Value-Based Insurance Design: Making Health Care Great (Again;)

A. Mark Fendrick, MD University of Michigan Center for Value-Based Insurance Design

www.vbidcenter.org



@um_vbid #VRID



| Table 1: Risk factors for | nodding off at lectures |
|---------------------------|-------------------------|
| | Odda vatia |

| Factor | Odds ratio (and 95% CI) |
|----------------------------------|----------------------------|
| Environmental | |
| Dim lighting | 1.6 (0.8–2.5) |
| Warm room temperature | 1.4 (0.9–1.6) |
| Comfortable seating | 1.0 (0.7–1.3) |
| Audiovisual | |
| Poor slides | 1.8 (1.3–2.0) |
| Failure to speak into microphone | 1.7 (1.3–2.1) |
| Circadian | |
| Early morning | 1.3 (0.9–1.8) |
| Post prandial | 1.7 (0.9–2.3) |
| Speaker-related | |
| Monotonous tone | 6.8 (5.4–8.0) |
| Tweed jacket | 2.1 (1.7–3.0) |
| Losing place in lecture | 2.0 (1.5–2.6) |
| Note: CI = confidence interval. | |

Making Health Care Great (Again ;) Outline

- Impact of Consumer Cost-sharing
- Clinical Nuance
- Value-Based Insurance Design
- Translating Research into Policy
- Addressing Unnecessary Care
- Aligning Provider and Consumer Incentives

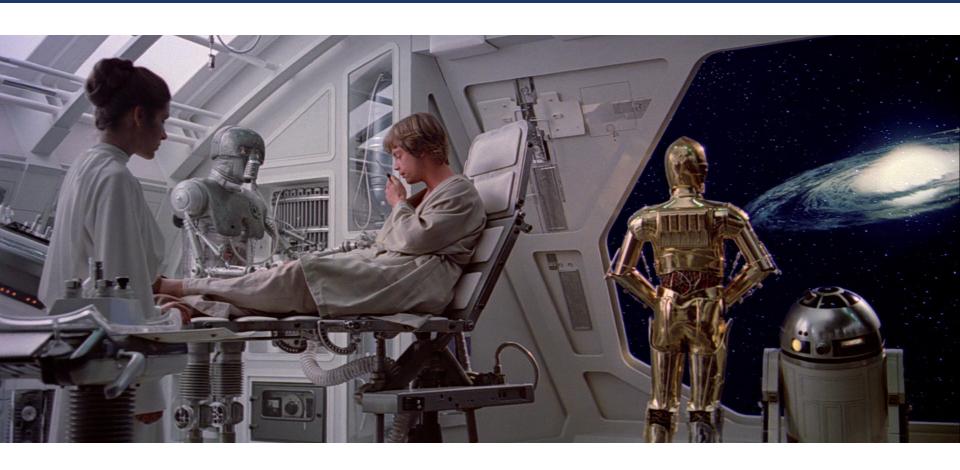


Getting to Health Care Value Shifting the discussion from "How much" to "How well"

- Innovations to prevent and treat disease have led to impressive reductions in morbidity and mortality
- Regardless of these advances, cutting health care spending is the principle focus of reform discussions
- Despite unequivocal evidence of clinical benefit, substantial underutilization of high-value services persists across the entire spectrum of clinical care
- Attention should turn from how much to how well we spend our health care dollars

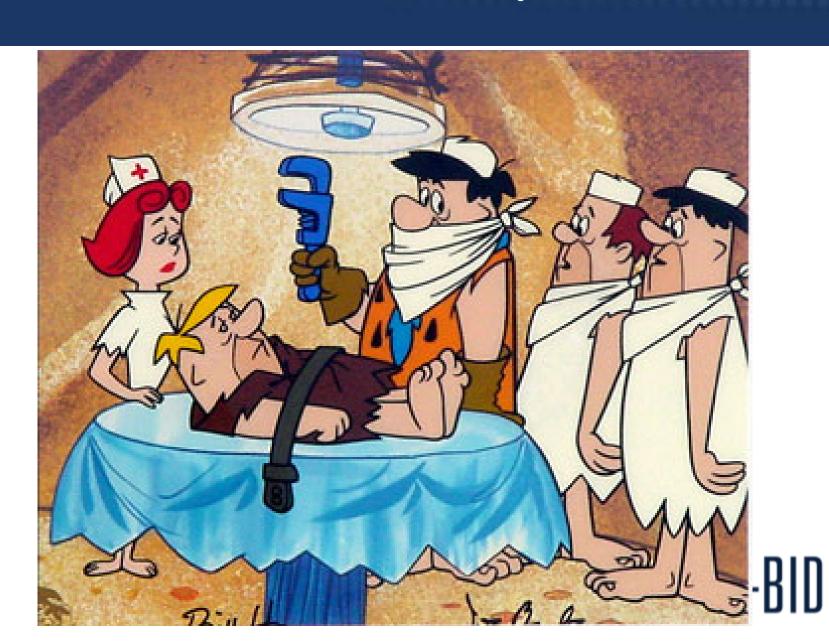


Star Wars Science





Flintstones Delivery



Getting to Health Care Value Shifting the discussion from "How much" to "How well"

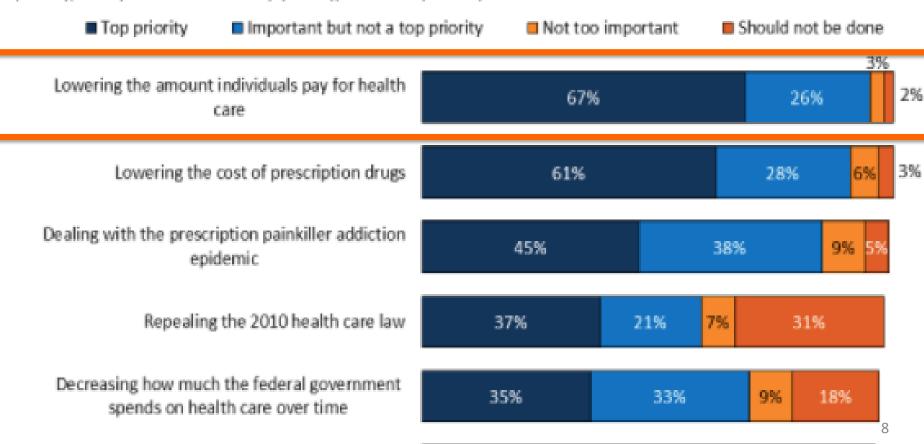
- Moving from a volume-driven to value-based system requires a change in both how we pay for care and how we engage consumers to seek care
- Much of the deliberations is on alternative payment and pricing models
- Consumer engagement is an essential and important lever to enhance efficiency
- Consumer cost-sharing is a common and important policy lever



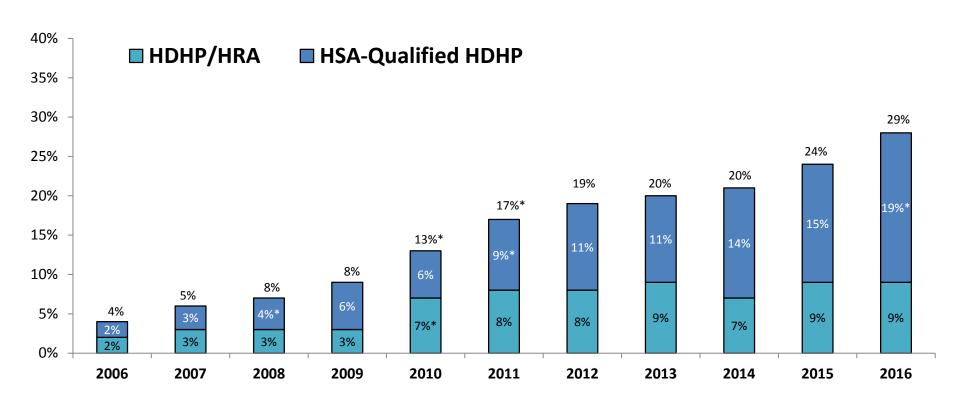
Americans Do Not Care About Health Care Costs; They Care About What It Costs Them

Lowering Out-of-Pocket Costs Is Top Health Care Priority

Should each of the following things Donald Trump and the next Congress might do when it comes to health care be a top priority, an important but not a top priority, not too important, or should it not be done?



