

# Picture the Impact

*An Overview of Health Management Programs*



**Independence  
Blue Cross**

1901 Market Street • Philadelphia, PA 19103

Independence Blue Cross is an independent licensee of the Blue Cross and Blue Shield Association.

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**Independence  
Blue Cross**

*How is the effectiveness measured?*

■ *How do Care Managers support members?* ■ *Is there coordination with the member's physician?*

■ *Are members targeted for outreach?*

■ *Are all members included in the outreach programs?*

■ *What is the financial impact of the programs?*

*For more information, contact your independent broker, association administrator, consultant, or Independence Blue Cross account executive.*



**Independence  
Blue Cross**

*Today's* reality of ever-increasing health care costs means that patient decision-making is crucial. Studies show that more than 50 percent of health care costs are the result of individual behavior. As a health insurer, we are in a unique position to provide information, outreach, and dialog that engages members in the decision-making process.

We strive to meet this goal by emphasizing prevention and engaging our members on a personal level. Through collaboration with physicians, members, and their families, we provide medical management programs that are tailored to the unique needs of the member. These integrated programs have a significant and measurable impact. Consider these results:

- Controlling high blood pressure can reduce costs due to stroke by 33.3 percent.
- Controlling blood sugar can reduce diabetic retinopathy costs by 76 percent.
- Early detection and treatment of colon cancer can save up to 90 percent in treatment costs.

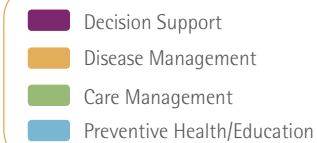
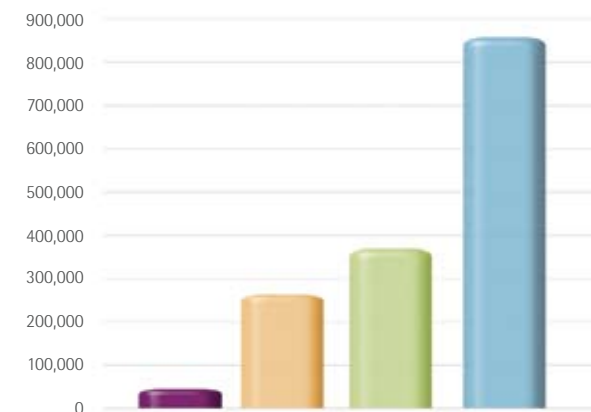
In the following pages, you will find specific examples of how our multi-dimensional approach to medical management provides members with the information they want and the support they need. Our programs touch every member, from the chronically ill to the healthiest, and are driven by a shared purpose—to keep your employees healthier and manage health care costs.

Sincerely,



*Dr. I. Steven Udvarhelyi*  
Senior Vice President and Chief Medical Officer

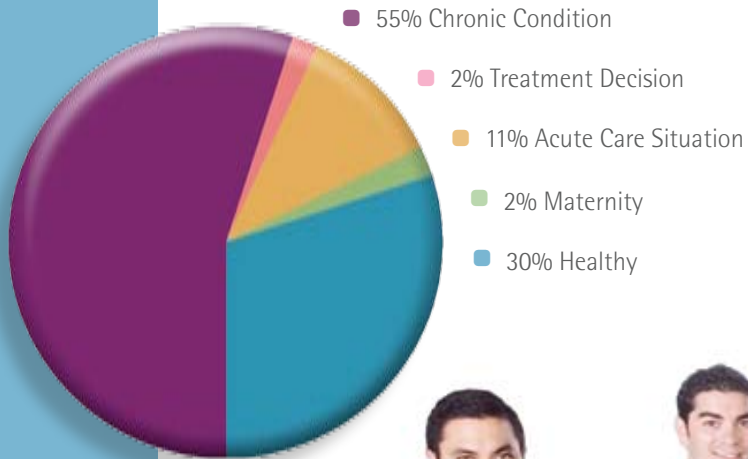
*More than 1,900,000 members were evaluated in 2006 and 53% received targeted outreach*



# How Pretty Is Your Picture?

Take a look. Despite how your workforce may appear, many of your employees are dealing with health issues or are engaged in behaviors that may lead to medical issues in the future. Every day your employees face important health decisions for themselves or their family members.

## The Picture



The health choices your employees make can directly affect your business. When employees effectively manage their health, they can be more productive and miss fewer days of work. Conversely, unhealthy behaviors may lead to increased absenteeism, lost productivity, and increased overtime or temporary staffing issues. Did you know that each year:

- 17 million workdays are missed due to the flu.<sup>1</sup>
- Asthma is responsible for 14.5 million missed workdays.<sup>2</sup>
- People with diabetes miss an average of 8.3 days of work, compared to 1.7 days for people without diabetes or other chronic conditions.<sup>3</sup>



## Controlling Costs and Improving Health Begins with Identification

The key to improving members' health and successfully managing health care costs starts with identifying those members who need intervention. Analyzing medical claims alone reveals only part of the picture. Prescription drug data is also a critical resource for early identification of medical conditions. We continuously monitor multiple sources of member information in our enterprise-wide database to obtain a comprehensive view of your entire population by:

