

## **Meeting Agenda | Health Care Policy Committee**

Thursday, June 23, 2016 | 10:00 a.m.

200 Arbor Lake Dr., Columbia, SC 29223 | Second Floor Conference Room

- I. Call to Order
- II. Adoption of Proposed Agenda
- III. Approval of Meeting Minutes- May 19, 2016
- IV. Strategic Planning
- V. Blue Cross Blue Shield of South Carolina TPA Contract Effective January 1, 2017
  1. Executive Session for the Receipt of Legal Advice Related to the Terms of the New Blue Cross Blue Shield Contract pursuant to S.C. Code of Laws § 30-4-70(a)(2) (if necessary).
- VI. Old Business/Director's Report
- VII. Adjournment

### **Notice of Public Meeting**

This notice is given to meet the requirements of the S.C. Freedom of Information Act and the Americans with Disabilities Act. Furthermore, this facility is accessible to individuals with disabilities, and special accommodations will be provided if requested in advance.

**PUBLIC EMPLOYEE BENEFIT AUTHORITY AGENDA ITEM  
HEALTH CARE POLICY COMMITTEE**

**Meeting Date:** June 23, 2016

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**1. Subject:** Strategic Planning

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**2. Summary:** Mrs. Sarah Corbett, Chief Operating Officer, will review a draft revision of the 2016-2018 Strategic Plan. Revisions include formatting changes and the addition of key measures and action items.

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**3. What is Committee asked to do?** Review the revised PEBA Strategic Plan

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**4. Supporting Documents:**

(a) Attached: 1. Business Plan 2016-2018

# Business Plan

2016-2018



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## Mission

PEBA's mission is to provide competitive retirement and insurance benefit programs for South Carolina public employers, employees and retirees.

## Vision

Serving those who serve South Carolina

## Core values

### Solutions oriented

We anticipate the needs of our members, colleagues and supervisors, and work daily to improve processes and increase customer satisfaction.

### Communication

We encourage and facilitate the flow of information, listen effectively and are receptive to constructive feedback.

### Credibility

We accept responsibility for our individual jobs and achieving the goals of PEBA. We are accountable, thorough and accurate.

### Collaboration

We foster cooperative relationships, and appreciate and respect the contributions of others.

### Responsiveness

We strive to achieve our goals and objectives. We adapt to change. We follow through.

### Emotional intelligence

We maintain self-awareness and modify behavior appropriately. We work to build rapport with others and effectively manage and resolve conflict.

### Ethical behavior

We value honesty, trust, fairness and consistency.

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## Strategic goals

At the broadest level, PEBA's goals are to:

### Goal one

Promote financially sound PEBA programs

### Goal two

Improve health outcomes and promote retirement awareness

### Goal three

Enhance the customer experience for members and employers

### Goal four

Responsibly manage risk to the organization

### Goal five

Maintain a workforce and work environment conducive to achievement of agency goals and objectives

### Goal six

Improve internal efficiencies through new system implementation

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## Goal one

### Promote financially sound PEBA programs

PEBA has a responsibility to its stakeholders to control public employee benefit costs while providing maximum benefits. The cost to members and taxpayers is impacted by investment performance, member behavior, competitive developments in relevant labor markets, policy determinations regarding cost-allocations and the willingness to pay of participants and taxpayers.

#### Key measures

##### Insurance

- State Health Plan expenditure growth per subscriber is at least two percentage points below the five-year average national benchmark
- State Health Plan net expenditure per member per month
- State Health Plan actuarial value ratio (AVR) is equal to or higher than the benchmark of the average of bordering peer plans (Florida, Georgia, North Carolina and Tennessee) and the southeast regional states
- State Health Plan net expenditure to revenue loss ratio is less than or equal to 1.0
- Cumulative cash balance of self-funded health plan reserves is at least 140 percent of current estimated outstanding liability
- State Health Plan average monthly composite premium is at or below the southeast regional state employee plan average for the employer, enrollee and total premium

##### Retirement

- Ensure employer and employee contribution rates are sufficient to maintain a funding period for the Retirement Systems that does not exceed 30 years

#### Strategy 1.1

Provide the legislature with information to properly determine contributions and funding to ensure long-term viability of benefit programs.

##### Staff actions

- July 1, 2016  
Communicate results of experience study and required contribution rate increases for retirement systems
- November 15, 2016  
Communicate the proposed budget requirements for both the State Health Plan and Basic Dental Plan for the 2018 plan year

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- July 1, 2017  
Conduct an independent actuarial audit one year after the next scheduled experience study

## **Strategy 1.2**

Research best practices, and recommend and implement health plan design changes.

