category	Source of Metrics	Metrics for Tracking/Evaluation	Proposed Frequency of Reporting
Member Participation & Engagement	Plan Performance Report	utilization (by procedure – preventive, diagnostic, etc.), website registration/utilization, benchmark	Quarterly
Preventive Care	Utilization Report	Dental cleanings, number of members w/“no cleanings”	Quarterly

City of Los Angeles Benefit Service Provider			
Health Management Program Metrics			
<b>Service Provider:</b> EyeMed			<b>Date:</b> 1/29/19
Metrics Category	Source of Metrics	Metrics for Tracking/Evaluation	Proposed Frequency of Reporting
Member Participation & Engagement	Utilization Report	vision exams as percent of total members	Quarterly
Chronic Conditions	Wellness Report	high-risk diagnosis rates for conditions (including diabetes, diabetic retinopathy, hypercholesterol, hypertension)	Semi-Annually