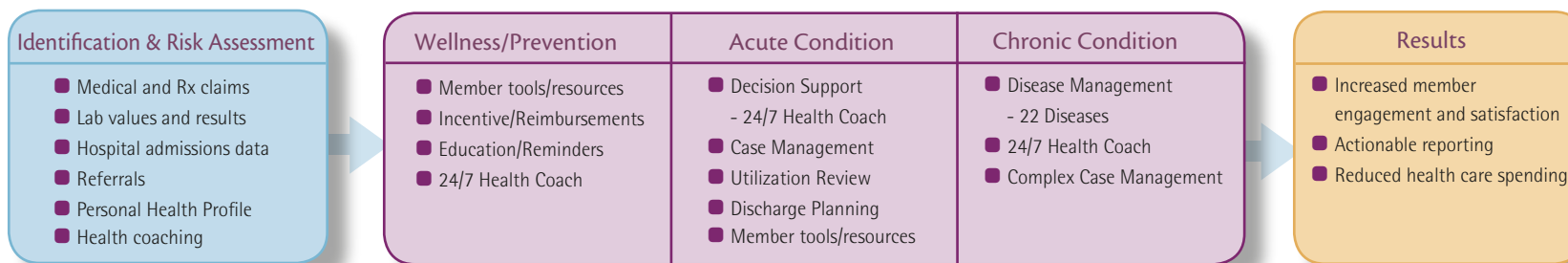
- Analyzing diagnosis and procedure codes for all medical, prescription drug, and laboratory claims and referrals;
- Evaluating real-time information on member hospitalizations and outpatient services;
- Identifying personalized needs of members experiencing complex health issues through care management and discharge planning programs;
- Leveraging information our members provide to Health Coaches and Care Managers and through Personal Health Profiles.

## Making a Difference

To help members change unhealthy behaviors and educate members about their health concerns, we engage members through a variety of targeted outreach programs. The type and frequency of the outreach that we employ is determined by the member's overall health and his or her specific needs. By analyzing claims data, we can predict our members' future health needs and assess the severity of their conditions. We use this information along with established wellness guidelines to proactively identify members who would benefit from closely monitored intervention and others who may need only periodic reminders. Our outreach programs:

- Empower members to become informed consumers of health care;
- Encourage healthy behaviors;
- Support members in having educated discussions with their doctors;
- Help our members receive the right care, at the right time, and in the right setting.

### "The Right Programs For the Right Members"



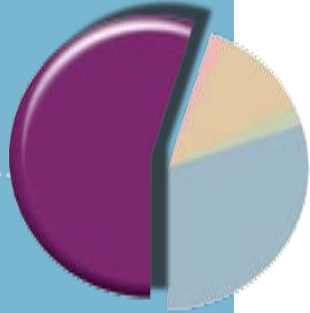
To see the complete picture and learn how we help our members get healthy and stay healthy, meet Allison, Karen, Paul, and Regina.

<sup>1</sup> Molinari NA, Ortega-Sanchez I, Messonnier M, Thompson W, Wortley P, Weintraub E, et al. National expenditures on influenza: estimating medical and indirect costs. Draft manuscript.

<sup>2</sup> "What is the Cost of Asthma to Employers." Adam Atherly, PhD; Seymour G. Williams, MD; Stephen C. Redd, MD. Medscape.com

<sup>3</sup> CDC, www.cdc.gov/diabetes/pubs/factsheets/atwork.htm

55%



# Chronic Conditions

*Helping Members Better Manage Their Health*

*How can I change my diet to lower my cholesterol?*

*What are the early warning signs of asthma?*

*My husband was diagnosed with multiple sclerosis. What are our next steps?*

**The Snapshot.** *How Can Allison Take Better Control of Her Diabetes?*

Meet Allison, who has Type 1 diabetes. As a Type 1 diabetic, making important medical decisions is a responsibility that Allison shares with her doctors. She needs to be well-informed about her condition to avoid complications.

*Identifying Members Like Allison*

There are a variety of ways that we identify members like Allison, who are diagnosed with a potentially life-threatening chronic condition.

Through claims analysis, we identify members who are living with a chronic condition and instances where these members may develop complications. We were able to identify Allison when her prescription drug claims revealed she was filling prescriptions for insulin. We also saw that her doctor ordered a series of tests recommended for diabetes.



*How can I change*

Members are also identified following a trip to the emergency room or a hospital stay. When chronic conditions are not managed well, it can lead to serious complications. For diabetics, such as Allison, these complications may include blindness, kidney failure, or heart disease. Had Allison required acute medical care, our daily analysis of hospital admissions would reveal that she needed support to assist her back to good health.

## Ongoing, Targeted Outreach

We continuously review all medical and pharmacy claims to help our members avoid lapses in their care. Even members who are effectively managing their conditions may forget to refill a prescription or schedule an important test. For example, while analyzing Allison's claims, we noticed that she had not seen an eye doctor for her annual checkup. We sent Allison a reminder to get this important exam. We will continue reviewing claims information and remind Allison of tests or checkups she should schedule to help her effectively manage her diabetes.

