

# San Francisco Health Service System Health Service Board

## Board Forum

Care Coordination and Health Navigation

November 8, 2018

Prepared by:  
Health & Benefits



# Agenda

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- **SFHSS Strategic Goal**
- **Considerations for Care Coordination Health Navigation**
- **Components of Health Navigation**
- **Care Management Best Practices**
- **Next Steps**

# SFHSS Strategic Goal—Engage and Support

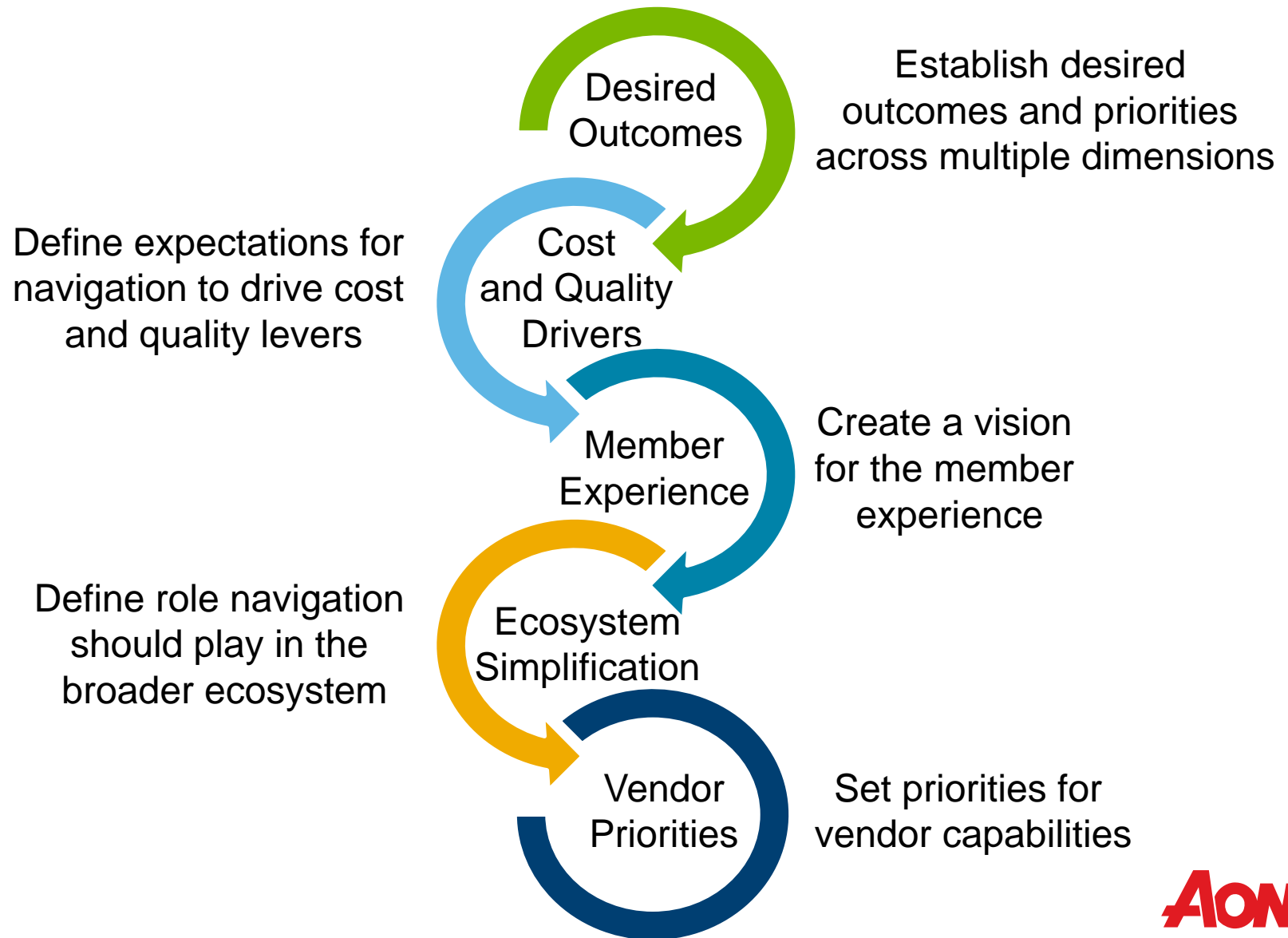
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Background: Partner with members and collaborate with stakeholders to advance health literacy and enhance engagement. Provide resources, tools, and services to support informed decisions and actions.

## ■ Objectives:

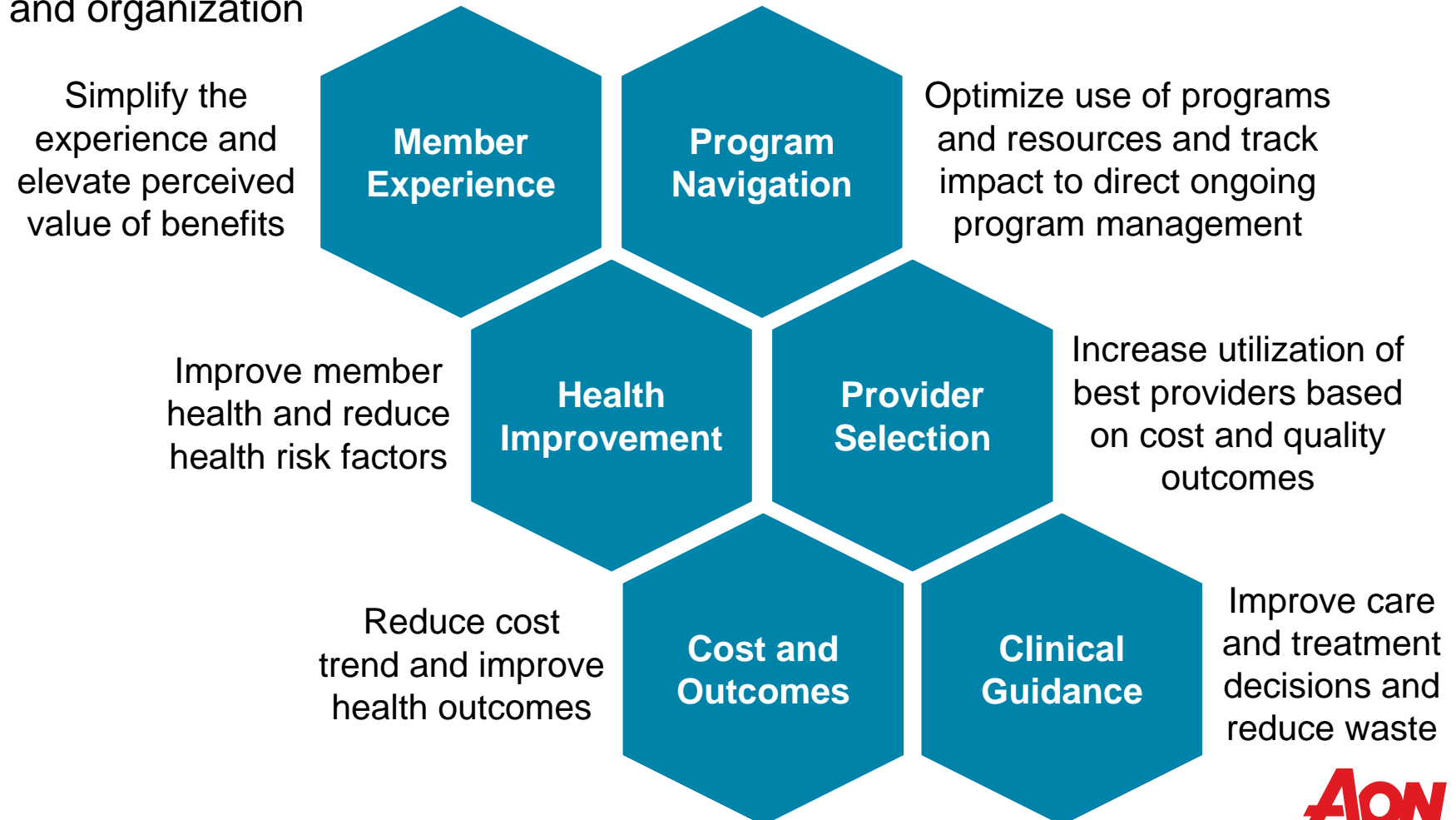
- Guide members in selecting health coverage that best meets their needs at enrollment
- **Supplement with supportive resources to guide members with navigation and advocacy**
- **Support members to stay well and get well with well-being programs, communication and engagement vehicles**
- **Ensure programs, services, and service providers are integrated-ensure resources are easy to understand, and simple to use**
- **Evaluate and improve engagement and health literacy of members on a continual basis**