### **Staff actions**

- July 1, 2016  
Develop strategies to address specialty pharmacy spend and to better manage specialty pharmacy sector; work collaboratively with pharmacy and medical contractors
- July 31, 2016  
Continue financial analysis of MUSC Health Plan pilot performance and work collaboratively with MUSC on plan management
- December 31, 2016  
Complete a review of the major cost drivers of the State Health Plan and develop methods for improvement
- December 31, 2017  
Evaluate Patient-Centered Medical Home initiative's effectiveness, provider accessibility and member participation; continue to evaluate PCMH cost effectiveness
- December 31, 2017  
Continue to evaluate new opportunities for reference based pricing strategies and continue a phased-in approach to implement current reference-based pricing

### **Completed staff actions**

- Completed pharmacy benefits manager contracting process in a timely manner; complete implementation process in a manner which serves the best interest of the SHP and its membership
- Implemented referenced based pricing strategy for certain imaging, pathology and endoscopy services commonly performed in non-hospital settings to make pricing more comparable with those other settings and evaluated plan impact related to new strategy
- Implemented State Health Plan benefit design incentivizing members to receive care at a network Patient-Centered Medical Home by waiving the \$12 office visit copay and reducing the member coinsurance to 10 percent

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## Goal two

### Improve health outcomes and promote retirement awareness

PEBA understands the importance of making appropriate changes to health plan design to improve health outcomes and reduce costs, including changes to reduce member behaviors that negatively affect health outcomes. In addition, the agency has a new focus on retirement awareness to ensure that members are aware of the benefits available to them through PEBA-administered plans, as well as options to supplement their benefits.

#### Key measures

##### Insurance

- Maintain overall patient health risk score for non-Medicare primary adult State Health Plan members that is adjusted for demographics
- Reach 40 percent of State Health Plan active employees through employer participation in PEBA Health Hub
- Increase unique count of members participating in tobacco cessation program or utilizing tobacco cessation prescription drugs by 5 percent
- Increase rate of State Health Plan members current with colorectal cancer screening by 1.5 percentage points

##### Retirement

- Achieve 10,000 interactions with members and employers to promote retirement awareness through the following channels:
  - Online resources (retirement awareness webpage)
  - Attendance at early- and mid-career seminars
  - Conversations with members who call the Customer Contact Center
  - Increase active accounts for deferred compensation

#### Strategy 2.1

Promote member engagement with both retirement and insurance programs to ensure members understand benefit options and can make educated decisions regarding benefits.

##### Staff actions

- January 1, 2017  
Require worksite screening providers to electronically provide biometric data to the plan
- March 1, 2017  
Implement Rally, a new digital platform to help members get and stay healthy through personalized challenges, rewards and content

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- March 31, 2017  
Develop and execute marketing plans and goals for MoneyPlus/cafeteria plan
  - December 31, 2017  
Engage employers to host worksite or regional preventive screenings using participating PEBA screening providers and collaborate with employers using their own screening provider to potentially share biometric data
  - December 31, 2017  
Develop a “navigating your benefits” series to provide members with easy-to-use information about their insurance and retirement benefits
  - December 31, 2017  
Target and engage executive management of our employers in managing the health of their employees and provide ready-to-use resources to promote benefits available to State Health Plan members

### **Completed staff actions**

- Identified best practices among other insurance plans regarding improving health outcomes and reducing costs
- Defined and measured appropriate benchmarks against both public and private sector insurance plans
- Reviewed marketing plans for State Health Plan administrative services, behavioral health, life insurance, long term and supplemental long term disability, vision plan, pharmacy benefits and dental plan
- Implemented value-based insurance design at no member cost for routine and diagnostic colonoscopies, adult vaccinations recommended by the Centers for Disease Control, tobacco cessation prescription drugs (Chantix and generic Zyban) and diabetes education
- Included retirement awareness presentations on the agency website and incorporated into Field Services’ seminars
- Developed and communicated a wellness scorecard to employers to engage them in managing the health of their employees

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## Goal three

### Enhance the customer service experience for members and employers

PEBA aims to provide the best quality service to its stakeholders, including members, dependents and beneficiaries. As such, PEBA strives for continuous improvement of the level of service we provide, as well as those services provided by our third-party administrators.

#### Key measures

- PEBA's customer satisfaction survey score should be greater than or equal to a 95 percent satisfaction rate for both the Visitor Center and Customer Contact Center
- Trust: members feel the State Health Plan is a plan they can trust. Score at least an 8 out of 10 on the BlueCross BlueShield of South Carolina *Consumer Brand Index Survey* where "1" means strongly disagree and "10" means strongly agree
- Likelihood to recommend: how likely members are to recommend the State Health Plan to family and friends; score at least an 8 out of 10 on the BlueCross BlueShield of South Carolina *Consumer Brand Index Survey* where "1" means very unlikely to recommend and "10" means likely to recommend
- State Health Plan medical third party administrator customer satisfaction after-call survey average total score is greater than or equal to 4.5 where "1" means very dissatisfied and "5" means very satisfied
- Deferred Compensation third party administrator customer satisfaction after-call survey average total score is greater than or equal to 4.5 where "1" means very dissatisfied and "5" means very satisfied

#### Strategy 3.1

Implement cost effective integrated systems and processes that are intuitive, practical and provide value for members and employers.