**Health Coach Outreach** – Some members with chronic conditions need more intensive outreach to help them manage their health. That's when Health Coaches get involved. Health Coaches are specially trained health care professionals, including:

- Nurses
- Diabetic educators
- Registered dietitians
- Respiratory therapists
- Pharmacists

Health Coaches work with our members to help them better understand how to control their condition, identify areas for improvement such as weight management or nutrition counseling, and address gaps in care. The Health Coach's interaction with the member is driven by the member's needs, the severity of his or her conditions, and how engaged the member wants to be.

**Care Management** – If a member's health needs become acute or complex, the Health Coach will coordinate with a Care Manager. The Care Manager will develop a care plan designed to meet the specific needs of the individual member. Care Managers also work with the member's physician to recommend and set up home care and ensure that the member is able to make full use of his or her benefits.

**Partnering with Physicians** – The best care can be achieved when our members, Health Coaches, and Care Managers work seamlessly with their physicians. On a quarterly basis, we provide our network physicians with a detailed report that we call the Smart Registry™, which summarizes the tests and screenings their members with chronic conditions have received. The Smart Registry also identifies any gaps in member care, such as Allison missing her annual eye exam.

<sup>4</sup> CDC, [www.cdc.gov/diabetes/faq/research.htm](http://www.cdc.gov/diabetes/faq/research.htm)

<sup>5</sup> CDC, [www.cdc.gov/diabetes/pubs/factsheets/atwork.htm](http://www.cdc.gov/diabetes/pubs/factsheets/atwork.htm)

<sup>6</sup> The American Heart Association and The National Pharmaceutical Council. A Closer Look at High Cholesterol.

<sup>7</sup> [www.acaai.org/public/facts/asthma.htm](http://www.acaai.org/public/facts/asthma.htm)

## Did you know...?

- 20.8 million people—7 percent of the population—have diabetes.<sup>4</sup>
- Employees with diabetes who do not have their blood sugar under control cost their employers \$115 a month compared to \$24 a month for well controlled diabetes.<sup>5</sup>
- Each year, \$47.4 billion are lost in costs related to reduced workplace productivity and premature death from heart disease.<sup>6</sup>
- Each year \$4.6 billion are spent on lost work days and lost future earnings associated with asthma.<sup>7</sup>

my diet to lower my cholesterol?

# Chronic Conditions

## Connections<sup>SM</sup> Health Management Programs

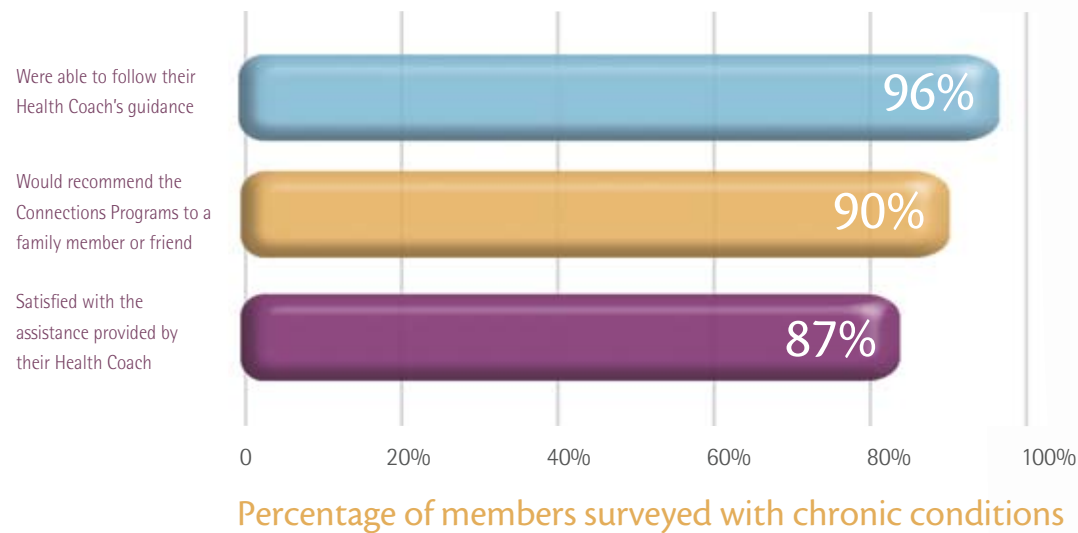
Connections<sup>SM</sup> Health Management Programs provide support for the five most prevalent chronic conditions as well as costly, but less common complex conditions. Here are a few of the more than 20 conditions supported by Connections that may be present in your workforce:

- Asthma
- Coronary artery disease (CAD)
- Chronic obstructive pulmonary disease (COPD)
- Congestive heart failure (CHF)
- Diabetes
- Multiple sclerosis
- Parkinson's disease
- Rheumatoid arthritis

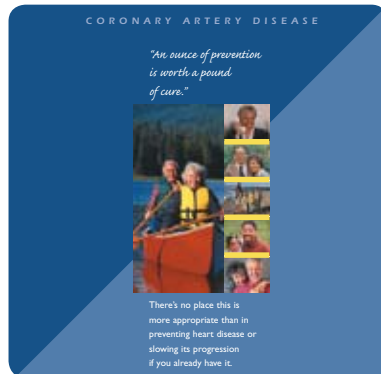
### Connections is cost-saving and award-winning

- Reduced medical cost trends by 2.5 to 3%, a significant achievement given that chronic conditions drive 70% of health care spending.
- Reduced inpatient admissions trends by 22%.
- Reduced outpatient trends by 17%.
- Awarded 2006 Disease Management Association of America (DMAA) Leadership Award for Outstanding Health Plan.