# Considerations in Creating a Health Navigation Approach



# Successful Navigation Approach Focuses on Desired Outcomes and Priorities

Navigation should enable and enhance SFHSS' benefit strategy, optimize the use of programs and resources, and drive better outcomes for the membership and organization



# And Defines Capabilities Needed to Deliver Those Outcomes

- Depth and breadth of support
- Engagement with live resources and digital capabilities
- Use of data and algorithms to personalize interactions



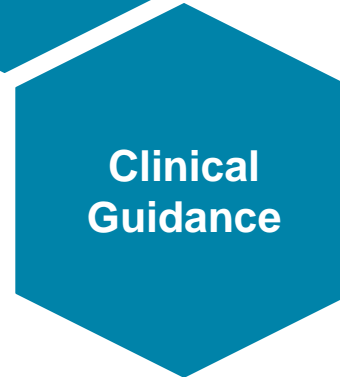
- Education and problem resolution
- Integration with programs, vendors and resources
- 360 degree feedback loop

- Resources to improve health and reduce risk factors
- Wellbeing support
- Proactive connection to programs



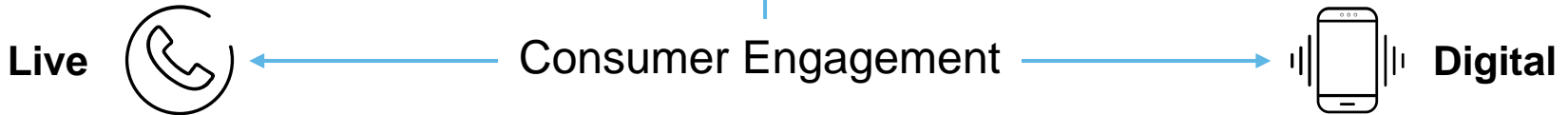
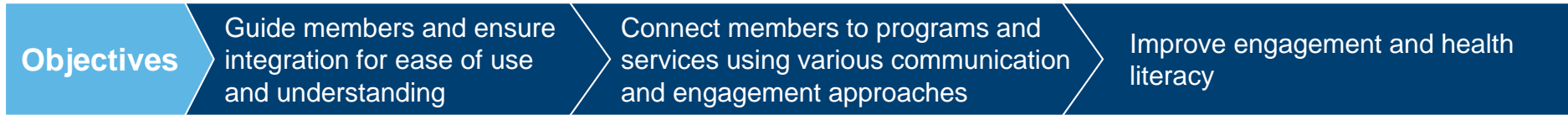
- Guidance to best providers based on cost and quality outcomes
- Real-time redirection of provider choices
- Appointment support

- Ability to impact cost and trend
- Improvement in quality of care
- Employee engagement

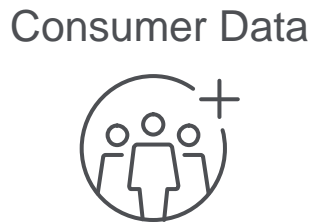


- Education and decision guidance
- Care navigation and logistical support
- Chronic condition management
- Engagement with providers

# The Right Balance of Live and Digital Navigation Support Can Achieve SFHSS Goals and Objectives



- Point Solution?
- Advocate?
- Concierge?
- Clinical Navigator?
- Care Manager?



- Point Solution?
- Extension of Live Support?
- Hub?
- Consumer Engagement Platform?