#### Staff actions

- September 30, 2016  
Implement an updated call management system
- December 31, 2016  
Evaluate demand for additional regional services and/or offices
- January 1, 2017  
Implement the Business Transformation Project for the South Carolina Deferred Compensation Program

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- June 30, 2017  
Complete requirements for new Governmental Accounting Standards Board other post-employment benefits (OPEB) standards (GASB 74)
  - July 1, 2017  
Implement data sharing between PEBA and the third-party record keepers for the State Optional Retirement Program and Deferred Compensation Program in order to simplify enrollment and claims processes for members and employers
  - June 30, 2018  
Complete requirements for new Governmental Accounting Standards Board other post-employment benefits (OPEB) standards (GASB 75)

### **Completed staff actions**

- Launched a new agency identity to include logo, tagline, colors, templates and identity guidelines for staff and vendors
- Launched a consolidated agency website and implemented a survey feature on the website to solicit feedback from members regarding use and content
- Developed a comprehensive communications plan
- Created an employer advisory group which provides employers a forum to give feedback on processes and improvements related to customer satisfaction
- Implemented elimination of revenue sharing to State Optional Retirement Program third party administrators
- Implemented Governmental Accounting Standards Board 67 and 68 by communicating with stakeholders, employers and policy makers on new pension reporting requirements

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## Goal four

### Responsibly manage risk to the organization

It is incumbent upon our individual employees and organization to continually assess and mitigate the threats and risks to which we are exposed. Through enterprise risk management, we will plan, organize, lead and control the activities of our organization in order to minimize the effects of risk. This will include financial, strategic and operational risks.

#### Key measures

- Compliance with state-issued Information Technology Security mandates
- Third-party relationships identified as high risk have a risk action plan developed
- Internal process changes rated as high risk have a risk action plan developed prior to implementation
- Routine/existing high-risk processes by functional area have a risk action plan developed

#### Strategy 4.1

Implement enterprise risk management to ensure compliance with internal and external policies, procedures and reporting requirements.

#### Staff actions

- December 31, 2016  
Develop a risk management framework
- January 31, 2017  
Incorporate risk identification and measures into the change management program for the agency
- March 31, 2017  
Develop a plan to communicate high-risk changes and the associated plan for controls, transfer or acceptance of risk
- April 30, 2017  
Complete an agency risk assessment
- May 31, 2017  
Document agency compliance requirements and responsibilities
- December 31, 2017  
Develop a risk action plan with associated controls, risk acceptance or risk transfer in association with business leaders for existing high-risk processes

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## Strategy 4.2

Create a culture of risk awareness through the development, implementation and maintenance of an Enterprise Risk Management (ERM) program.

### Staff actions

- August 31, 2016  
Develop a strategy to assess risks associated with third-party vendors
- January 31, 2017  
Document the identified risks associated with third-party vendors, including financial impacts associated with risks
- March 31, 2017  
Develop a risk plan that documents the mitigating controls, transfer or acceptance of identified risks for third-party vendors
- March 31, 2017  
Document a strategy for ongoing evaluations

## Strategy 4.3

Ensure information technology resources are utilized to implement continuing security initiatives.

### Staff actions

- June 30, 2016  
Comply with state-issued information security policies
- August 31, 2016  
Develop an ongoing program to review policies and compliance with the policies
- December 31, 2016  
Evaluate the need for cyber insurance

### Complete staff actions

- Completed a business continuity plan
- Created a security review and practice calendar for internal review
- Hired an Enterprise Risk Management and Compliance Director Engaged external firm to review cyber security risks to the organization

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## Goal five

### Maintain a workforce and work environment conducive to achievement of agency goals and objectives

Like many organizations, PEBA is faced with staffing challenges brought on by loss of staff due to retirement and new skills requirements due to advances in technology. We utilize our Characteristics of High Performance throughout the agency to develop a positive agency culture.

#### Key measures

- Maintain employee satisfaction and engagement
- Monitor turnover rate by functional area
- Reduce absenteeism

#### Strategy 5.1

Ensure a consistent, viable talent pool that adapts effectively and fulfills business needs for the present and future.

##### Staff actions

- August 31, 2016  
Conduct bi-annual employee satisfaction and engagement survey
- December 31, 2016  
Map succession needs and actions (positions, retirement eligibility)
- December 31, 2016  
Benchmark and assess turnover rate and absenteeism

#### Strategy 5.2

Develop and maintain effective training and development programming.

##### Staff actions

- July 31, 2016  
Ensure each operational area has up-to-date written policies and procedures, as well as specific training to be used in cross-training and on-the-job training
- September 30, 2016  
Implement Phase I of onboarding process (includes new employee education of immediate compliance and awareness issues)
- September 30, 2016  
Assess, identify and deliver employee and organizational training and development opportunities

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- December 31, 2016  
Implement Phase II of onboarding process (includes expansion of education on agency functions and operations)
  - December 31, 2016  
Develop and deliver “The PEBA Way” training for all employees

### **Strategy 5.3**

Foster an agency culture driven by high performance.