### Connections Member Satisfaction



## Sample Targeted Outreach

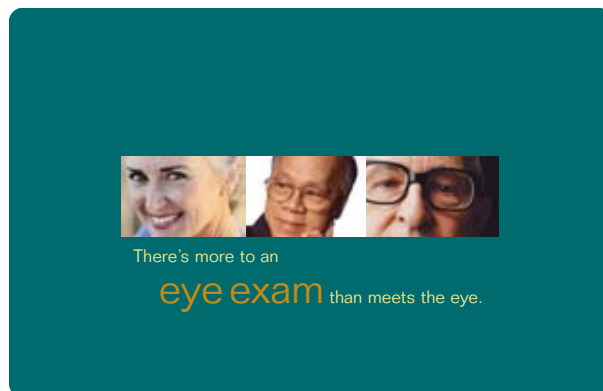


*Coronary artery disease is best managed when members work with their doctors to set goals. This piece provides important information on cholesterol levels, blood pressure control, medications, and health reminders.*

*With heart failure, early detection of weight gain from fluid is important. This reminder includes helpful hints and questions our members can ask their physician or Health Coach.*



*Annual retinal eye exams are extremely important for diabetics. This educational reminder explains the difference between a retinal eye exam and a routine eye exam and encourages diabetics to schedule an appointment with their doctor.*



2%.....



# Treatment Decisions

*Members face choices about their health every day*

*How should I treat my migraines?*

*Is surgery necessary to relieve my knee pain?*

*What asthma treatments are best for me?*

**The Snapshot.** *Should Karen get a knee replacement?*

Meet Karen, who suffers from osteoarthritis, the most common form of arthritis and a major cause of disability in older adults. Karen is experiencing increased pain, tenderness, and swelling in her left knee. Her doctor has recommended a knee replacement, but Karen wants to better understand what other options she may have.

## *Identifying Members Like Karen*

There are a variety of ways that we identify members like Karen, who are facing a treatment decision.

Through analysis of both medical and pharmacy claims, we can tell that Karen is suffering from osteoarthritis. This is evident based on the types of prescription medications she is taking and the cortisone injections she is receiving.

We can also identify members through the type and frequency of their visits to specialists, like Karen's visits to an orthopedist.



Is surgery

## Targeted Outreach

We assist members facing a treatment decision like Karen's by providing them with the tools they need to make an informed choice and helping them obtain the right treatment, at the right time, in the most appropriate setting.

**Health Coach Interaction** — Once Karen was identified as having a potential treatment decision, we provided her with valuable information to help her assess her options. She talked with a Health Coach and learned ways to manage her knee pain and the benefits and risks of knee surgery. Through this dialogue, Karen learned about alternative options and had all the information she needed to make an informed medical decision with her doctor.

**Care Management** — After careful deliberation, Karen and her doctor decided to proceed with surgery. Our nurse discharge planners helped facilitate a safe and timely transition from hospital to home. The discharge planners worked with Karen's physician to determine her follow-up care and helped optimize her rehabilitation benefit. Through this help, Karen was able to recover safely and comfortably at home.

**Self-Help Tools** — We also provide members with 24/7 access to online tools and resources. During Karen's decision-making process, she took advantage of our online provider finder and treatment cost estimator. These web-based tools helped Karen locate a qualified physician and estimate the cost of services related to a knee replacement. Other tools include an online health encyclopedia, an audio library, and decision support videos.

<sup>8</sup> cdc, [www.cdc.gov/arthritis/data\\_statistics/cost\\_data.htm](http://www.cdc.gov/arthritis/data_statistics/cost_data.htm)

<sup>9</sup> Jennifer H. Lofland, Susan S. Kim, Alice S. Batenhorst, Nelda E. Johnson, Mary Lou Chatterton, Roger K. Cady, Robert Kaniecki, David B. Nash, Cost-Effectiveness and Cost-Benefit of Sumatriptan in Patients with Migraine. *Mayo Vlin Proc.* 2001;76:1093-1101

<sup>10</sup> Duke University, [www.dukenews.duke.edu/2004/backpain\\_0104\\_print.htm](http://www.dukenews.duke.edu/2004/backpain_0104_print.htm)

*There are options to consider when living with knee pain. Members, like Karen, receive this educational piece to let them know there are resources available to assist them with treatment choices.*

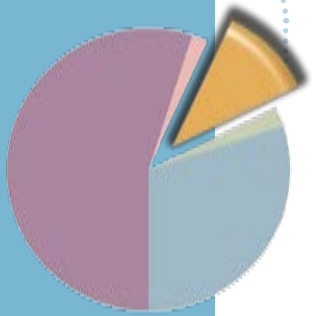


### Did you know...

- Each year, arthritis is estimated to cost \$80.8 billion for medical costs.<sup>8</sup>
- Migraines cost U.S. employers \$13 billion per year in lost productivity.<sup>9</sup>
- Treating back pain costs \$26 billion a year, or 2.5% of the total health care bill.<sup>10</sup>