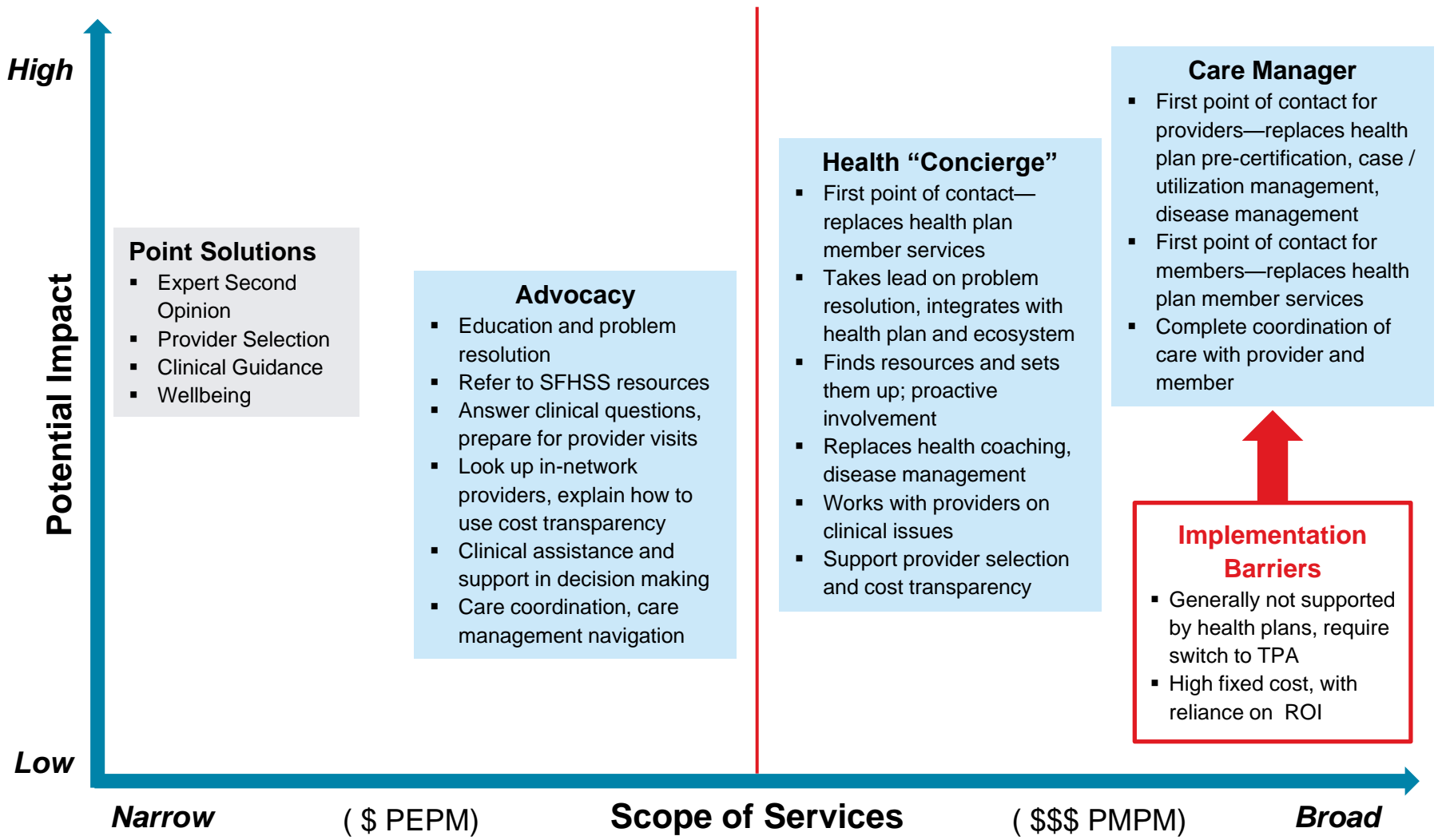
## Connect to SFHSS Resources

- Health plans
- Care management
- Behavioral health
- Expert opinion

- Telemedicine
- Transparency
- Prescription drugs
- Enrollment management

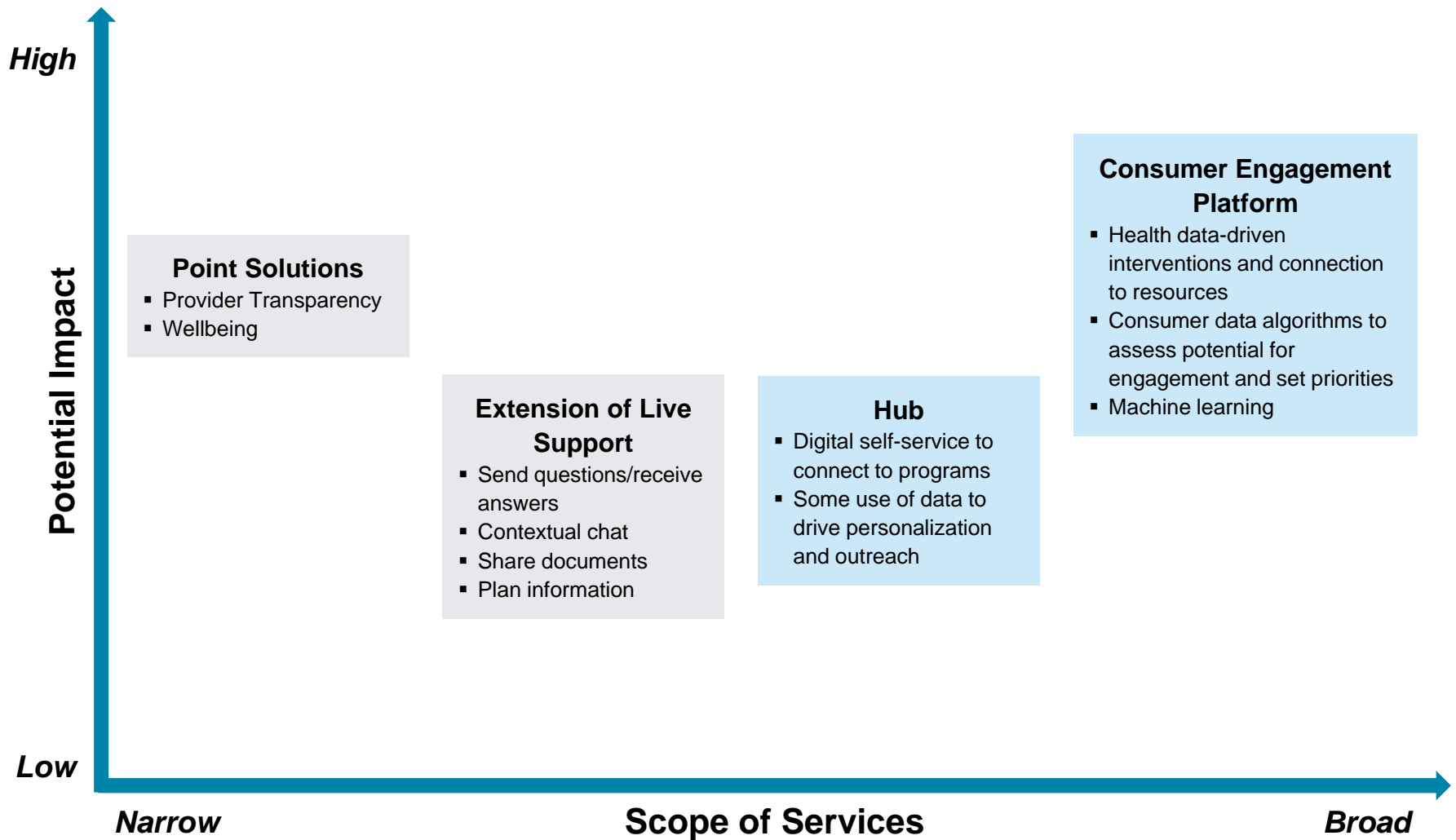
- Enrollment management
- Wellbeing
- Onsite services
- Customer service

# What is Live Health Navigation?





# What is Digital Health Navigation?



# A Sample to Match Navigation Vendors to Priority Focus Areas

Sample navigation vendors based on foundational competency



# Navigation Use Cases Across the Health Cycle to Drive Cost and Quality Levers

Population Categories	Program Navigation	Provider Steerage	Clinical Guidance	Health Improvement
<b>Healthy</b> No health issues				<ul style="list-style-type: none"> <li>Health and Wellbeing Programs</li> <li>Disease Prevention</li> </ul>
<b>Simple Acute</b> Limited care; no provider preference	<ul style="list-style-type: none"> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Telemedicine</li> <li>High Performance Primary Care Provider (PCP) / Specialist</li> <li>Lab and Radiology Steerage</li> </ul>		<ul style="list-style-type: none"> <li>Health and Wellbeing Programs</li> <li>Disease Prevention</li> </ul>
<b>Intensive Acute</b> Seeking provider / procedure	<ul style="list-style-type: none"> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>High Performance PCP / Specialist</li> <li>Centers of Excellence</li> <li>Lab and Radiology</li> </ul>	<ul style="list-style-type: none"> <li>Treatment Decision Support</li> <li>Care Navigation</li> <li>Precertification</li> </ul>	<ul style="list-style-type: none"> <li>Health and Wellbeing Programs</li> <li>Disease Prevention</li> </ul>