Percentage of Covered Workers Enrolled in an HDHP/HRA or an HSA-Qualified HDHP, 2006-2016



^{*} Estimate is statistically different from estimate for the previous year shown (p < .05).

NOTE: Covered Workers enrolled in an HDHP/SO are enrolled in either an HDHP/HRA or a HSA-Qualified HDHP. For more information, see the Survey Methodology Section. The percentages of covered workers enrolled in an HDHP/SO may not equal the sum of HDHP/HRA and HSA-Qualified HDHP enrollment estimates due to rounding.

SOURCE: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 2006-2016.

AHCA: Additional Emphasis on Health Savings Accounts

- HSA contribution limits for employers and individuals are essentially doubled
- HSAs will be able to reimburse over the counter medications
- Spouses may make 'catch-up' contributions





All Sections ▼

NOW READING: The Latest

HSAs to see explosive growth

Trump's health secretary won't say if administration still ...

Millenn transpo

HSAs to see explosive growth

By

Kathryn Mayer

Published

March 28 2017, 11:31am EDT







Reprints

It's about time for health savings accounts to take the spotlight.

KHN Morning Briefing

Summaries of health policy coverage from major news organizations

FEB 23 2017

With HSAs, Republicans Want Americans To Have Some Skin In The Game

Inspiration

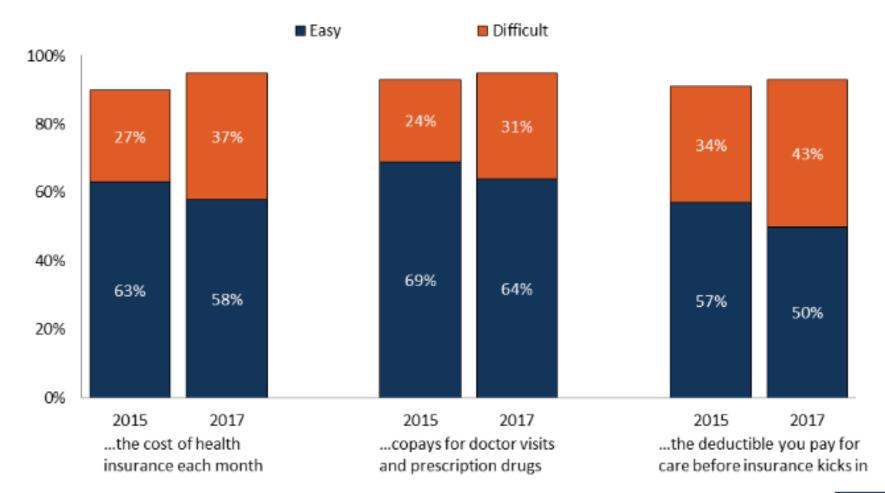
"I can't believe you had to spend a million dollars to show that if you make people pay more for something, they will buy less of it."

Barbara Fendrick (my mother)



More Insured Americans Now Report Difficulty Affording Healthcare

AMONG THE INSURED: In general, how easy or difficult is it for you to afford to pay...



NOTE: Don't have to pay (Vol.) and Don't know/Refused responses not shown. SOURCE: Kaiser Family Foundation Health Tracking Polls



Impact of Cost-Sharing on Health Care Disparities

Effects of Increased Patient Cost Sharing on Socioeconomic Disparities in Health Care

Michael Chernew, PhD¹ Teresa B. Gibson, PhD² Kristina Yu-Isenberg, PhD, RPh³ Michael C. Sokol, MD, MS⁴ Allison B. Rosen, MD, ScD⁵, and A. Mark Fendrick, MD⁵

¹Department of Health Care Policy, Harvard Medical School, Boston, MA, USA; ²Thomson Healthcare, Ann Arbor, MI, USA; ³Managed Markets Division, GlaxoSmithKline, Research Triangle Park, NC, USA; ⁴Managed Markets Division, GlaxoSmithKline, Montvale, NJ, USA; ⁵Departments of Internal Medicine and Health Management and Policy, Schools of Medicine and Public Health, University of Michigan, Ann Arbor, MI, USA.

 Rising copayments worsen disparities and adversely affect health, particularly among economically vulnerable individuals and those with chronic conditions



"Far Better, Far Less Expensive" Next Generation Plan Option 1



"It says our health insurance is being replaced by a series of tweets calling us losers."

"Far Better, Far Less Expensive" Next Generation Plan Option 2: "Clinically Nuanced" Cost-Sharing

A "smarter" cost-sharing approach that encourages consumers to use more high value services and providers, but discourages the use of low value ones



Understanding CLINICAL NUANCE



Clinical Services Differ in the Benefit Produced



Office Visits



Diagnostic Tests



Prescription Drugs



The Clinical Benefit Derived From a Service Depends On...



Who receives it



Who provides it



Where it's provided



Clinical Nuance: Key Takeaway







Implementing Clinical Nuance

Value-Based Insurance Design

Sets cost-sharing to encourage greater utilization of high-value services and providers and discourage use of low-value care

 Successfully implemented by hundreds of public and private payers



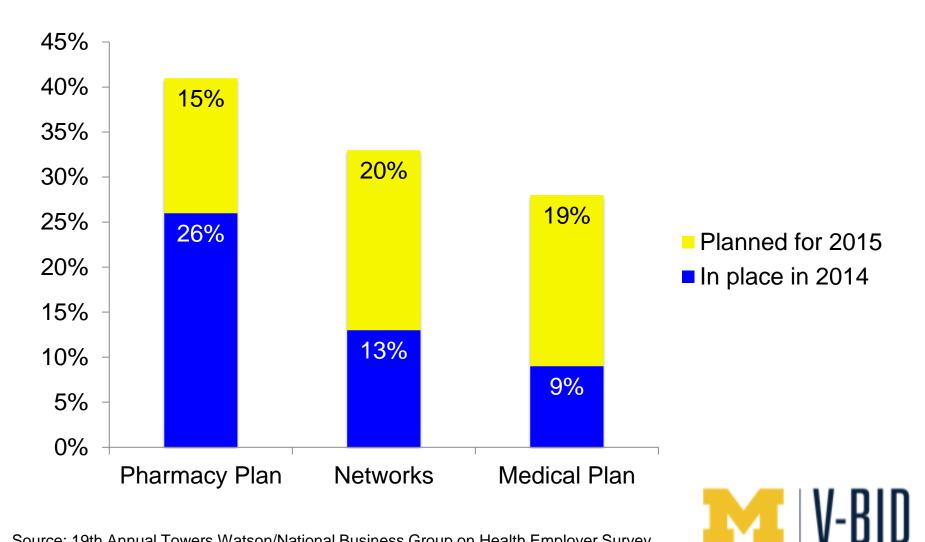
June 16, 2004

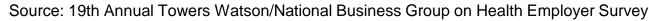
FOLLOW THE MONEY

From 'One Size Fits All' To Tailored Co-Payments

University of Michigan researchers say a patient drug should depend on how much he or she will

V-BID Momentum Continues





V-BID: Who Benefits and How?