*necessary to relieve my knee pain?*

11%



## Acute Care Episode

### *When the Unexpected Occurs*

*How can my husband prevent a second heart attack?*

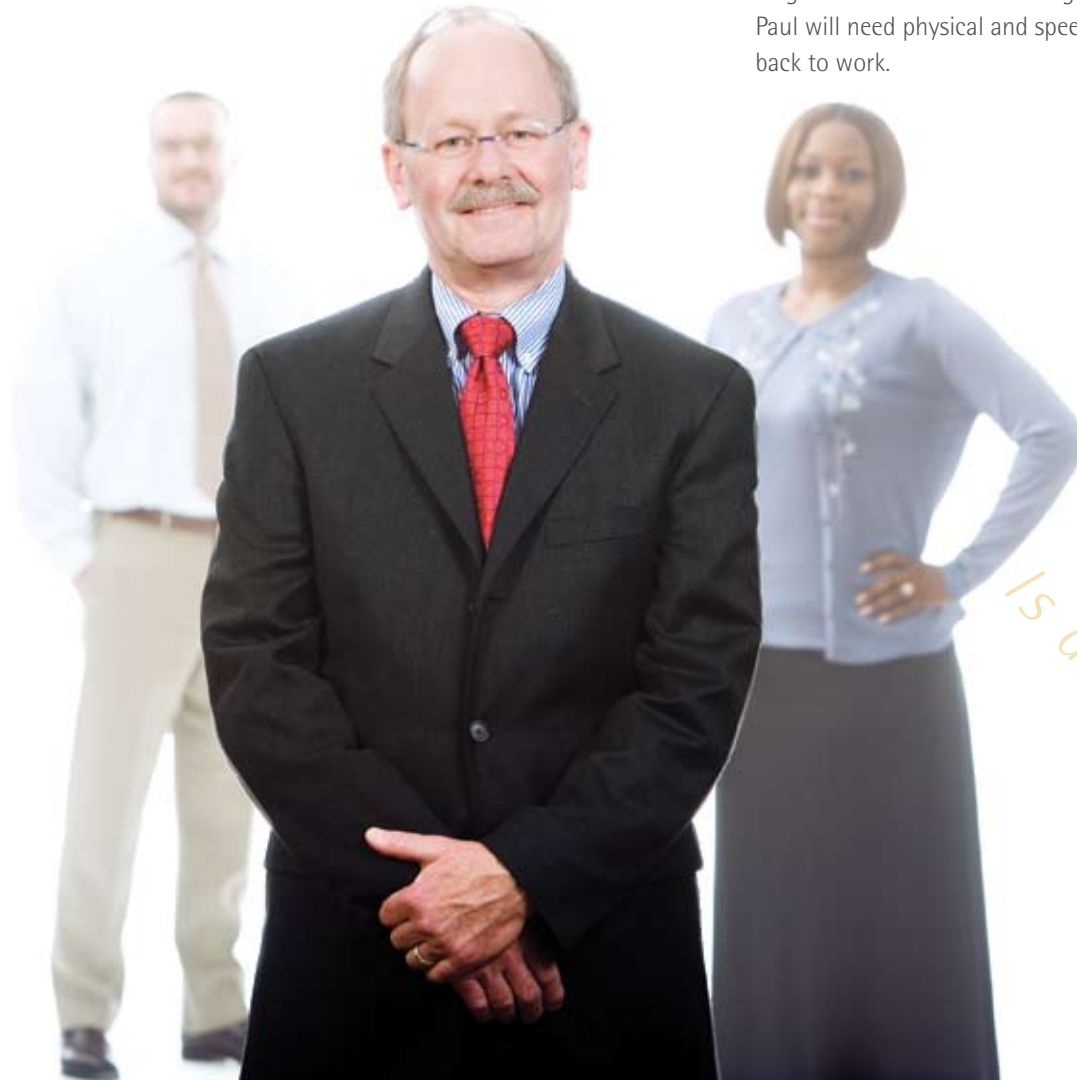
*I just had an appendectomy. How long will I be in the hospital?*

*Is a full recovery possible after a stroke?*

An acute care episode can result in an unexpected emergency room visit and possibly a hospital admission. Our integrated approach to health management helps to make a shorter hospital stay and quicker recovery possible. We also work to reduce the potential for readmission.

### *The Snapshot. What can **Paul** do to prevent another stroke?*

Meet Paul, who recently had a stroke. Paul got to the emergency room within the first hour of experiencing symptoms and was quickly diagnosed and treated. Although the effect of the stroke was minimal, Paul will need physical and speech therapy to fully recover and get back to work.