# Navigation Use Cases Across the Health Cycle to Drive Cost and Quality Levers

Population Categories	Program Navigation	Provider Steerage	Clinical Guidance	Health Improvement
<b>Chronic Disease (New)</b> Seeking provider	<ul style="list-style-type: none"> <li>Advocacy</li> <li>Expert Opinion, Behavioral Health / Employee Assistance Program (EAP)</li> <li>Condition Management</li> </ul>	<ul style="list-style-type: none"> <li>High Performance Lab</li> <li>Radiology and Durable Medical Equipment (DME)</li> <li>PCP / Specialists</li> </ul>	<ul style="list-style-type: none"> <li>Condition Education</li> <li>Care Navigation</li> <li>Generics and Compliance / Adherence</li> <li>Step Therapy</li> </ul>	<ul style="list-style-type: none"> <li>Health and Wellbeing Programs</li> </ul>
<b>Chronic Disease (Established)</b> Coordinating care	<ul style="list-style-type: none"> <li>Advocacy</li> <li>Expert Opinion</li> <li>Behavioral Health / EAP</li> <li>Condition Management</li> </ul>	<ul style="list-style-type: none"> <li>High Performance PCP / Specialists</li> <li>Centers of Excellence</li> <li>Lab, Radiology and DME</li> </ul>	<ul style="list-style-type: none"> <li>Precertification, Concurrent Review and Case Management</li> <li>Generics and Compliance / Adherence</li> <li>Step Therapy, Specialty Rx</li> </ul>	<ul style="list-style-type: none"> <li>Health and Wellbeing Programs</li> </ul>

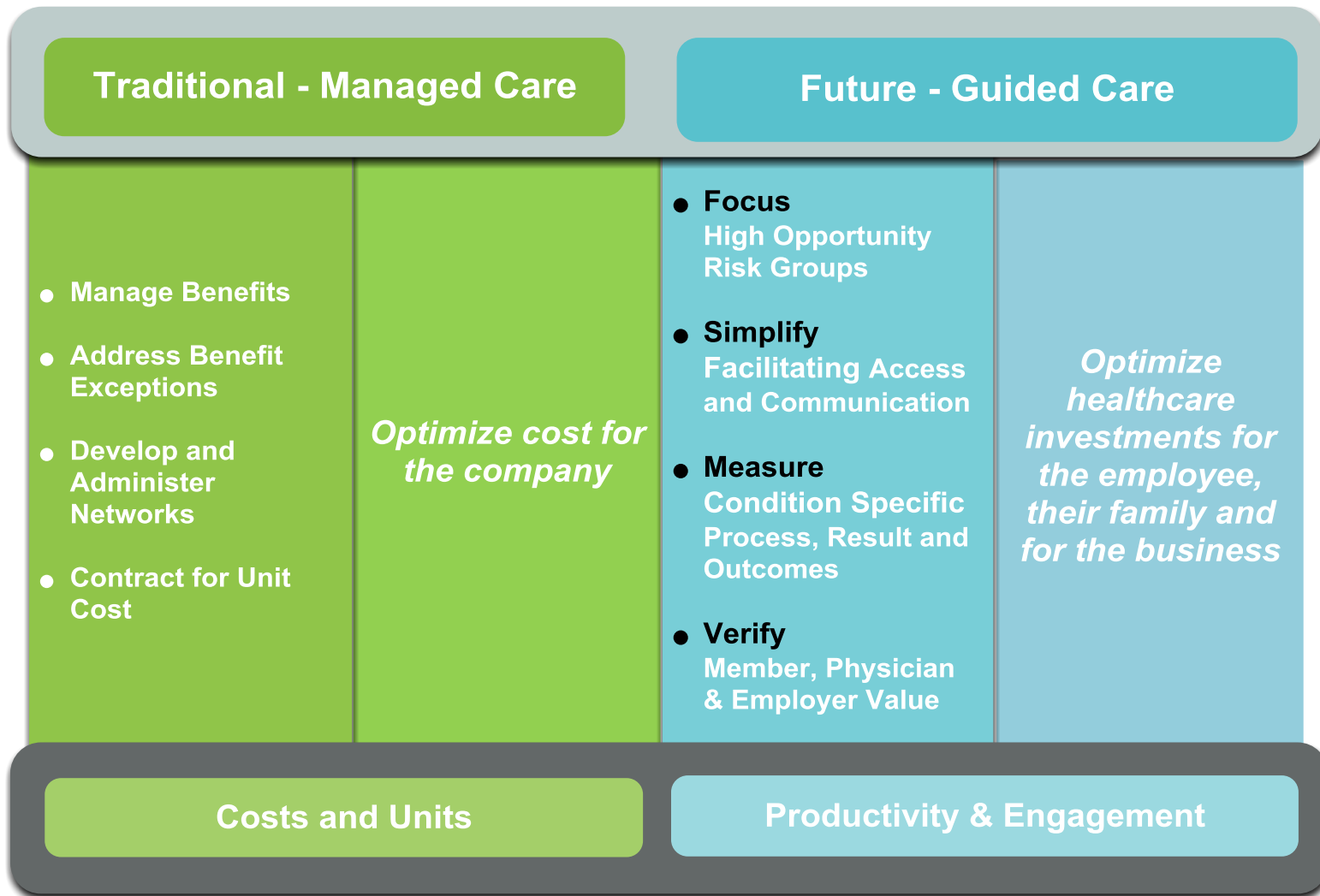
# Navigation Use Cases Across the Health Cycle to Drive Cost and Quality Levers

Population Categories	Program Navigation	Provider Steerage	Clinical Guidance	Health Improvement
<b>Life Threatening</b> (New Diagnosis) Seeking physician and/or second opinion	<ul style="list-style-type: none"> <li>▪ Advocacy</li> <li>▪ Expert Opinion</li> <li>▪ Behavioral Health / EAP</li> <li>▪ Care Giver Support</li> </ul>	<ul style="list-style-type: none"> <li>▪ High Performance Specialists</li> <li>▪ Centers of Excellence</li> <li>▪ Lab, Radiology and DME</li> </ul>	<ul style="list-style-type: none"> <li>▪ Treatment Decision Support</li> <li>▪ Care Navigation</li> <li>▪ Precertification, Concurrent Review and Case Management</li> <li>▪ Generics and Compliance / Adherence</li> <li>▪ Step Therapy</li> <li>▪ Specialty Rx</li> </ul>	<ul style="list-style-type: none"> <li>▪ Health and Wellbeing Programs</li> </ul>

