46 Healthcare Metrics to Boost Profitability

Charting 2013 Trends

Note: This is an authorized excerpt from *46 Healthcare Metrics to Boost Profitability: Charting 2013 Trends.* To download the entire report, go to http://store.hin.com/product.asp?itemid=4532 or call 888-446-3530.

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46 Healthcare Metrics to Boost Profitability: Charting 2013 Trends

As ACA initiatives roll out for the third consecutive year, HIN has assembled an actionable and concise data set on 10 key programs: accountable care organizations, patient-centered medical home, population health management, reduction of hospital readmissions and avoidable ER visits, case management, and more. And all new for this 2013 edition, you will get data on benchmarks in health coaching, diabetes management and asthma management.

This graphic compendium of performance benchmarks in key areas of healthcare activity and growth is designed to keep the healthcare C-suite current on the latest industry trends and metrics. These qualitative data are drawn from the responses of hundreds of healthcare organizations to HIN's monthly e-surveys on industry trends.

These charts and tables are enhanced by commentary and interviews with industry thought leaders from Aetna, Buck Consultants, HealthFitness, the IHI's STAAR hospital readmissions initiative, Strategic Health Group, Horizon Blue Cross Blue Shield of NJ, and other organizations at the cutting edge of healthcare delivery.

The Healthcare Intelligence Network thanks all of the organizations that have provided valuable information via their e-survey responses and extends its appreciation to the speakers who have collaborated on the related webinars.

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Health and Wellness Incentives

More Companies Incent Lifestyle Behavior Change

Showing up isn't enough any more to earn a cash- or benefit-based incentive for health improvement, say respondents to HIN's fourth annual Health & Wellness Incentives survey. Instead, employers and health plans are rewarding measurable achievements in health behavior change — weight loss, smoking cessation, BMI reduction or other lifestyle changes that reduce an individual's risk of developing or exacerbating a chronic (and costly) illness.

"That's the future of population health management," concurs Patricia Curran, principal in Buck Consultants' National Clinical Practice. "Companies have developed incentive programs, but they've found that awarding incentives just for participating is not necessarily achieving the outcomes they want. Just taking the health risk assessment and the biometric screenings isn't getting the results."

While completion of a health risk assessment (HRA) remains the most heavily incented health improvement activity for the fourth consecutive year, according to two-thirds of survey respondents, more companies are incentivizing the lifestyle behavior changes of weight loss (57 percent) and smoking cessation (51 percent) than 2011's favored activities of preventive screenings and participation in on-site wellness.

This makes sense, says Ms. Curran. "They're making participants to the mark. They have to meet certain health goals, and they're going to be measuring that effort. They're going to incentivize individuals for meeting those goals going forward. It's a new trend — making people more aware of the importance of these health goals. [Companies] really want to see people getting results, so they're going to be targeting things like weight management, tobacco cessation, BMI."

In other survey findings, the use of texting to communicate incentive program details doubled in the last year, from 7 to 14 percent. Social networks and health portals also gained favor for this purpose. At the same time, more are relying on the more traditional communication modalities of work site flyers and table cards, a trend that has risen steadily from 61 percent in 2009 to 68 percent in 2011 to 84 percent this year.

"You have to leverage the right tools and techniques matched to those consumers or their preferences," notes Jay Driggers, director of consumer engagement at Horizon Blue Cross Blue Shield. A key area of study for Driggers's consumer engagement team is behavioral economics, which he refers to as "the carrots and the sticks, things that will motivate people to change their behavior or to do something." Incentives fall into this category, he says.

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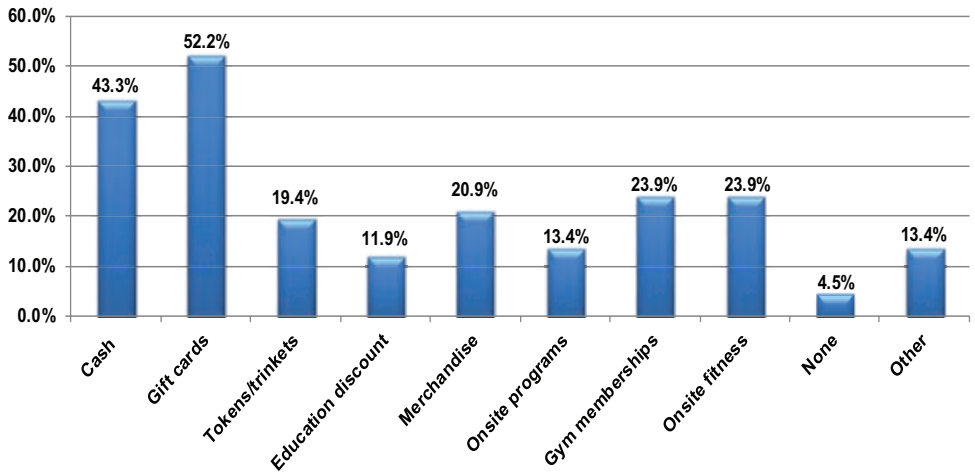
Top 5 Cash-Based Incentives

Rewarding lifestyle behavior change over participation, heavier use of texting and social networking to promote programs and more weight on patient satisfaction as a program success metric — just a few of the findings from HIN's fourth annual market analysis of incentives use in population health management in 2012. We wanted to see the top five cash-based incentives offered for health improvement.

Top 5 Cash-Based Incentives



Source: HIN Health & Wellness Incentives August, 2012

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HIN's fourth annual survey on the use of health & wellness incentives captured how 136 healthcare organizations use incentives to promote health behavior change. According to survey respondents, the top five cash-based incentives being offered are:

- ✔ Gift cards: 52.2 percent
- ✔ Cash: 43.3 percent
- ✔ Gym memberships: 23.9 percent
- ✔ Onsite fitness: 23.9 percent
- ✔ Merchandise: 20.9 percent

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