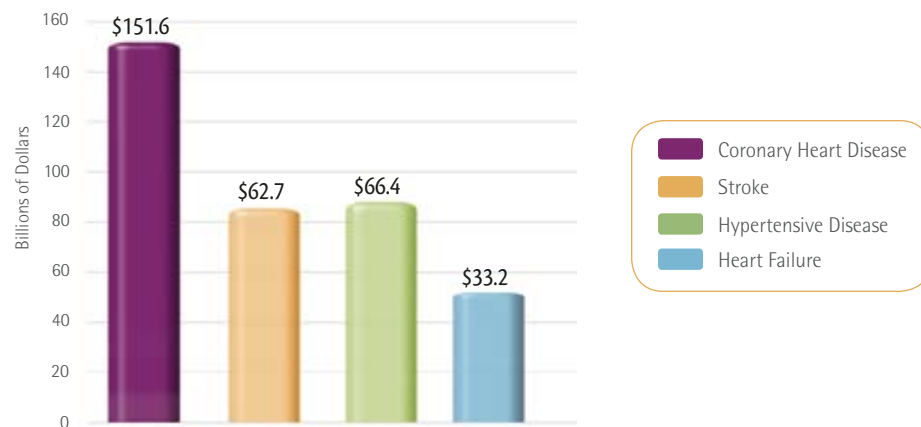
*Is a full recovery*

## Coordinated Outreach

**Care Management** — Whenever a member is admitted to a hospital, a Care Manager reviews the medical record. During the member's hospital stay, Care Managers work to:

- Monitor patient safety;
- Ensure appropriate treatment is being received at the right time and in the most suitable setting;
- Facilitate a smooth and timely transition from the hospital to home.

## Estimated direct and indirect costs of major cardiovascular diseases and stroke<sup>11</sup>



Care management does not end once the member leaves the hospital. Once Paul is discharged, his Care Manager will work with him and his physician to develop a personalized care plan. His Care Manager will track his progress and confirm he is taking his cholesterol medication and following his prescribed diet. By continuing to work with Paul after he leaves the hospital, his Care Manager is able to help Paul regain his independence and resume his active lifestyle.

**Incentive Programs** — To facilitate recovery and prevent a recurrence, many members who experience an acute care episode benefit from lifestyle changes. We provide members with monetary incentives to lose weight, stop smoking, and actively engage in a fitness program.

<sup>11</sup> National Heart, Lung, and Blood Institute 2007.

<sup>12</sup> CDC, [http://www.cdc.gov/dhdsp/stroke\\_registry.htm](http://www.cdc.gov/dhdsp/stroke_registry.htm)

<sup>13</sup> American Heart Association. Heart Disease and Stroke Statistics. 2007

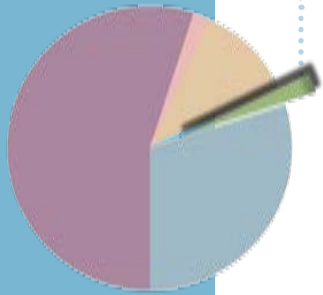
<sup>14</sup> National Stroke Association, [www.stroke.org/site/pageserver?pageName=prevent](http://www.stroke.org/site/pageserver?pageName=prevent)

## Did you know...?

- Each year more than 700,000 Americans suffer from a stroke; 15 to 30% remain permanently disabled.<sup>12</sup>
- On average, every 45 seconds someone in the U.S. has a stroke.<sup>13</sup>
- 80% of all strokes are preventable.<sup>14</sup>

possible after a stroke?

2%



## Maternity Care

### Knowing What to Expect

*My doctor diagnosed me with gestational diabetes. How can I safely control my condition?*

*What are the pregnancy complications associated with high blood pressure?*

*I just turned 40 and I am in my first trimester. What are my risks?*

### **The Snapshot.** What can **Regina** do to ensure the safest delivery possible?

Meet Regina, who is in her second trimester and is suffering from pregnancy-induced hypertension (PIH). PIH is just one of several complications that can surface during pregnancy. Regina's chance for developing PIH may have increased because her mother suffered from this complication during her pregnancy.

### *Baby BluePrints*<sup>®</sup>

Baby BluePrints, our award-winning maternity management program, helps to educate our members and identify and manage possible risk factors during pregnancy. The Baby BluePrints program covers each stage of a member's pregnancy and her child's development. Members receive educational information and, as needs arise, a full range of care management services coordinated with their physicians.