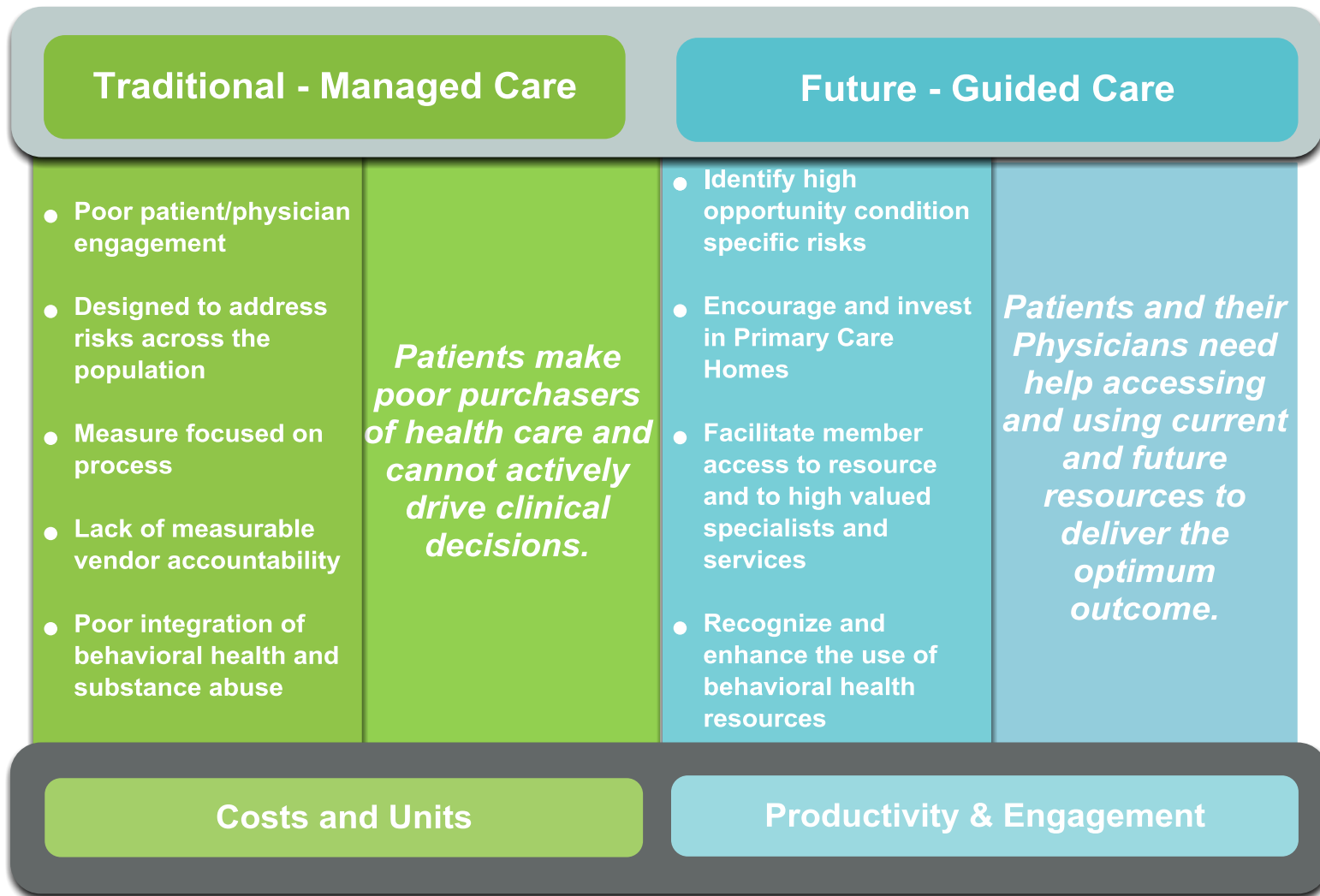
# Navigation Use Cases Across the Health Cycle to Drive Cost and Quality Levers

Population Categories	Program Navigation	Provider Steerage	Clinical Guidance	Health Improvement
<b>End of Life Journey</b>	<ul style="list-style-type: none"> <li>▪ Advocacy Expert Opinion</li> <li>▪ Behavioral Health / EAP</li> <li>▪ Bereavement Programs</li> <li>▪ Care Giver Support</li> </ul>	<ul style="list-style-type: none"> <li>▪ High Performance Specialists</li> <li>▪ Centers of Excellence</li> <li>▪ Hospice</li> <li>▪ Lab, Radiology and DME</li> </ul>	<ul style="list-style-type: none"> <li>▪ Care Navigation</li> <li>▪ Precertification</li> <li>▪ Concurrent Review and Case Management</li> <li>▪ Generics and Compliance / Adherence</li> </ul>	

# Care Management Best Practices: Migrating from Managed to Guided Care

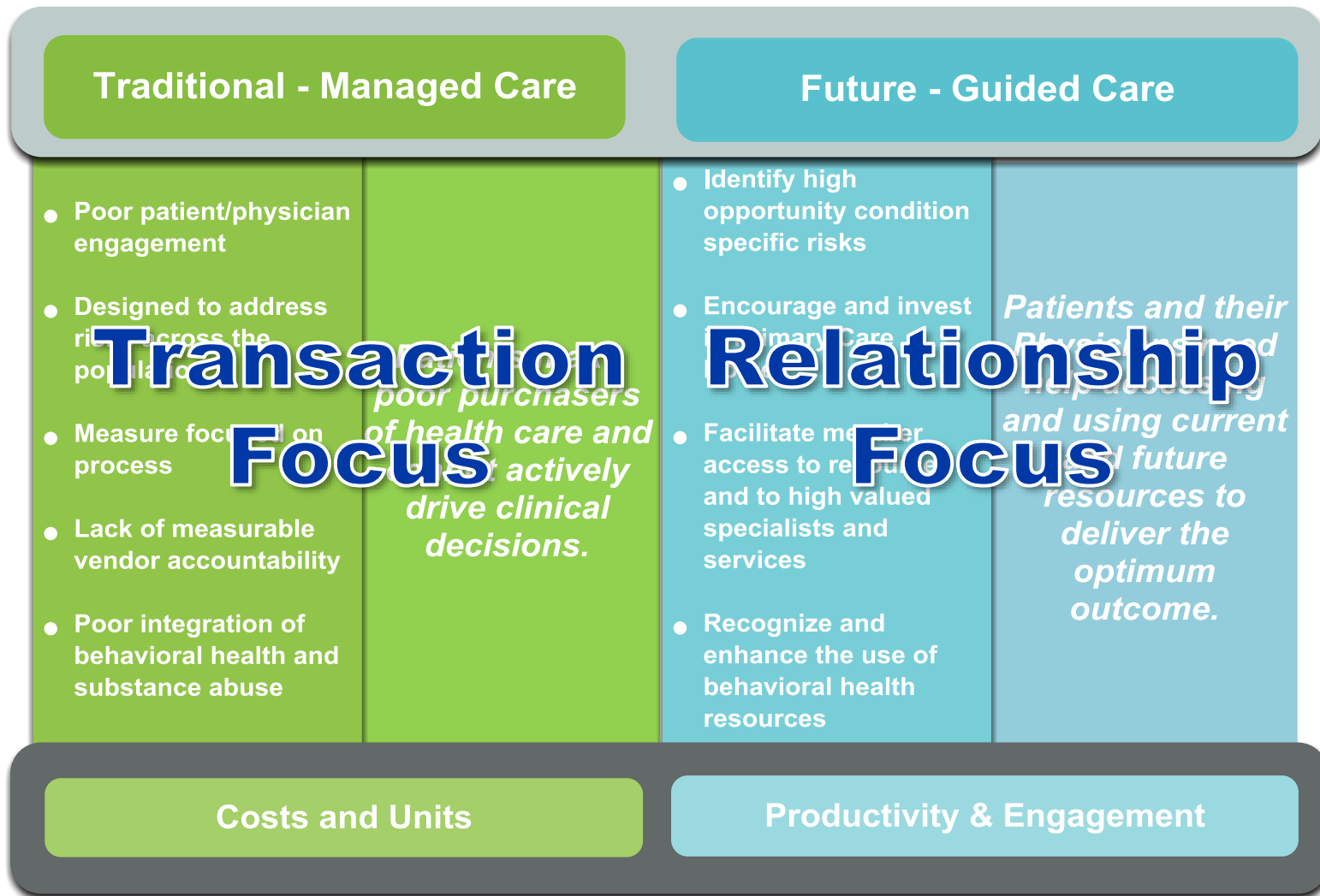


# Care Management Best Practices: Migrating from Managed to Guided Care





# Care Management Best Practices: Migrating from Transaction to Relationship Focus



# Care Management: Functionality

**OBJECTIVE**—Maximize savings and improve outcomes while making effective use of health care investments to make employees more productive, more healthy, and creating a more positive personal experience.