#### **Staff actions**

- August 31, 2016  
Develop and deliver monthly high performance characteristics training
- December 31, 2016  
Research the utilization of bonuses

### **Strategy 5.4**

Ensure a safe, secure and functional physical working environment.

#### **Staff actions**

- December 31, 2016  
Execute a long-term facilities plan to include updates to the physical property

### **Completed staff actions**

- Created an Employer Services unit
- Hired a Director of Employer Services
- Hired an Insurance Policy Director
- Hired a Training and Development Director
- Developed characteristics of high performance
- Integrated characteristics of high performance into performance management process and performance compensation policy
- Updated signage in building and on Highway 277 to better identify PEBA for visitors
- Retained services of the Bureau of Protective Services to provide full-time security for the PEBA campus
- Received required approval to replace HVAC system and carpeting for building 202

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## Goal six

### Improve internal efficiencies through new system implementation

PEBA is challenged with aging information systems. Operational systems and business processes are being assessed with assistance from benefits administration experts to create a roadmap for securing internal efficiencies through new technology. This system implementation project will be a multi-year endeavor requiring intensive capital and human resources.

#### Key measures

- Successfully transition all custom software programs written in Natural to a new technology with an expected life of at least 15 years
- Accomplish implementation with minimal service disruption to members and employers; meet project implementation milestone deliverables
- Complete transition on-budget

#### Strategy 6.1

Conduct and maintain multi-phase initiatives to generate system and operational changes to improve internal efficiencies.

#### Staff actions

- June 30, 2016  
Complete phase three of the operational assessment to include a high-level roadmap, cost benefit analysis, recommendations for implementation projects, budget requirements and a final assessment report
- September 1, 2016  
Define, develop, release RFP and award contract for client support services
- December 2016  
Define, develop, release RFP to procure new benefits administration system
- April 1, 2017  
Define, develop, release RFP and award contract to data migration vendor
- June 30, 2017  
Award contract to vendor for new system implementation
- June 30, 2017  
Identify and collaborate with business units to implement process improvements specific to data integrity and operational efficiencies prior to new system implementation

#### Completed staff actions

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- Completed phase one of the operational assessment Completed phase two of the operational assessment to include a future business flow document, high-level design of future systems and alternative proposal solution

**PUBLIC EMPLOYEE BENEFIT AUTHORITY AGENDA ITEM  
HEALTH CARE POLICY COMMITTEE**

**Meeting Date:** June 23, 2016

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**1. Subject:** Blue Cross Blue Shield TPA Contract Effective January 1, 2017

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**2. Summary:** Matt Shaffer, Senior Vice President, Major Group, of Blue Cross Blue Shield of South Carolina, will discuss the new features of the company's upcoming claim administration contract with the State Health Plan.

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**3. What is Committee asked to do?** Receive as information

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**4. Supporting Documents:**

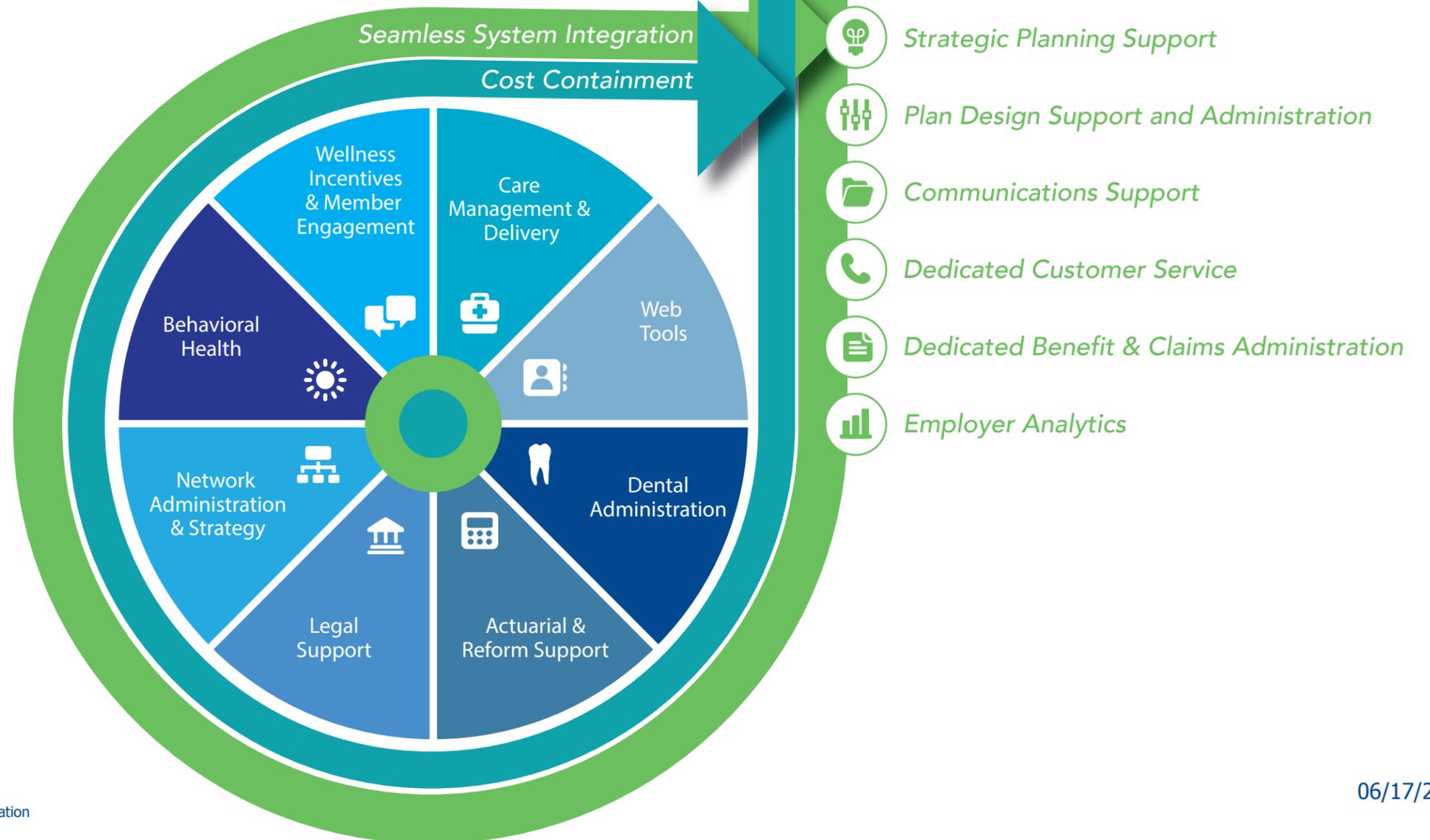
- (a) Attached:
1. SHP Placemat
  2. BlueCross New Initiatives and Programs for 2017
  3. SHP New Initiatives and Programs for 2017

