



**TOWERS
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HR SERVICES

On-Site Health Centers

2007 Joint Forum on Health,
Productivity and Absence Management

October 10, 2007

Your Panel

- Jeff Dobro, MD, Senior Consultant, Towers Perrin
- Jeff has been developing primary care and occupational health services and health management programs for employers for the past 20 years. He took a hiatus of 5 years working as a wall street analyst covering the health care industry and has been at Towers Perrin for the past 2 years bringing a focused analytic approach to all facets of health care management to his clients.

Your Panel

- Maria D'Eletto, RN, BSN, CRM, TIAA-CREF, Manager, Benefits & Work Life
- Maria is responsible for the design and management of TIAA-CREF's Absence Management, Work Life and Health Services Programs and Benefits including Short and Long Term Disability, Workers' Compensation, FMLA, Employee Assistance Program, Work Life Resource and Referral Services, Back-Up and Full-Time Childcare.
- Maria's background encompasses over fifteen years of experience in the retail, insurance and health care industries in the areas of Disability and Claims Administration, Management, Human Resources, Program Development, Outsourcing and Patient Care. Maria's career has focused on the development, and design of programs and benefits that promote workforce health and productivity as well as contain costs.
- Maria holds a B.S. degree in Biology from Virginia Polytechnic Institute and State University and graduated magna cum laude from Seton Hall University with a B.S. degree in Nursing. She also holds a post-graduate certificate in Nursing Case Management (Seton Hall University) and the Certified Risk Manager Designation conferred by the National Alliance For Insurance Education and Research.

Your Panel

- Ford Brewer, MD MPH, Toyota Motor Corp
- Dr. Brewer has 20 years of experience developing health care solutions for many government agencies and private sector employers. Examples include Bethlehem Steel, Goldman - Sachs, Mercury Marine, GE, NASA and others. As the medical director for Toyota North America, he developed an on-site medical and pharmacy delivery system for Team Members and their dependants. In his previous job as the medical director for Meridian, a national on-site health services company, he was licensed in 13 states and supervised a team of over 200 doctors nation-wide providing occupational and primary care within corporate settings. Dr. Brewer received his MD from the Medical University of South Carolina in 1981, Interned at Charity Hospital in New Orleans in 1982, and finished the residency in Preventive Medicine at Johns Hopkins in 1986. He went on to be full time faculty at Hopkins, teaching Health Policy and Management through and running the post-graduate preventive medicine programs through 1989. As faculty, he published 22 medical articles, most of them in scientific peer-reviewed journals such as JAMA, the New England Journal of Medicine, and the Journal of AIDS. He has been a nationally recognized speaker and consultant. Client/audience groups include the National Governor's Association and the Brookings Institute.

Today's agenda

- Introductions: Jeff Dobro, MD
- Is an on-site health clinic right for me?: Jeff Dobro, MD
- Early phase clinic development and feasibility process: Maria D'Eletto
- Mature clinic performance and innovative developments: Ford Brewer, MD
- Q&A with the panel

On-site health care: Why now?

- Why are employers looking now at on-site health clinics as a mechanism to improve health and productivity?
 - Limited ability to impact health costs with benefit design and cost shifting mechanisms
 - Need for more influence of the direct provision of care
 - Ability to integrate multiple health management programs
 - Competitive positioning
 - More effective occupational health
 - Need for improved control of the disability management process

- Where is the value in an onsite health center?
 - Employee relations
 - Reduced medical costs
 - Improved productivity and reduced disability and workers compensation costs
 - Support for occupational health services
 - Support of corporate health policy

On-site health care: Where's the beef?

- What are the cost drivers that can be impacted by on-site health clinics?
 - Direct health care cost savings
 - Primary care — external services now provided by salaried physicians, nurse practitioners and physician assistants. Increased access, more appropriate procedure utilization, improved compliance with evidence based medicine, more effective screening compliance, improved coordination of care
 - Specialist care — use of higher quality specialists, more appropriate use of specialists, reduction in unnecessary procedures
 - Lab and diagnostics services — more appropriate use, lower cost
 - Emergency Department — reduced use
 - Hospitalizations — reduced use due to reduction in ER use and better management of chronically ill individuals

On-site health care: Where's the beef?

- What are the cost drivers that can be impacted by on-site health clinics?
 - Indirect health care and productivity savings
 - Health management — much higher success rates enrolling individuals in disease management and wellness programs increasing ROI. Better care coordination
 - Productivity — Travel and wait time saved from close location and improved access model
 - Improved absenteeism and presenteeism (difficult to measure)
 - Providers committed to an effective return-to-work process, disability case management, workers' comp treatment and case management

On-site health care: Is this right for my company?

- How do I know if an on-site will work for my company?
 - Careful examination of each of the value drivers noted above
 - Claims and demographic analysis to determine potential impact of each
 - Careful assessment of vendor offerings vs. internal management. Consider costs, legal risks and management issues
 - On-sites are not appropriate for all settings
 - Small number of employees in one geographic location
 - Negative prior history of employer sponsored on-site facility
 - Distrustful employee environment
 - Low current health care costs

On-site health care: Is this right for my company?

- Careful due diligence, careful measurement, appropriate performance guarantees
 - Establish value drivers that resonate with your corporate culture
 - Ensure the infrastructure is in place to deliver your value drivers
 - Identify metrics and goals for each value driver that are meaningful for your model
 - Process, utilization, clinical, financial
 - Hold your self and your vendor accountable for delivering on each of the goals
 - Establish a continuous improvement process that identifies shortcomings, identifies the root causes and implements action plans to correct these