## STRATEGIC FRAMEWORK FOR CHANGE



Impactable risks / conditions

### Approach #1

#### Enhanced Care Management

Health plan driven. Member focused. Continue member services. Turn off traditional , disease management (DM) / care management (CM). Refocus resources to address and measure impactable conditions, reinforcing the physician and patient relationship.



Access and removal of barriers

### Approach #2

#### Facilitated Care Management

Partial carve-out, vendor driven, member / physician focus. Turn off traditional DM / CM and refocus resources to facilitate and measure specific impactable condition care and resource access. Interface with health plan member services, parts of utilization management (UM) and vendor ecosystem.



Process, results and outcomes

### Approach #3

#### Guided Care Management

Carve-out, vendor driven, member / physician focus. Replace health plan member services, DM / CM, measuring the outcomes based on specific impactable condition care. Interface with vendor ecosystem.

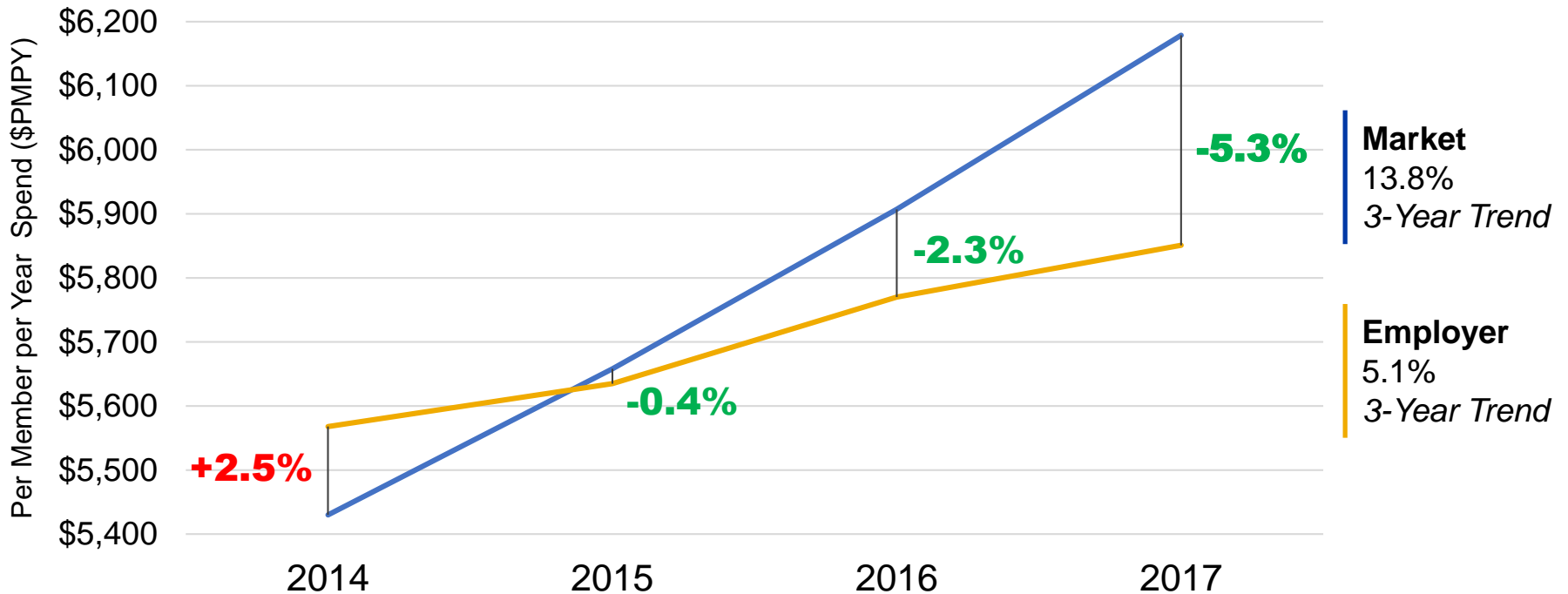


Personal and business value

# Navigation Effectiveness: Cost Efficiency Index

- What is it: A multi-employer benchmark derived to match your population based on geography, demographics and comorbidities. The resulting norms compare the group to typical employers in the market across key cost and utilization metrics, identifying opportunities and monitoring interventions over time.