# SOUTH CAROLINA STATE CONTRACT ADMINISTRATION

STATE HEALTH PLAN • STATE DENTAL PLAN • STATE VISION PLAN • STATE BEHAVIORAL HEALTH PLAN



- Eligibility
- Acquisition & Underwriting
- Provider Network
- Strategic Planning
- Marketing & Communication
- Reimbursement Methodology
- Wellness
- Analytics





### Benefit Management & Dedicated Claims and Customer Service

- Dedicated units for claim processing, customer service, enrollment
- Enrollment files
- State benefits programmed into system
- State specific VRUs
- Coordination of benefits, subrogation, workers compensation
- Coordination with other areas/functions
  - Enhanced coordination of benefits



### Strategic Planning Support

- Consultation
- Industry trends/changes
- Plan design and benefits
- Communications
- Board meetings and presentations
- Plan administration
- Enhanced Marketing Communications
  - Dedicated Account Manager
  - Dedicated Medical Director



### Wellness Incentives and Member Engagement

- Wellness incentive drug waiver program administration — No-pay Copay
- Personal Health Assessment
- Coordination of preventive screenings
  - Messaging Wire
  - Rally Health engagement platform



### Behavioral Health

- Administration of State behavioral health management contract
- Provider contracting/network administration
- Benefit consultation
- Disease management programs
  - Stress management



### Network Administration and Strategy

- State Health Plan network administration and oversight
- BlueCross ancillary network administration
- Network pricing and consultation
- Provider quality programs



### Dental Administration

- Dedicated service staff
- Dedicated claims staff
- Dental necessity review/management
- Dental Plus network administration
- GRID+ national network
- Dental resource center (Web-based)
- Integration with population health



### Legal Support

- Defense of lawsuits
- Appeal/administrative law court support
- Plan document recommendations and wording
- Coordination of outside counsel



### Care Management & Delivery

- Specialty Radiology Management
- End Stage Renal Disease Management
- Complex Case Management
- Oncology pathways
- Patient Centered Medical Home (PCMH)
- State utilization and case management
- Clinical oversight and analysis of benefit utilization
- Medical policy development and administration
- Internal and external medical director review coordination
- Clinical health plan strategic development support
- Administration of disease and wellness programs
  - Laboratory Services Management
- ER Care Guardian
- Stress Management



### Actuarial and Health Care Reform

- Consulting on benefit estimates/impacts
- Determining rates for Dental Plus
- Utilization/trend reporting
- Health care reform impact
- Pay or play analysis
- Value-Based Benefit Design



### Web Tools

- State specific URL
- Secure member tool providing on-demand information through Web or Web-enabled smartphone
- Member communications hub
- Shop for care
- Rate a provider and facility



### Employer Analytics

- Blue DataConnect<sup>SM</sup> – shared use
- Contract administration reporting
- Ad hoc reporting
  - Enhanced integration of data: pharmacy, vision, BlueDistinction<sup>®</sup> specialty networks, value-based programs and population risk profiling
  - Employer-level reporting



### Audit & Fraud/Recoveries

- Subrogation
- Claim audits
- Provider audits

- Services we currently provide
  - New or enhanced services for 2017



South Carolina

## State Health Plan

### BlueCross New Initiatives and Programs for 2017

1 June 23, 2016

# New Programs and Initiatives



## *Strategic Planning / Enhanced Account Management*

### **Dedicated Account Manager**

- This position manages the day to day needs of PEBA, and plays an integral role in strategic planning.
- Karen Patton was added to the team in March of this year and the position was formalized in the latest contract.