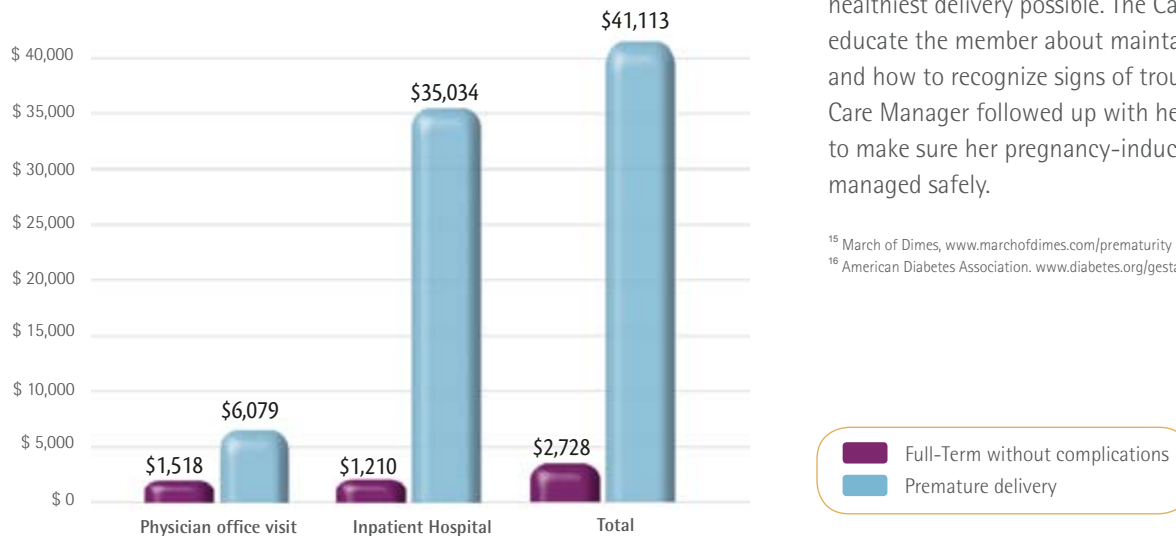


What are the pregnancy

## Coordinated Outreach

As part of the Baby BluePrints program, members and their physicians complete a questionnaire that helps us identify expectant moms who may be at risk for complications. Depending on the member's risk assessment, varying levels of outreach are used.

### Full-Term vs. Premature Delivery Costs<sup>16</sup>



**All Mothers-to-Be** — As soon as we learn that a member is pregnant, we send health information to the mother-to-be. At 28 weeks, members receive a follow-up call targeting potential pregnancy issues, such as gestational diabetes. If a member is at risk for complications anytime during her pregnancy, a Care Manager will contact her and her health care provider to discuss options for her care.

**High-Risk Pregnancies** — Our Baby BluePrints Care Managers are obstetrical nurses who work with high-risk members and their physicians or midwives every step of the way to ensure the healthiest delivery possible. The Care Manager will help to educate the member about maintaining a healthy pregnancy and how to recognize signs of trouble. Regina's Baby BluePrints Care Manager followed up with her throughout her pregnancy to make sure her pregnancy-induced hypertension was managed safely.

<sup>15</sup> March of Dimes, [www.marchofdimes.com/prematurity](http://www.marchofdimes.com/prematurity)

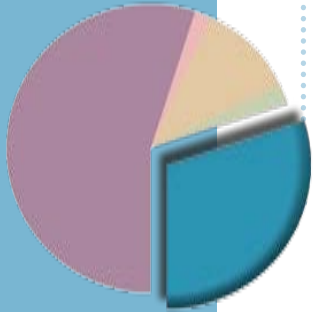
<sup>16</sup> American Diabetes Association, [www.diabetes.org/gestational-diabetes.jsp](http://www.diabetes.org/gestational-diabetes.jsp)

### Did you know...?

- One out of eight babies is born prematurely in the U.S.<sup>15</sup>
- 11% of newborns covered by employer health plans are born prematurely.<sup>15</sup>
- Gestational diabetes affects about 4% of all pregnant women.<sup>16</sup>

Pregnancy complications associated with high blood pressure?

30%



# Healthy Population

## Preventing Future Complications

*High blood pressure runs in my family.  
What should I do to reduce my risk?*

*At what age should I start getting mammograms?*

*What is the recommended schedule for  
childhood immunizations?*

## **The Snapshot.** *How do we keep healthy members healthy?*

Not everyone faces the same issues as Allison, Karen, Paul, and Regina. However, today's healthy people have the potential to be tomorrow's at-risk population. That's why our proactive claims analysis and outreach extends across our entire membership. Early detection and prevention are essential to lowering utilization rates and managing medical costs.

## *How do we identify healthy members who could be at risk in the future?*

Members who may be at risk are identified through our ongoing analysis of medical and prescription drug claims. We determine the member's level of risk based on the following information:

- age
- self-reported conditions
- gender
- compliance with treatment regimen

Based on wellness guidelines, we determine whether members are getting the immunizations, tests, and screenings they need to prevent illness and manage chronic conditions. We developed these guidelines with input from local health care providers and a variety of nationally recognized sources including the National Institutes of Health, American Heart Association, and Centers for Disease Control and Prevention (CDC).



*What is the recommended*

## Proactive Outreach

**Healthy Lifestyles<sup>SM</sup> Keys to Wellness** — This care management program focuses on identifying members who are considered healthy today but show the greatest potential for more complex health needs in the future. Healthy Lifestyles Keys to Wellness is specifically designed to support members who are at the highest risk for avoidable emergency room visits and hospital admissions. Members are identified through behavioral and utilization indicators such as:

- Use of maintenance drugs like hypertension and cholesterol medications;
- Gaps between prescription refills;
- Multiple emergency room visits without an inpatient admission;
- Visits to multiple specialists.