PAYERS



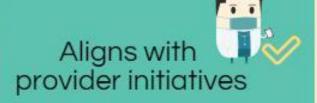
PROVIDERS













Putting Innovation into Action Broad Multi-Stakeholder Support

- HHS
- CBO
- SEIU
- MedPAC
- Brookings Institution
- The Commonwealth Fund
- NBCH
- American Fed Teachers
- Families USA
- AHIP
- AARP

- National Governor's Assoc.
- US Chamber of Commerce
- Bipartisan Policy Center
- Kaiser Family Foundation
- American Benefits Council
- National Coalition on Health Care
- Urban Institute
- RWJF
- IOM
- PhRMA



Putting Innovation into Action: Translating Research into Policy



ACA Sec 2713: Selected Preventive Services be Provided without Cost-Sharing

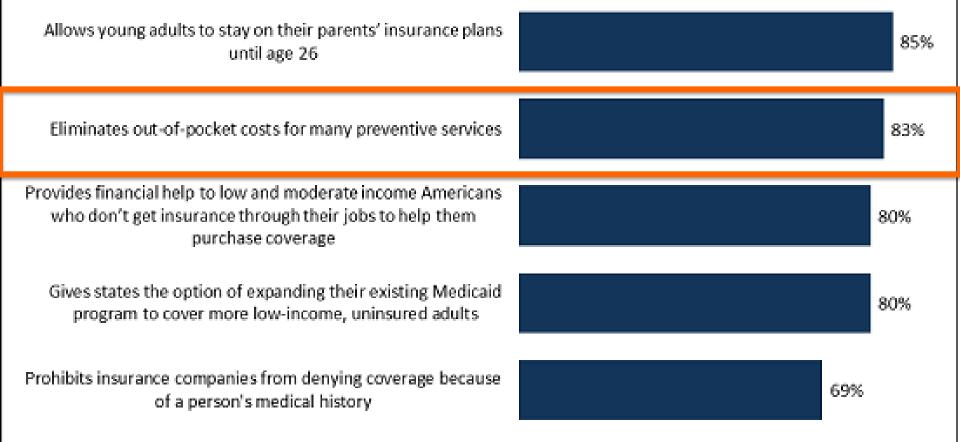
- Receiving an A or B rating from the United States Preventive Services Taskforce (USPSTF)
- Immunizations recommended by the Advisory Committee on Immunization Practices (ACIP)
- Preventive care and screenings supported by the Health Resources and Services Administration (HRSA)

Over 137 million Americans have received expanded coverage of preventive services; over 76 million have accessed preventive services without cost-sharing



Majorities Favor Many Key ACA Provisions, But Not Its Individual Mandate

Percent who favor each of the following specific elements of the health care law:



NOTE: Some items asked of half samples. Question wording abbreviated, see topline for full question wording.
SOURCE: Kaiser Family Foundation Health Tracking Poll (conducted November 15-21, 2016)

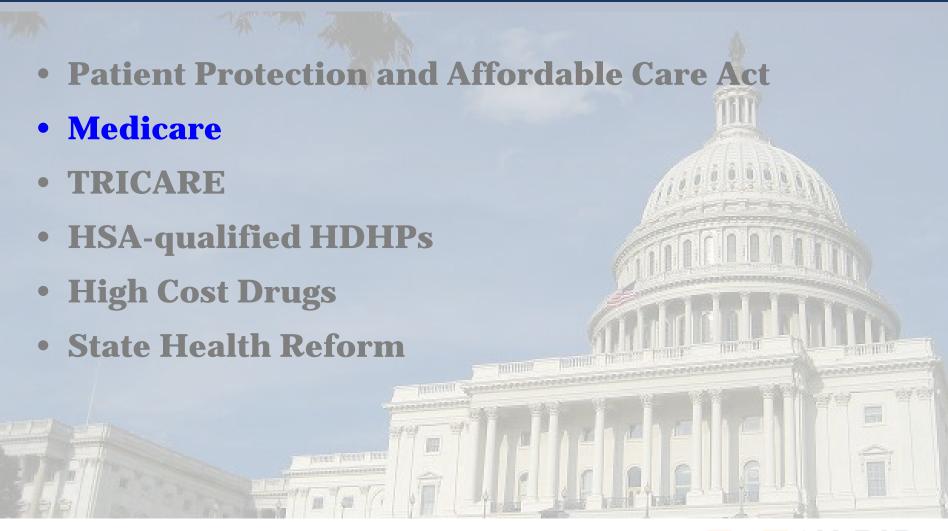
Requires nearly all Americans to have health insurance or else

pay a fine

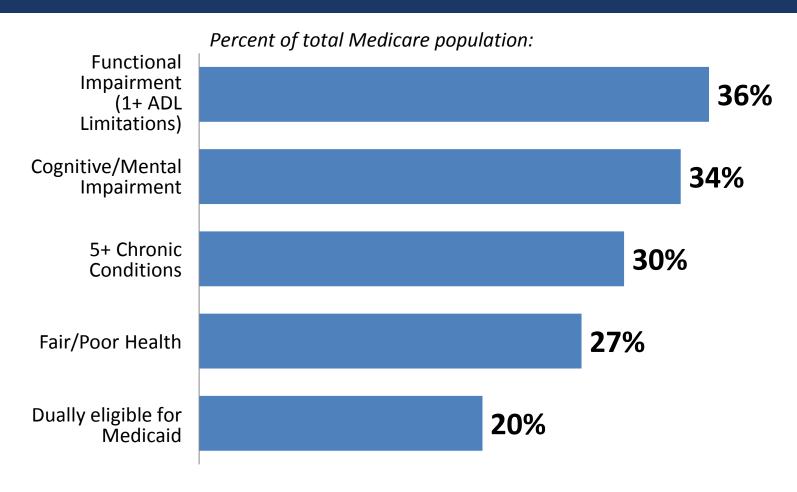


35%

Putting Innovation into Action: Translating Research into Policy



Many on Medicare live with functional limts, cognitive impairments, multiple chronic conditions, and fair/poor health

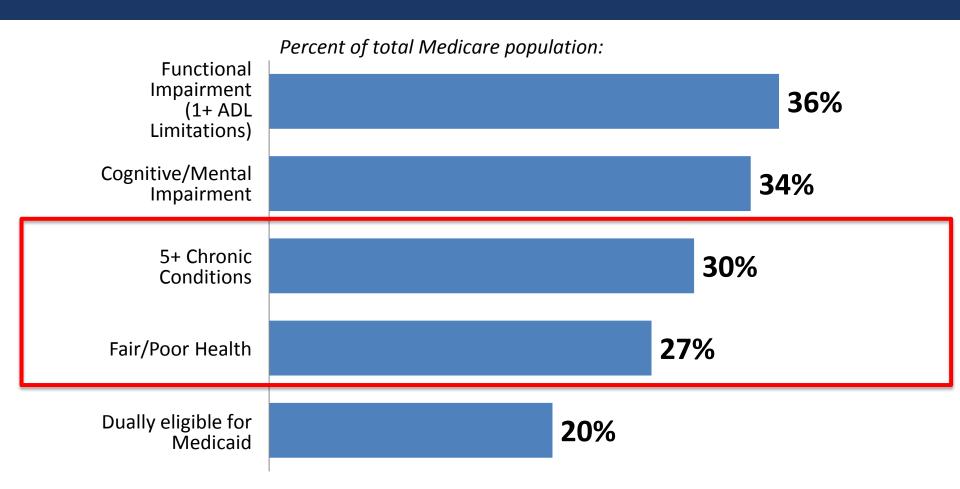


Medicare covered 57 million people in 2016

NOTE: ADL is activity of daily living. SOURCE: Kaiser Family Foundation



Many on Medicare Live with Multiple Chronic Conditions, and Fair/Poor Health



Medicare covered 57 million people in 2016

NOTE: ADL is activity of daily living. SOURCE: Kaiser Family Foundation



Medicare Beneficiaries Can Pay Thousands of Dollars Annually for Specialty and Other High-priced Drugs

Median annual out-of-pocket costs, 2016:

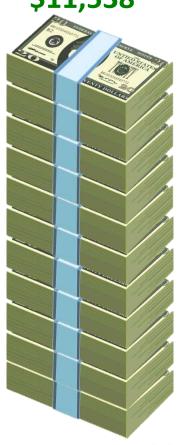
HUMIRA: \$4,864

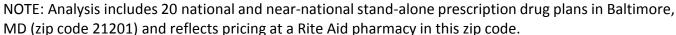


SOVALDI: \$6,608



REVLIMID: \$11,538





SOURCE: Georgetown/Kaiser Family Foundation

Translating Research into Policy: Implementing V-BID in Medicare

Why not lower cost-sharing on high-value services?