### **Dedicated Medical Director**

- In addition to the current medical director support provided, a dedicated medical director will be added to the team.
- This person will work consultatively with PEBA to address benefit plan and population health program performance and potential clinical innovation initiatives.



# New Programs and Initiatives

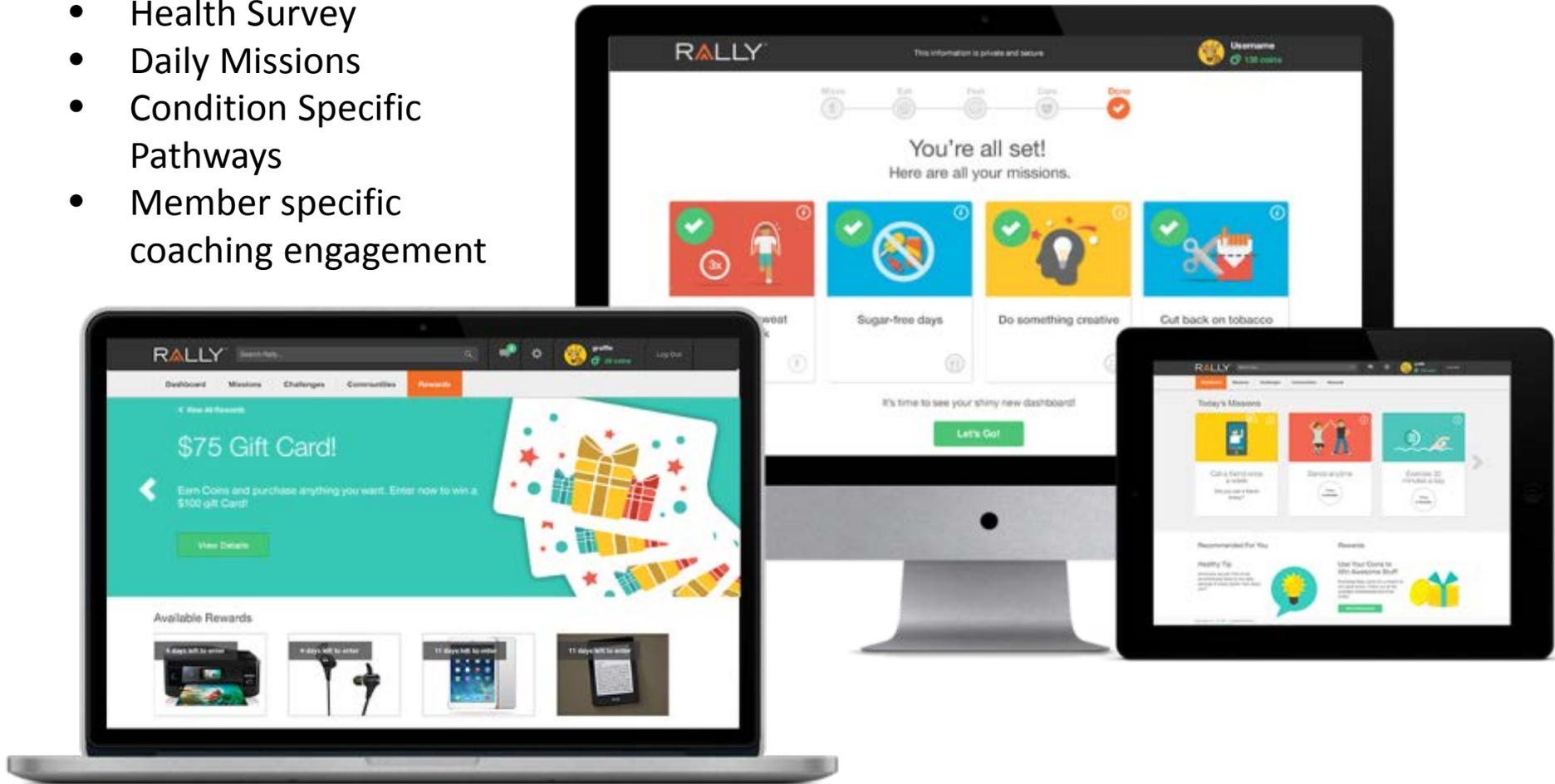
## *Wellness and Program Engagement*

### **Rally engagement platform - starts January 1, 2017**

- A critical new component of our overall member engagement strategy and a key to achieving sustained behavior change.
- Rally drives new and unique connection opportunities with members – both those with chronic conditions and those that are currently healthy.
- By facilitating healthy habits and engaging members before they get sick, Rally seeks to stabilize the population and drive costs down long term.
- For members in health coaching programs, Rally offers another channel for coach outreach, driving improved engagement and ability to make an impact.
- In conjunction with PEBA, we will develop program goals and will closely monitor and report on these metrics for the State Health Plan's population.