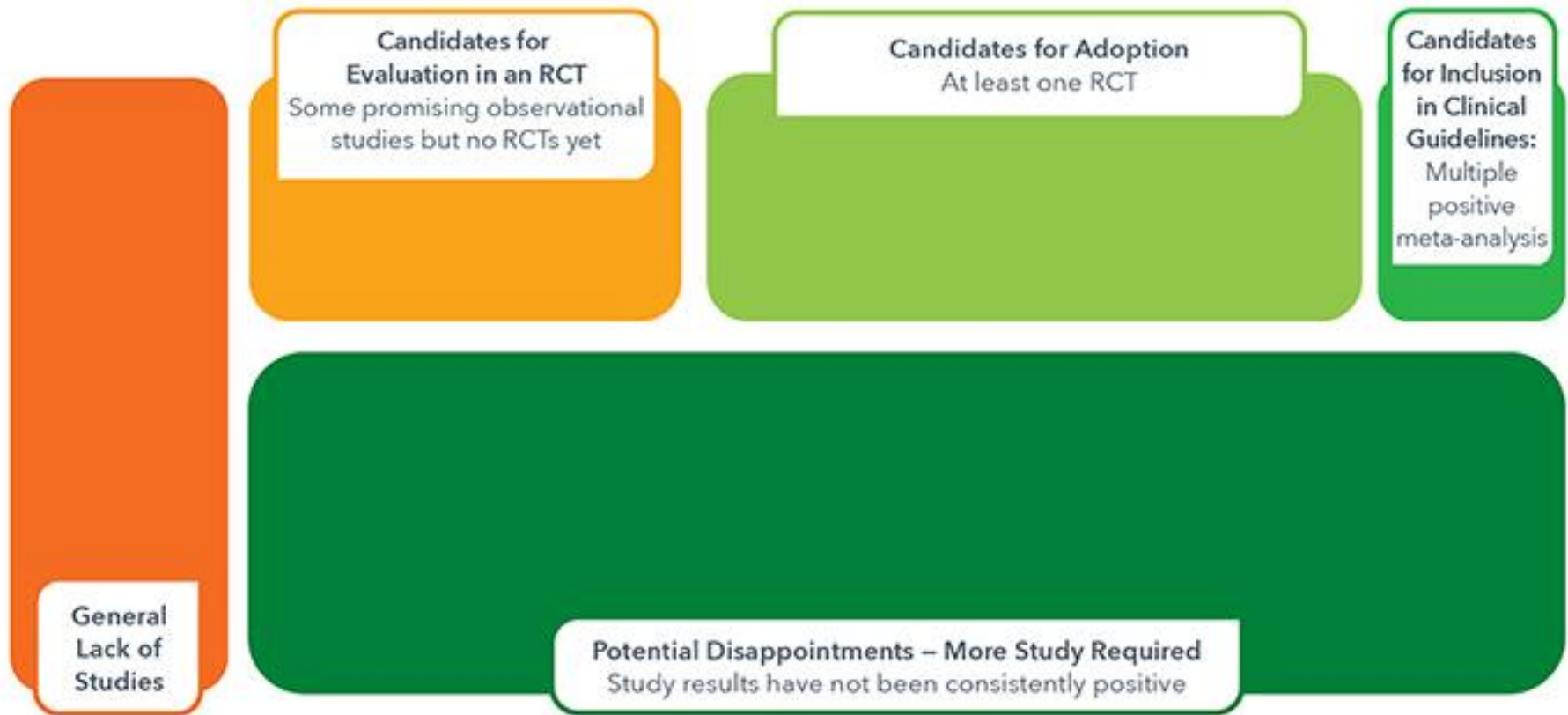
Group vs Employer Norm



# Care Management Spectrum

Objectives	Current	Future (Traditional DM is eliminated)		
Future Pathway	Traditional Care Management	Enhanced Care Management	Facilitated Care Management	Guided Care Management
<b>Approach</b>	Health plan member services, disease management (DM) / care management (CM)	Health plan driven. Member focused. Continue member services; refocus resources to address impactable conditions and reinforce the physician and patient relationship.	Carve-out vendor driven. Responsible for care facilitation for impactable conditions. Interface with health plan member services and vendor ecosystem.	Carve-out vendor driven. Responsible for member services, care management for all conditions. Interface with vendor ecosystem.
<b>Point Solution Integration</b>	No, but may consider second opinion	No, but may consider second opinion	Supported, if desired	Supported, if desired
<b>Manage Cost and Deliver Value</b>		✓	✓✓✓	✓✓✓
<b>Embrace innovation and Change</b>		✓	✓✓✓	✓✓✓
<b>Employee Experience</b>			✓✓✓	✓✓✓

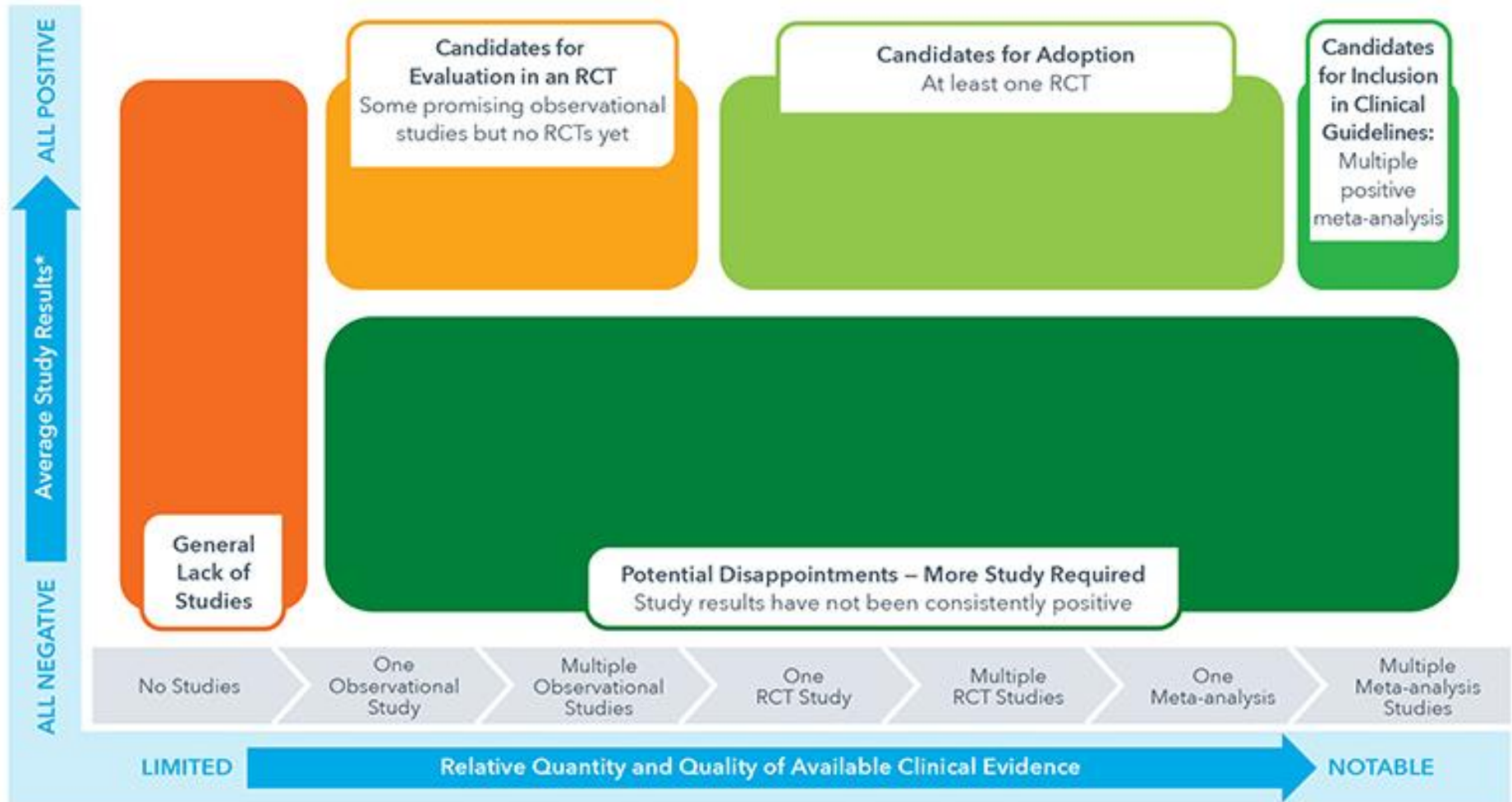
# Digital Hybrids: Clinical Evidence Continuum