The anti-discrimation clause of the Social Security Act does not allow clinically nuanced consumer cost-sharing.

"providers may not deny, limit, or condition the coverage or provision of benefits"



H.R.2570/S.1396: Bipartisan "Strengthening Medicare Advantage Through Innovation and Transparency"

- Directs HHS to establish a V-BID demonstration for MA beneficiaries with chronic conditions
- Passed US House with strong bipartisan support in June 2015

HR 2570: Strengthening Medicare Advantage Through Innovation and Transparency

114TH CONGRESS 1ST SESSION H. R. 2570

IN THE SENATE OF THE UNITED STATES

June 18, 2015

Received: read twice and referred to the Committee on Finance

AN ACT

To amend title XVIII of the Social Security Act with respect to the treatment of patient encounters in ambulatory surgical centers in determining meaningful EHR use, establish a demonstration program requiring the utilization of Value-Based Insurance Design to demonstrate that reducing the copayments or coinsurance charged to Medicare beneficiaries for selected high-value prescription medications and clinical services can increase their utilization and ultimately improve clinical outcomes and lower health care expenditures, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.

This Act may be cited as the "Strengthening Medicare Advantage through Innovation and Transparency for Seniors Act of 2015".

SEC. 2. TREATMENT OF PATIENT ENCOUNTERS IN AMBULATORY SURGICAL CENTERS IN DETERMINING MEANINGFUL EHR USE.



CMS Announces Medicare Advantage Value-Based Insurance Design Model Test

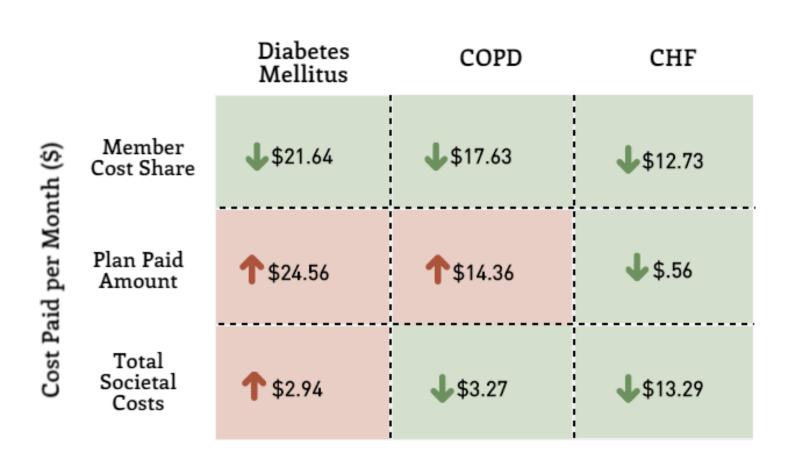
A 5-year demonstration program will test the utility of structuring consumer cost-sharing and other health plan design elements to encourage patients to use high-value clinical services and providers.



*Red denotes states included in V-BID model test



Projected Financial Impact of MA V-BID Program, Year 1



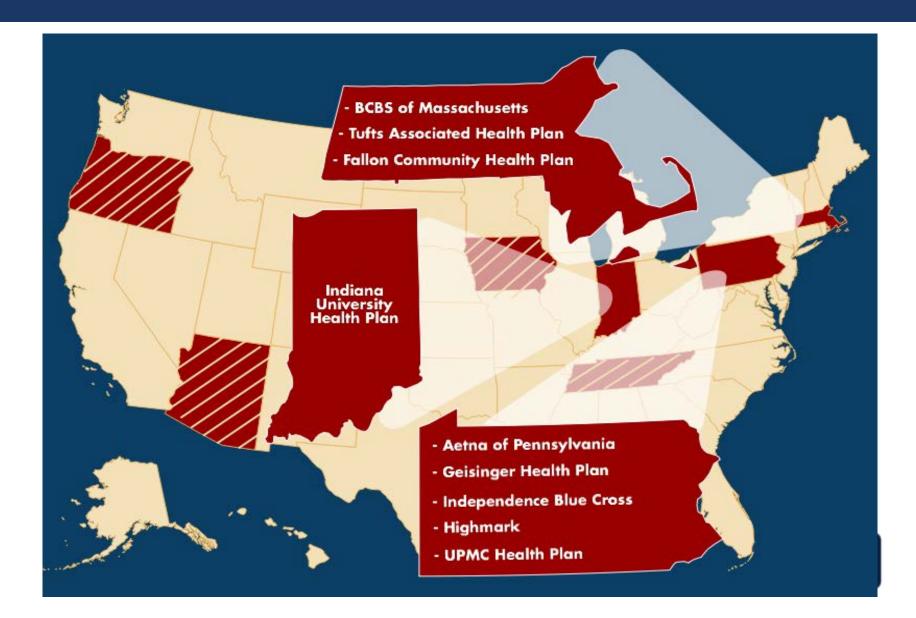
CMS Expands Medicare Advantage Value-Based Insurance Design Model Test

- Diabetes
- Congestive Heart Failure
- COPD
- Past Stroke
- Hypertension
- Coronary Artery Disease
- Mood Disorders
- Dementia
- Rheumatoid Arthritis





MA V-BID Model Test Plans Participating in Year 1



MA V-BID Model Test Plans Participating in Year 1

| State | Plan | Clinical Condition(s) |
|---------------|-----------|---------------------------------|
| Indiana | IUHP | CHF |
| Massachusetts | BCBS | Hypertension |
| | Fallon | Diabetes |
| | Tufts | COPD and/or CHF |
| Pennsylvania | Aetna | CHF |
| | Geisinger | COPD |
| | Highmark | Diabetes and/or COPD |
| | IBX | Diabetes & CHF |
| | UPMC | CHF & COPD or CHF & Diabetes |



US House and Senate call for Expansion of MA VBID Demonstration to all 50 States

COMMITTEE ON FINANCE

ABOUT HEARINGS LEGISLA

Hatch, Wyden, Isakson, Warner Release Proposals to Improve Treatment for Chronic Illness

Finance Committee Members Offer Bipartisan Legislative Language to Improve Chronic Care

Outcomes in Medicare

115TH CONGRESS 1ST SESSION

H.R.

A BILL

To amend title XVIII of the Social Security to provide for national testing of a model of Medicare Advantage valuebased insurance design to meet the needs of chronically ill Medicare Advantage enrollees.