# Get Engaged With Rally!

- Health Survey
- Daily Missions
- Condition Specific Pathways
- Member specific coaching engagement



# Accessing Rally

- My Health Toolkit
- Go.WeRally.com
- Rally in App Store
- Rally Android app

My Health Toolkit® Benefits Wellness Resources Profile

Welcome, MICHAEL T TESTING (Log Out)

Wellness Programs

- Personal Health Record
- 24-Hour Nurse
- Quit for Life
- Rally

Wellness Tools

- Preventive Care Guidelines
- Essential Rewards
- Essential Value@
- Health Incentive Account@

|            |          |        |          |
|------------|----------|--------|----------|
| Individual | \$250.00 | \$0.00 | \$250.00 |
| Family     | \$500.00 | \$0.00 | \$500.00 |

Family List

- Health Dental
- MICHAEL TESTING 10/01/1958
- MARTHA TESTING 09/01/1960
- TERRI R TESTING 10/01/2002

Age Center | Ask Customer Service

RALLY

Welcome!  
You're now on Rally.

Already have a Rally profile? [Log In](#)

What's Your Rally Age?  
Take a quick survey to get a measure of your overall health

40

[Find Out Now](#)

Rally™ is a product of Rally Health Inc., an independent company that offers a health management program on behalf of your health plan.

RALLY Search Rally...

Dashboard Missions Challenges Communities Rewards

Put Rally in your pocket with our new app. The easiest way to manage your Missions, Challenges, and Rewards. [Get the iPhone App](#)

Exercise 30 minutes a day Today 0 minutes

Meditate 20 minutes a day Today 0 minutes

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...nd what to do next. Get your full health profile, take on fun missions and chal...  
...missions, and more! To sweeten the deal, you'll earn Rally Coins, which are g...  
...chance to win tons of great rewards.

[Sign Up](#)

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rally health

Rally™ - Build healthy habits, track your activity,...

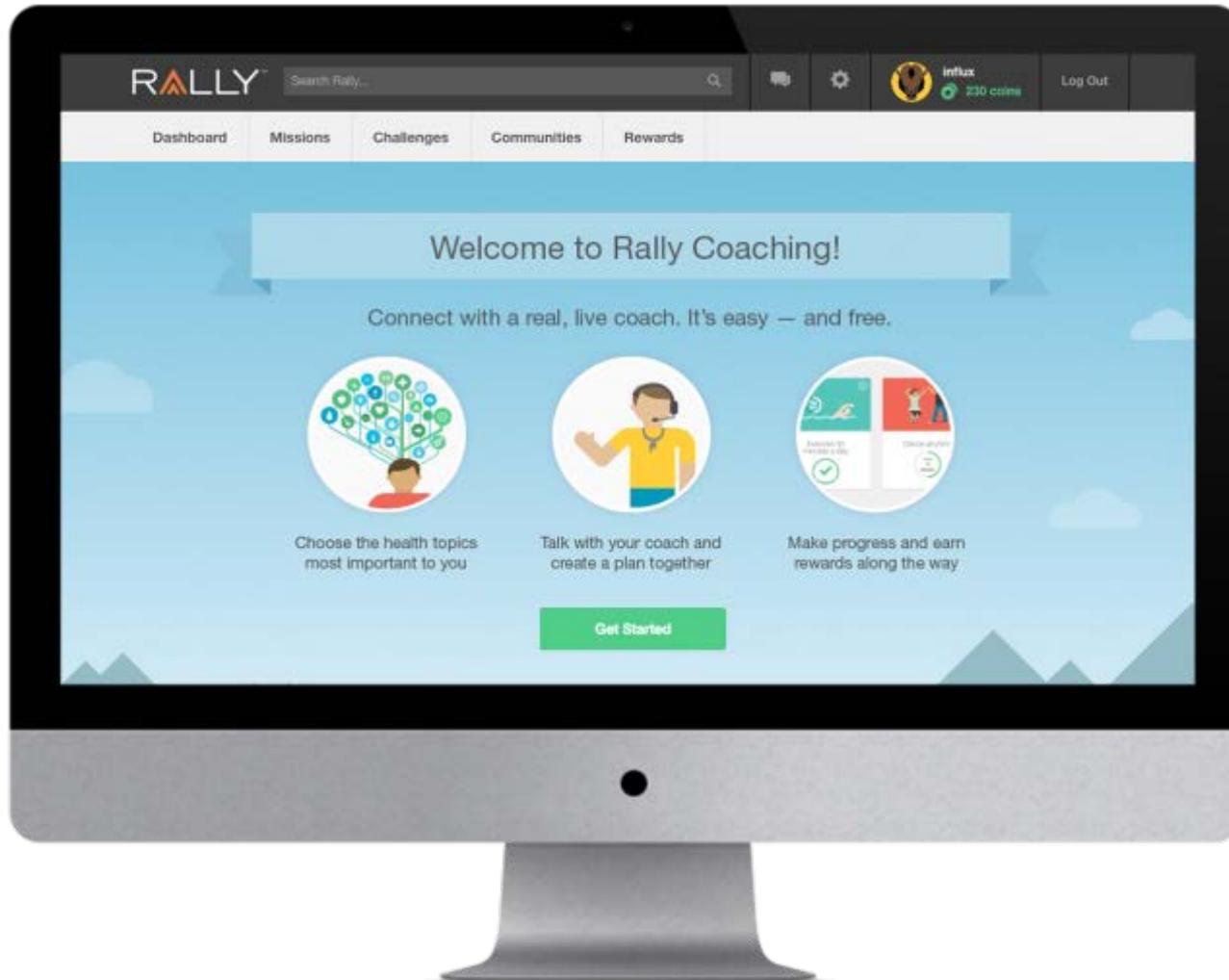
[OPEN](#)