**SOURCE:**

<https://www.iqvia.com/institute/reports/the-growing-value-of-digital-health>

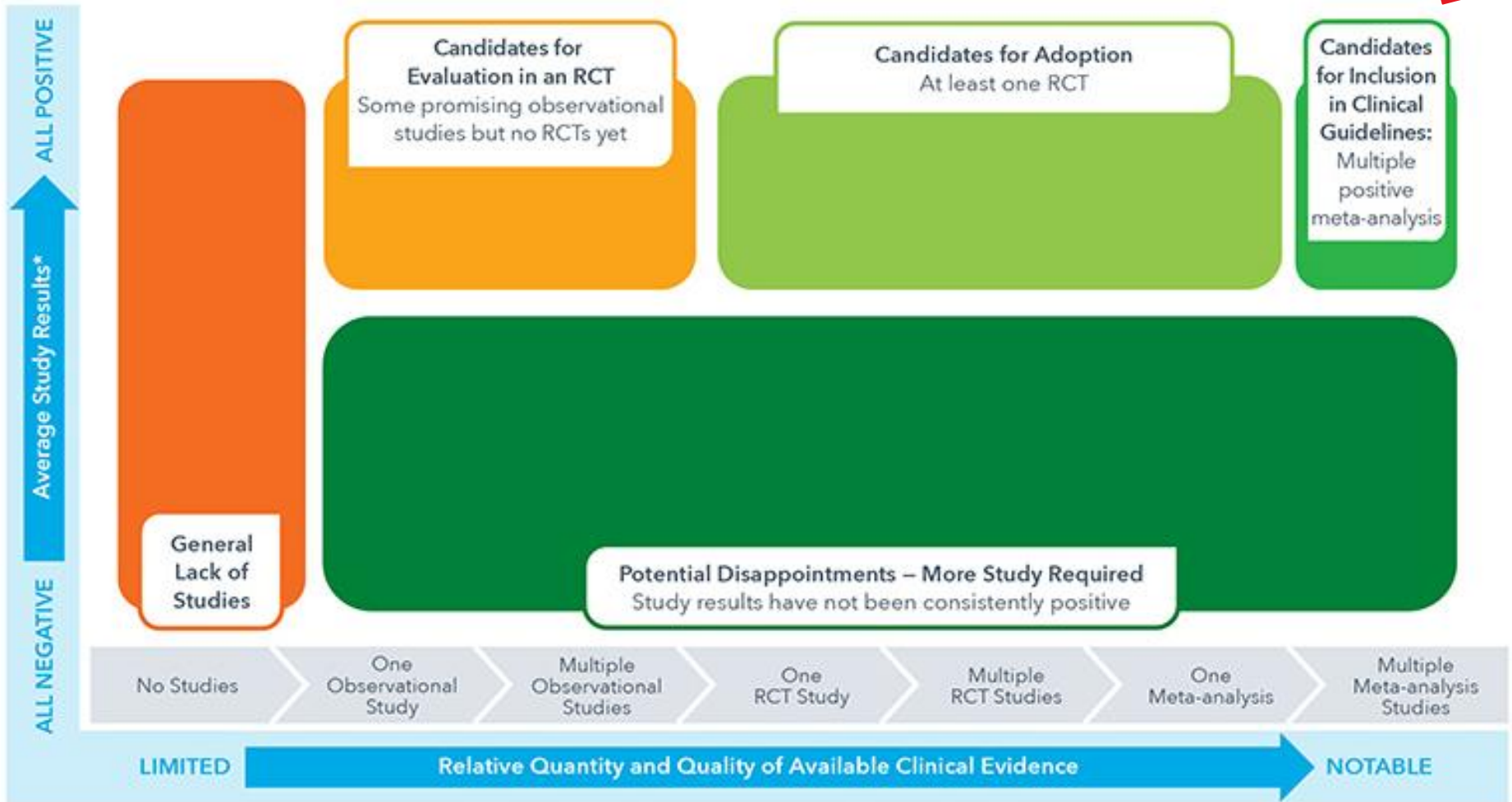
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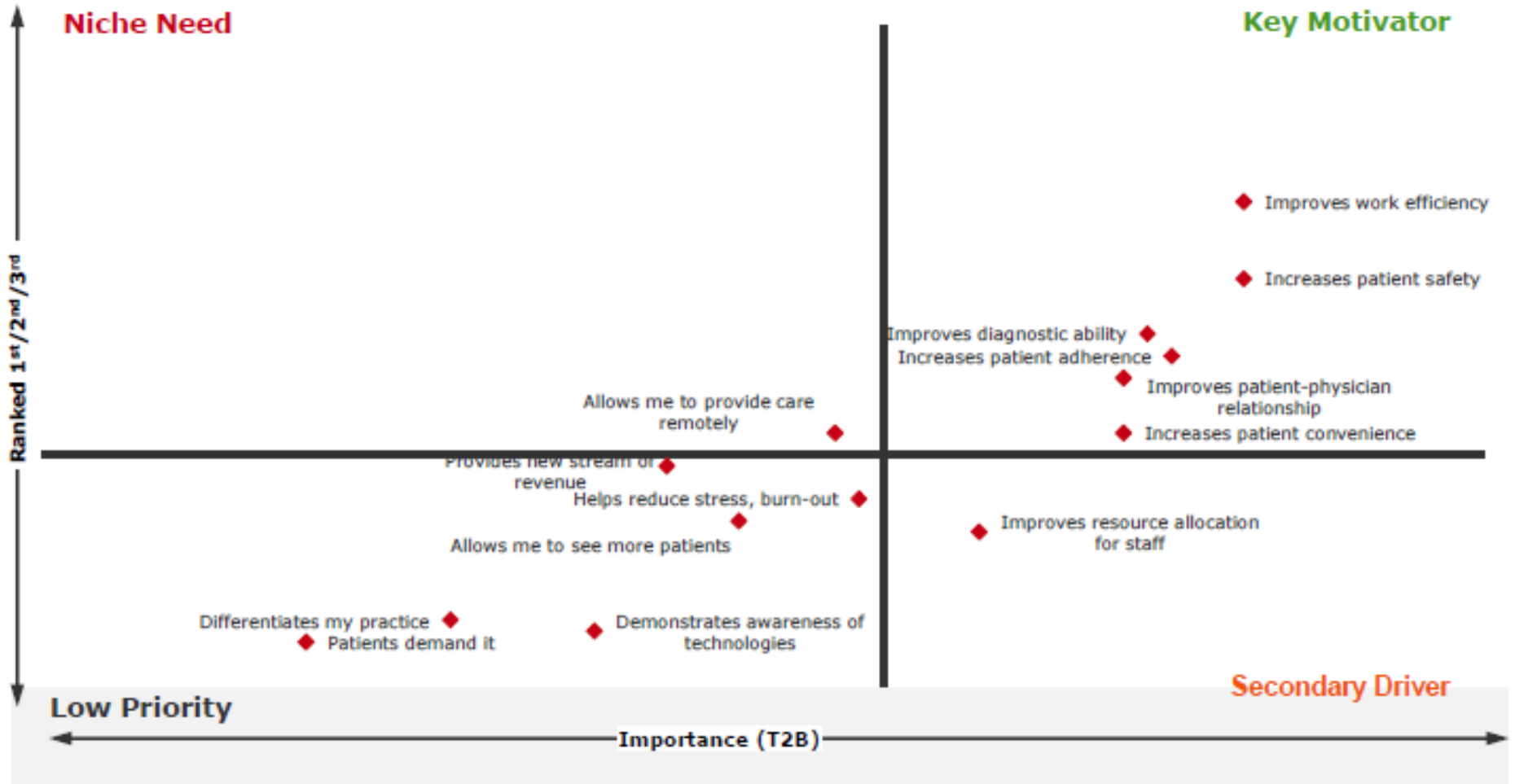
# Digital Hybrids: Clinical Evidence Continuum



**SOURCE:**

<https://www.iqvia.com/institute/reports/the-growing-value-of-digital-health>

# Assessing Digital Health Tools



**SOURCE:**

<file:///C:/Users/A0734656/Documents/digital%20health%20strategy/physician%20ama-digital-health-report923.pdf>



## Next Steps

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- Prioritize desired outcomes for care coordination and health navigation for 2020 – 2022
- Assess capabilities of health plans and third party vendors

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