- 1 Be it enacted by the Senate and House of Representa-
- 2 tives of the United States of America in Congress assembled,



Putting Innovation into Action: Translating Research into Policy



Value-based insurance coming to millions of people in Tricare

By Shelby Livingston | December 27, 2016

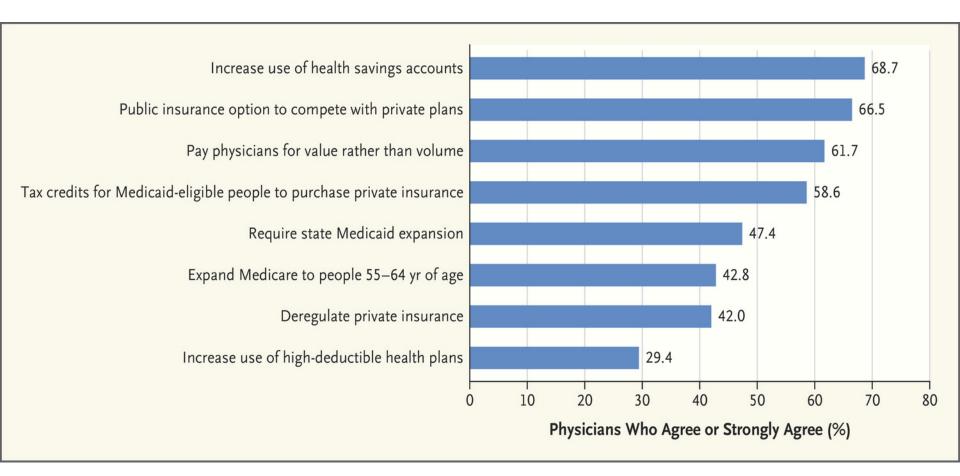
The annual defense bill signed last week by President Barack Obama included a pilot program to test value-based insurance coverage in Tricare, the U.S. Defense Department's health benefits program.



Putting Innovation into Action: Translating Research into Policy



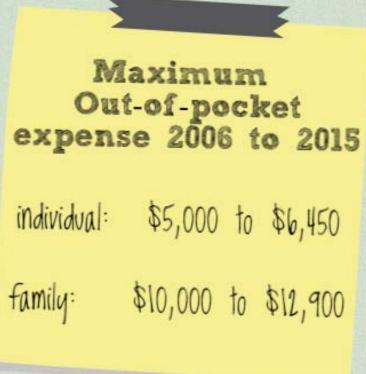
NEJM Jan 2017, PCP Survey Responses Regarding Potential Health Reform





HSA-HDHP enrollment and out-of-pocket expenses continue to grow





http://www.ahipcoverage.com/wp-content/uploads/2013/06/HSAinfographic_V9_FV.jpg

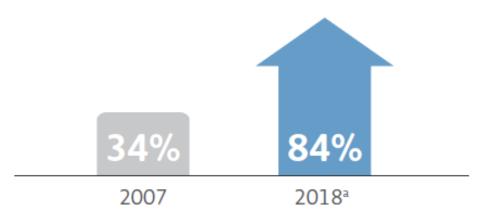
http://kff.org/report-section/ehbs-2015-section-eight-highdeductible-health-plans-with-savings-option/

http://www.irs.gov/pub/irs-drop/n-04-2.pdf



The percentage of employers turning to HDHPs has more than doubled over the past decade

Employers offering HDHPs



- This growth is expected to continue
- By 2018, almost half of employers expect to offer an HDHP as the ONLY option

Source: Benfield, a division of Gallagher Benefit Services, Inc. EMI Trends, 2016.

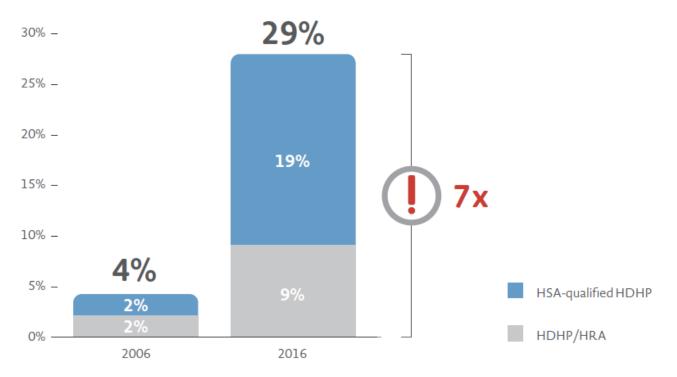


^aEmployer projection.



Nearly 30% of covered workers are enrolled in plans with high deductibles

Percentage of covered workers enrolled in an HDHP/HRA or HSA-qualified HDHP, 2006-2016^a



^aCovered workers enrolled in an HDHP/SO are enrolled in either an HDHP/HRA or an HSA-qualified HDHP. The percentage of covered workers enrolled in an HDHP/SO may not equal the sum of HDHP/HRA and HSA-qualified HDHP enrollment estimates due to rounding.

Source: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 2006-2016.



IRS Safe Harbor Guidance allows zero consumer cost-sharing for specific preventive services

INCLUDING:

- ✓ periodic health evaluations/screenings
- ✓ routine prenatal and well-child care
- ✓ child and adult immunizations
- ✓ tobacco cessation programs
- ✓ obesity weight-loss programs

www.irs.gov/pub/irs-drop/n-04-23.pdf



However, IRS guidance requires that services used to treat "existing illness, injury or conditions" are not covered until the minimum deductible is met



As HSA-HDHP enrollees with existing conditions are required to pay out-of-pocket for necessary services, they utilize less care, potentially resulting in poorer health outcomes and higher costs



Potential Solution: High Value Health Plan

Flexibility to expand IRS "Safe Harbor" to allow coverage of additional evidence-based services prior to meeting the plan deductible

Precision Benefit Design—Using "Smarter" Deductibles to Better Engage Consumers and Mitigate Cost-Related Nonadherence

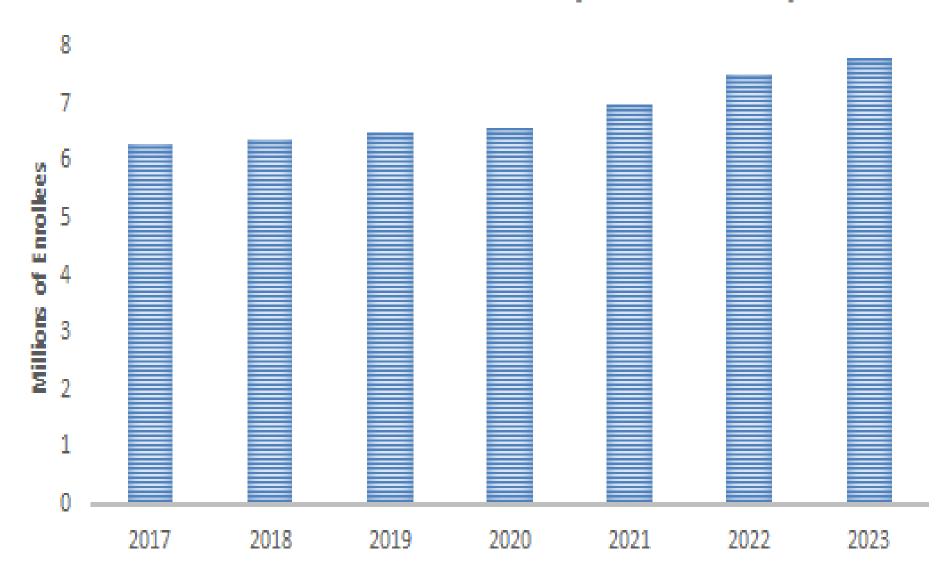
A. Mark Fendrick, MD: Michael E. Chernew, PhD

"To enable the continued growth of HSA-HDHPs, insurers need flexibility to provide pre-deductible coverage for high-quality services across the spectrum of clinical care."