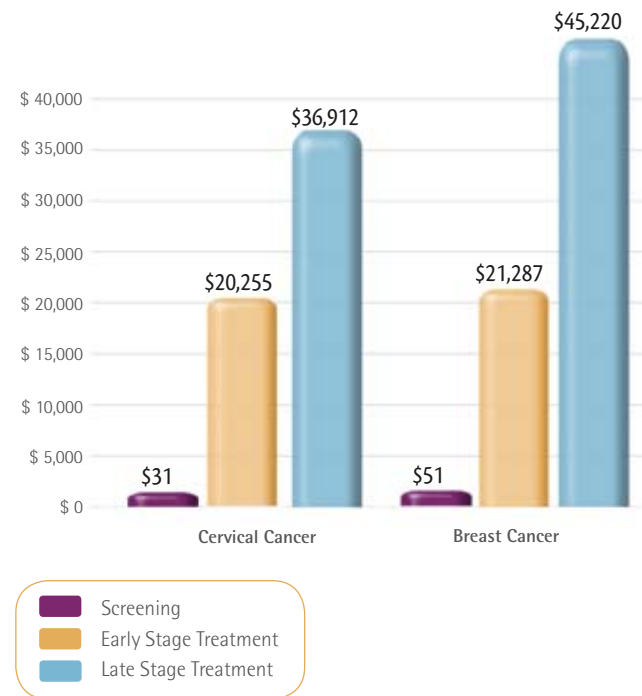
Members who wish to participate complete in-depth surveys to help us understand potential risk factors related to their environment, physical capabilities, nutrition, and health. Care Managers encourage healthy behavior and develop personalized action plans with our members and their doctors.

**Helpful Reminders** — Through our Healthy Lifestyles<sup>SM</sup> programs, we send targeted educational mailings and reminders to members. These educational mailings focus on recommended immunizations and screenings, such as cervical cancer screenings, adolescent immunizations, mammograms, and flu shots.

**www.ibxpress.com** — Online health tools empower our members to make more educated health care decisions – from finding the right doctor to understanding which treatment option is best for them.

**Rewards for Healthy Behavior** — Our Healthy Lifestyles programs provide members with cash rewards when they lose weight, stop smoking, and exercise routinely.

## Cost Comparison of Screenings, Early Treatment, and Late Treatment<sup>18,19</sup>



<sup>18</sup> Thompson Medstat. Marketscan 2004.

<sup>19</sup> Chesson HW, Blanford JM, Gift TL, Tao G, Irwin KL. The estimated direct medical cost of sexually transmitted diseases among American youth, 2000. *Perspect Sex Reprod Health.* 2004; 36(1):11-19. [www.usatoday.com/money/workplace/2004-01-05-flu\\_x.htm](http://www.usatoday.com/money/workplace/2004-01-05-flu_x.htm)

<sup>20</sup> CDC. [www.cdc.gov/bloodpressure/index.htm](http://www.cdc.gov/bloodpressure/index.htm)

<sup>21</sup> National Center for Health Statistics. *Health, United States, 2005, with Chartbook on the Health of Americans.* Hyattsville, Maryland: 2004

## Did you know...?

- The flu costs employers an estimated \$1 billion a year due to such factors as missed workdays and treatments, according to the American Medical Association.<sup>20</sup>
- One out of three American adults has high blood pressure which increases risk for developing heart disease, stroke, and other serious conditions.<sup>21</sup>
- About 17% of adult Americans aged 20 years and older have high total cholesterol. High blood cholesterol is a major risk factor for heart disease.<sup>22</sup>

schedule for childhood immunizations.?

# Improving Your Picture

The workplace is an ideal setting for health promotion and disease prevention programs. By raising employee awareness, you create an environment that supports and encourages healthy choices.

To help you jump-start a wellness program at your company or to infuse new life into an existing program, we provide these valuable resources:

*Healthy Lifestyles<sup>SM</sup> Promotion Guide* — A web-based program designed to help you deliver effective health education and wellness information to your employees. You can use 12 preplanned campaigns or select posters, articles, and turnkey programs to create your own campaign.

*Wellness Partners* — We team up with employer groups to bring targeted wellness programs directly to the workplace. Some of the features of the Wellness Partners program include employer toolkits, preventive health screenings, awareness seminars, and interactive kiosk displays.

## Seeing The Complete Picture

To see the complete picture of how our programs help control costs and affect member behavior, we provide a suite of reports. The effectiveness of our programs is measured by:

- **Program Activity**— How often do we interact with members and what are the participation levels?
- **Resource Allocation**— Are our efforts targeted appropriately? Are the most at-risk members receiving the most intensive outreach?

- **Clinical Performance**— How does member compliance with tests and screenings affect medical costs?
- **Financial Impact**— How do our outreach and incentive programs affect utilization trends?

The results are benchmarked against regional and national statistics so you can see how well we perform against industry standards.

## The Advantages Are Clear

From disease management programs that help manage chronic conditions, to resources that help members facing a treatment decision, to lifestyle programs that encourage exercise and weight management, our programs touch all of your employees.

Our integrated approach allows us to:

- Identify potential health risks early on and prevent complications;
- Provide members with the right care, at the right time, at the right place;
- Identify gaps in members' care and get them back on track;
- Provide members with incentives to change unhealthy behaviors.

*Discover how the health management programs from Independence Blue Cross can have an impact on your organization.*