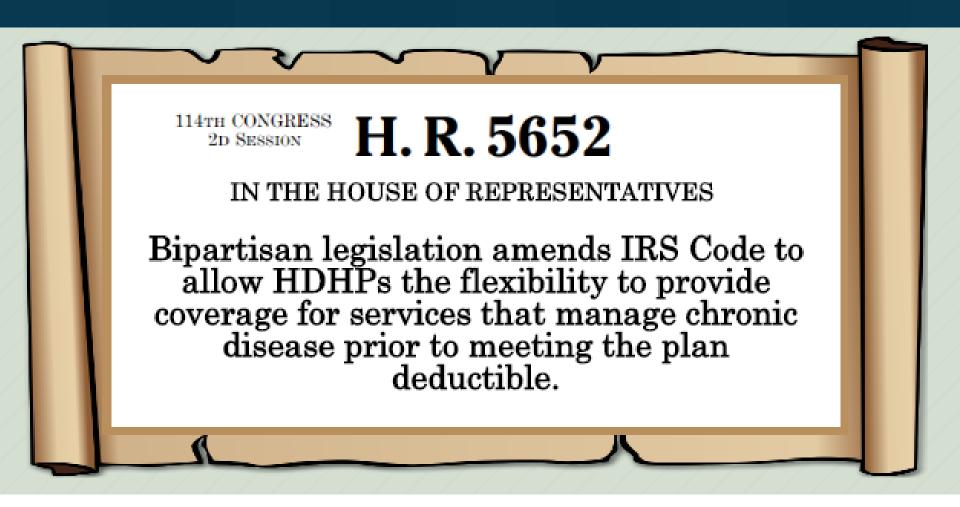




HVHP UPTAKE PROJECTIONS IN THE EMPLOYER MARKET (MILLIONS)



H.R. 5652: "Access to Better Care" Act





Are high-value health plans the wave of the future?

January 25, 2017

By Tracey Walker

- Pre-deductible coverage of additional evidencebased services to leads to better clinical outcomes
- Aligns with provider payment reform incentives
- Lowers premiums compared to most PPO and HMO plans
- Substantially reduces total health care spending
- Provides millions of Americans a plan option that better meets their clinical and financial needs





All Sections -

NOW READING: The Latest

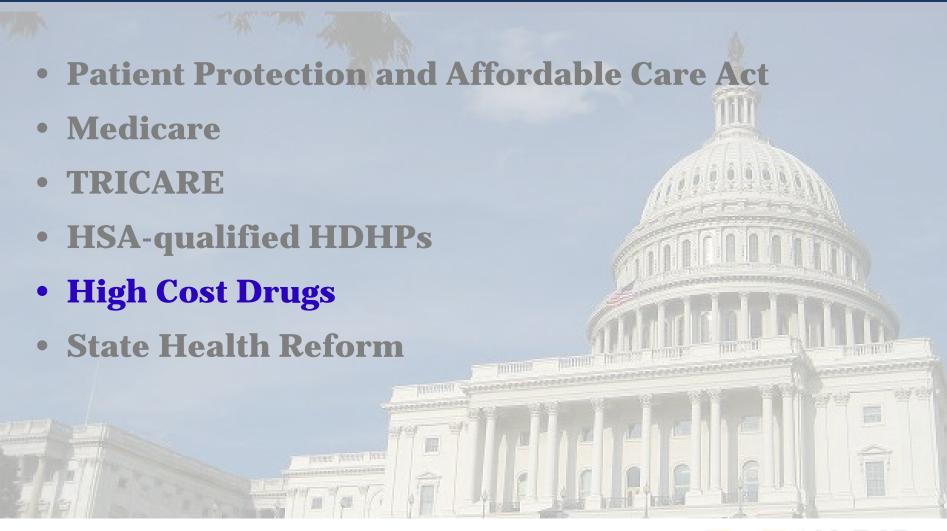
Academics, industry groups lobby for more flexible ... Slideshow How 7 NAHU delegations lobbied Congress ...

5 ways to rein in medication

Academics, industry groups lobby for more flexible high-deductible plans



Putting Innovation into Action: Translating Research into Policy



Motivation for "Precision" Benefit Design

- Advances in precision medicine may specify immediate use of targeted therapies, nullifying recommendations for use of standard first line treatment
- The natural history of chronic conditions often necessitates multiple therapies to achieve desired clinical outcomes
- Current consumer cost-sharing levels are fixed and do not reflect the varying nature of clinical conditions
- Increasing out-of-pocket costs for alternative therapies may prevent consumers from accessing recommended treatment



Why Precision Benefit Design?

Joe, Jill, and Bob have the same clinical condition







Bob tested positive for a specific marker

"GOOD SOLD ER"

Complies with treatment steps required by health plans



To effectively treat their condition, Jill and Bob need alternative therapy



Joe and Jill take first line therapy as prescribed; Bob's positive test result makes him a candidate for targeted treatment

For Joe, this medication effectively treats his condition

Unfortunately for Jill, first-line medication is not effective

For Bob, first-line medication is not clinically indicated, and targeted therapy is recommended









Status Quo

Administrative challenges and higher cost-sharing required to obtain alternative medications



Barriers to access and increased out-of-pocket costs lead to non-adherence

V-BID



A benefit design that removes administrative barriers and lowers cost-sharing for those who diligently follow the required steps for their condition, but require an alternative treatment option



Reward the Good Soldier

Removes barriers and lowers cost-sharing to enhance access to alternative medications



varying nature of condition



Reward the Good Soldier® A Precision Approach to Consumer Cost-sharing

- Commits to established policies that encourage lower cost, first-line therapies
- Enhances access to effective therapies when clinically appropriate
- Increases access to recommended treatments by removing administrative barriers and lowering cost-sharing
- Supports precision medicine initiatives by encouraging use of targeted therapies when clinically indicated



Putting Innovation into Action: Translating Research into Policy

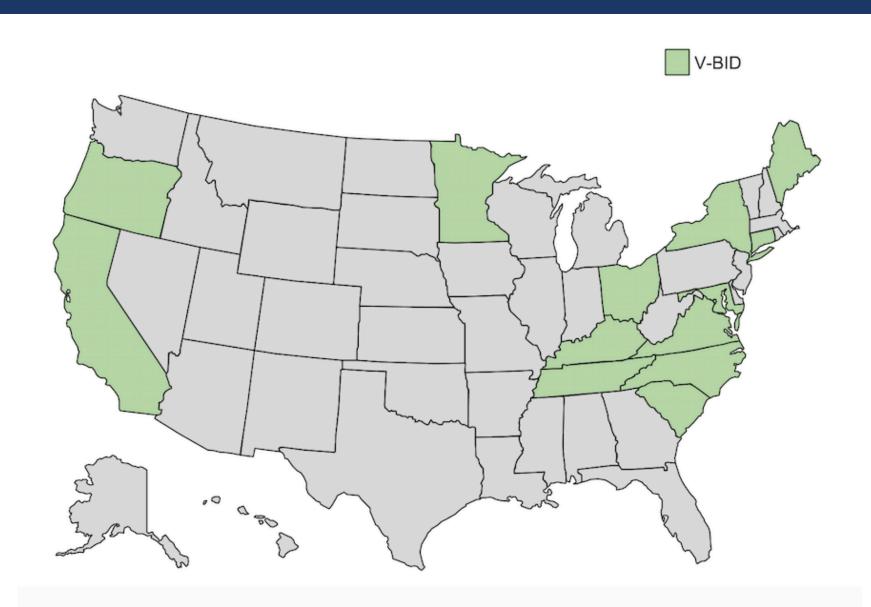


Getting to Health Care Value V-BID Role in State Health Reform

- Medicaid Healthy Michigan Plan
- State Exchanges Encourage V-BID (CA, MD)
- State Innovation Models NY, PA, CT, VA
- State Employee Benefit Plans



Value-Based Insurance Design Growing Role in State Employee Plans



ENGAGING PATIENTS ON PRICE & QUALITY

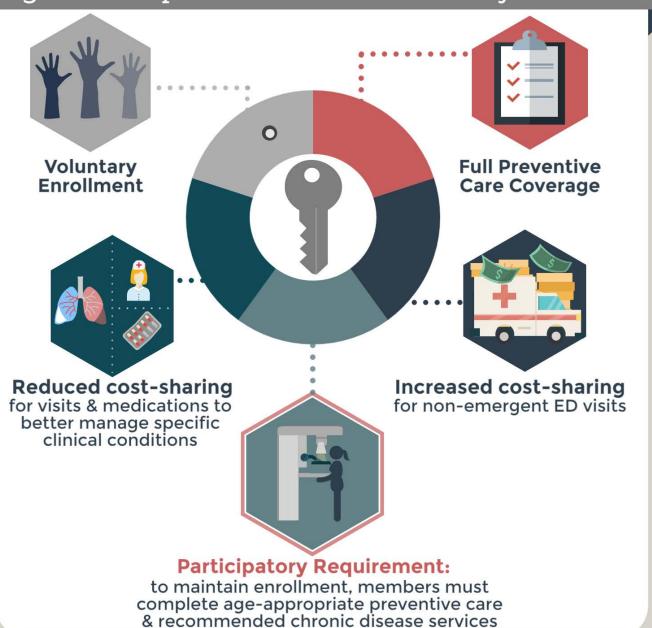
By Richard A. Hirth, Elizabeth Q. Cliff, Teresa B. Gibson, M. Richard McKellar, and A. Mark Fendrick

Connecticut's Value-Based Insurance Plan Increased The Use Of Targeted Services And Medication Adherence



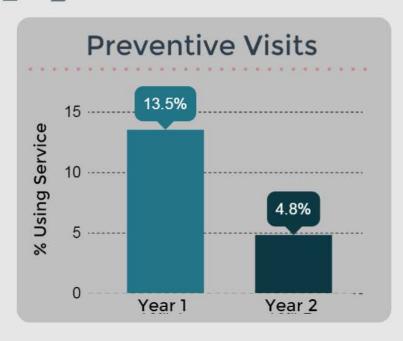
Key Features of the HEP

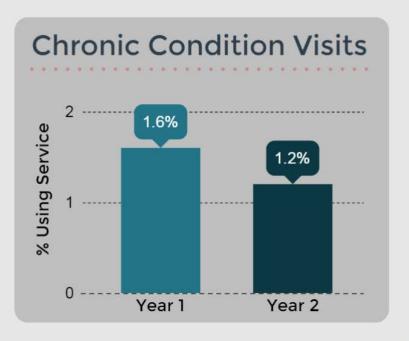
Align out-of-pocket costs with healthy behaviors



HEP Impact: 2 Year Results

[1] Office Visit Increases

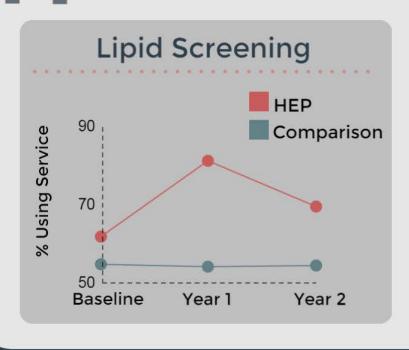


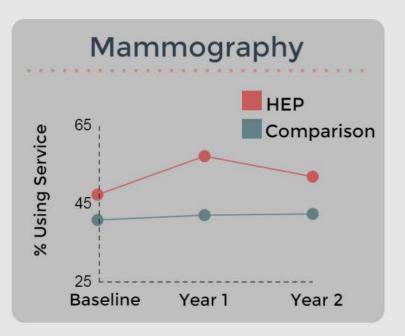


Relative change for HEP members compared to enrollees in control states

HEP Impact: 2 Year Results

[2] Preventive Care Utilization

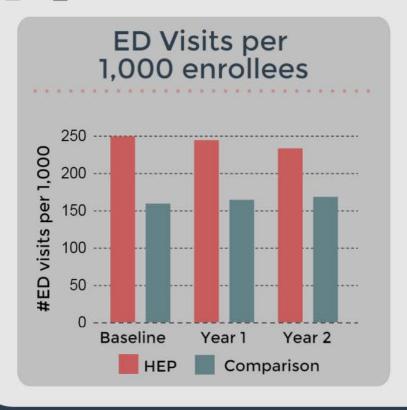


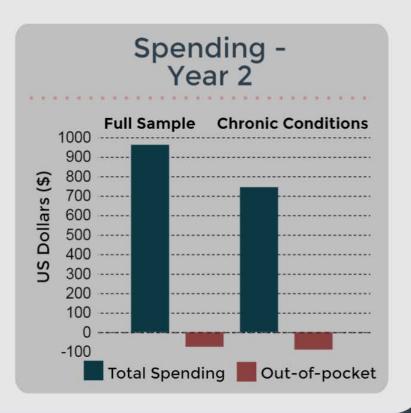




HEP Impact: 2 Year Results

[3] Resource Use





Health Affairs. 2016;35(4):637-46.



Getting to Health Care Value Focus Cost-Sharing Increases on Unnecessary Care

- It is counter-intuitive to impose high levels of cost-sharing on those services that are identified as health plan quality measures
- Thus, instead of imposing blunt, price-driven cost-sharing increases on all services, consider high cost sharing on only those services that do not make people healthier



Our Health Care Spending

TOTAL

Hospitals, Clinical Services, Insurance, Equipment, Drugs

\$2.6 TRILLION

\$765 BILLION

\$340 BILLION

WASTE

Excess
Administration,
Fraud, & LowValue Care

LOW-VALUE CARE

We spend \$340 billion a year on services that don't make us healthier. These services are unnecessary, inefficient, or both.

ACA Sec 4105: Selected No-Value Preventive Services Shall Not Be Paid For

SEC. 4105. EVIDENCE-BASED COVERAGE OF PREVENTIVE SERVICES IN MEDICARE.

- (a) AUTHORITY TO MODIFY OR ELIMINATE COVERAGE OF CERTAIN PREVENTIVE SERVICES.—Section 1834 of the Social Security Act (42 U.S.C. 1395m) is amended by adding at the end the following new subsection:
- "(n) AUTHORITY TO MODIFY OR ELIMINATE COVERAGE OF CERTAIN PREVENTIVE SERVICES.—Notwithstanding any other provision of this title, effective beginning on January 1, 2010, if the Secretary determines appropriate, the Secretary may—

"(1) modify—

- "(A) the coverage of any preventive service described in subparagraph (A) of section 1861(ddd)(3) to the extent that such modification is consistent with the recommendations of the United States Preventive Services Task Force; and
- "(B) the services included in the initial preventive physical examination described in subparagraph (B) of such section; and
- "(2) provide that no payment shall be made under this title for a preventive service described in subparagraph (A) of such section that has not received a grade of A, B, C, or I by such Task Force.".
- (b) CONSTRUCTION.—Nothing in the amendment made by paragraph (1) shall be construed to affect the coverage of diagnostic or treatment services under title XVIII of the Social Security Act.

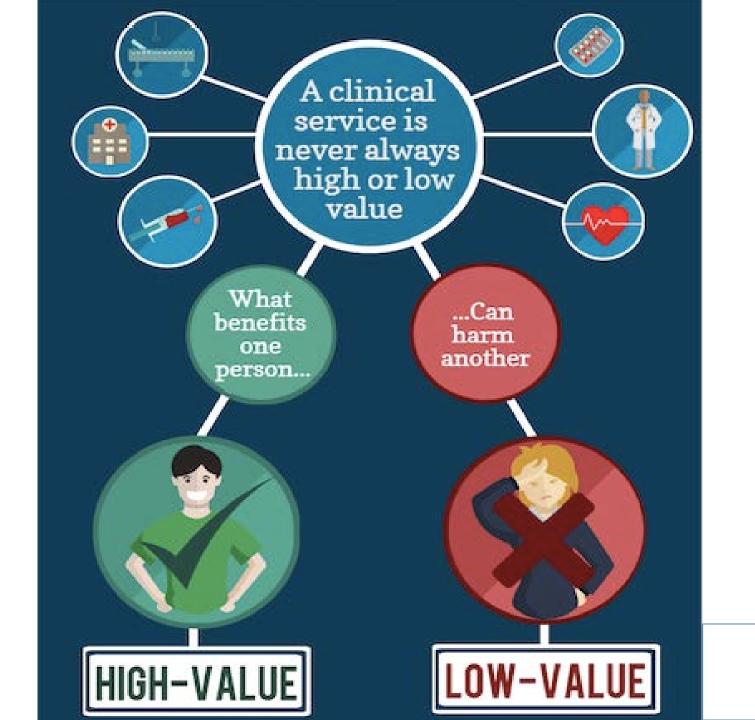
HHS granted authority to not pay for USPSTF 'D' Rated Services



Identifying and Removing Unnecessary Care

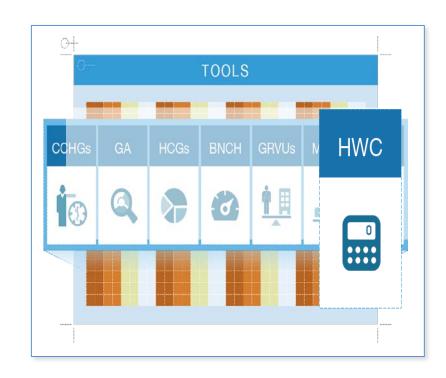
- Key stakeholders—including a large number of medical professional societies—agree that discouraging consumers from using specific lowvalue services must be part of the strategy
- Unlike delay for cost offsets from improved quality, savings from waste elimination are immediate and substantial
- Identification, measurement, and removal of unnecessary care has proven challenging





Identifying and Removing Unnecessary Care: Milliman Health Waste Calculator

- Collaboration between Milliman and V-BIDHealth
- Measure potentially unnecessary services
- Analyze cost savings potential
- Discover ways to improve quality and patient safety
- Generate actionable reports and summaries







Commonwealth of Virginia Unnecessary Care Initiative

| Clinical Measure | Total Services Measured | Low Value Index (%) | Low Value Services (#) | Unnecessary Spending (\$) |
|--|-------------------------------|------------------------|---------------------------|------------------------------|
| Baseline labs for patients undergoing low-risk surgery | 571,600 | 79% | 453,447 | \$184,781,018 |
| Stress cardiac or advanced non- invasive imaging in the initial evaluation of patients w/o symptoms | 219,878 | 13% | 27,817 | \$185,997,938 |
| EKGs or other cardiac screening for low-risk patients w/o symptoms | 2,268,194 | 6% | 147,423 | \$60,499,385 |
| Routine Pap tests in women 21–65 years of age | 199,865 | 81% | 161,539 | \$37,558,706 |
| PSA-based screening for prostate cancer in all men regardless of age | 313,011 | 42% | 132,793 | \$31,501,675 |







Aligning Payer and Consumer Incentives: As Easy as Peanut Butter and Jelly

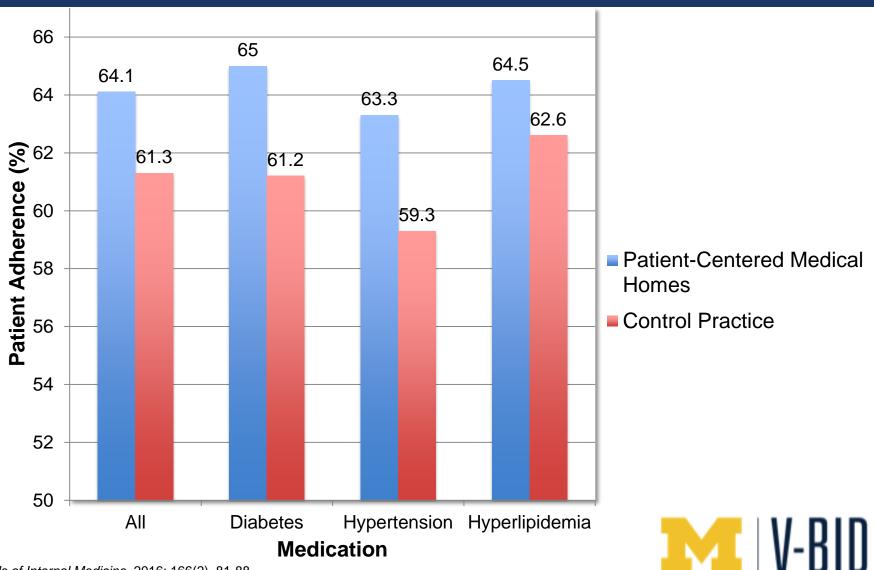
Many "supply side" initiatives are restructuring provider incentives to move from volume to value:

- Medical Homes
- Accountable Care
- Bundled Payments
- Reference Pricing
- Global Budgets
- High Performing Networks
- Health Information Technology





Association Between Patient-Centered Medical Homes and Adherence to Chronic Disease Medications



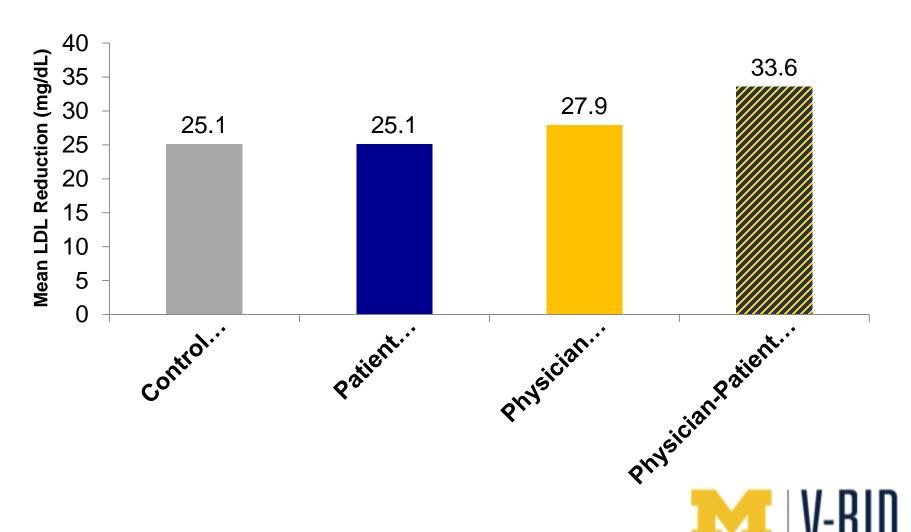
Aligning Payer and Consumer Incentives: As Easy as Peanut Butter and Jelly

Unfortunately, some "demand-side" initiatives — including consumer cost sharing - discourage consumers from pursuing the "Triple Aim"





Impact of Aligning Physicians and Patients: Financial Incentives to Lower Cholesterol



Source: JAMA. 2015;314(18):1926-1935

Aligning Payer and Consumer Incentives: As Easy as PB & J

The alignment of clinically nuanced, providerfacing and consumer engagement initiatives is a necessary and critical step to improve quality of care, enhance patient experience, and contain cost growth





Star Wars Science Meets Flintstones Delivery Precision Medicine Needs Precision Benefit Design





Discussion

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