See all your missions at a glance.

Track your progress as you go.



# Connection to BlueCross Coaches



# BlueCross Coach Connection

The screenshot displays the Rally website interface. At the top, there is a navigation bar with the Rally logo, a search bar, and user information for 'NeedACoach' (155 coins, Log Out). Below the navigation bar, there are tabs for Dashboard, Missions, Challenges, and Communities. A 'Send New Message' button is visible. A notification banner for 'Coach John S.' says 'Hey let's connect!' with a 'connection request - a few seconds ago' timestamp. Below this, there is a profile card for 'NeedACoach' with a pirate-themed avatar and a text prompt: 'Tell us a little something about yourself and your views...'. A large email notification is overlaid on the page. The email header includes: To: rallycoachme, From: notifications@werally.com, Subject: Someone wants to connect with you on Rally, Received: Mon Aug 17 2015 13:45:44 GMT-0400 (EDT). The email body features the Rally logo, a notification from 'Coach John S. wants to connect with you!', and text: 'More connections on Rally means more people to learn from, be inspired by, and even compete with. Plus, Rally is more fun when you share it!'. A green 'View Request' button is present. The email footer includes: 'Have fun! - Your friends at Rally' and 'This message was sent to rallycoachme@mallinator.com. WeRally.com is a registered trademark of Rally Health.'

- Members connect to BlueCross coaches on Rally (similar to Facebook “friends”).
- Coaches can:
  - View the member’s Rally activities,
  - Suggest interventions
  - Way to Goes!
- Secure coaching based on member preference

# New Programs and Initiatives

## *Marketing Communications & Member Engagement*

### **Customized, Targeted Campaigns**

- Member, employer group and provider marketing and communication campaigns developed in collaboration with PEBA and aimed at driving program engagement.
- These joint efforts have been in place, but have been formalized with this contract.
- Materials are distributed through multiple media channels such as printed, My Health Toolkit, PEBA Perks, and PEBA Health Hub websites, BA e-blasts, Rally, messaging wire, and social media.
- Access to Live Fearless images and messaging to enhance member communications.
- Printed summary of benefits guide distributed prior to January 1 of each year (first printed copy to be produced in 2017).

# New Programs and Initiatives



## *Care Management and Delivery*

### **ER Care Guardian - starts January 1, 2017**

- A new program which focuses on decreasing ER overutilization by educating members on alternatives, promoting routine care through a primary care provider, and referring members to BlueCross coaching programs and other community resources as appropriate.
- Members with multiple visits to the ER within a specified time period are automatically enrolled in the program and receive communication from our ER Care Guardian advocates via phone calls, emails and/or text messaging.



# New Programs and Initiatives



## *Care Management and Delivery*

### **Stress Management Coaching - starts January 1, 2017**

- This program was developed with the recognition that the majority of the working population experiences some level of stress and is part of BlueCross' holistic approach to member well-being.
- This opt-in program offers techniques and support to help members effectively manage and reduce stress levels, which can have positive impacts on physical health, workplace productivity and overall quality of life.



# New Programs and Initiatives



## *Care Management and Delivery*

### **Laboratory Services Management**

- Offered in collaboration with Avalon Health Care Solutions, a clinically-driven company that uses evidence-based medicine to develop and deploy appropriate policies and protocols in the high-volume, dynamic and complex lab environment.
- Offers best-practice reimbursement rates with laboratories and other testing entities in South Carolina and nationwide.
- Facilitates sophisticated utilization management techniques and peer to peer interactions to drive appropriate use and cost reductions.



# New Programs and Initiatives



## *Reporting and Analytics Enhancements*

### **Enhancements for January 1, 2017**

- Network administration and performance reporting enhanced to include usage, discounts and effective cost for each of the Plan's networks (inpatient, outpatient, ambulatory surgical center/facility), as well as out-of-network service utilization.
- Employer level reporting added to allow targeted intervention based upon utilization and program engagement statistics.
- Reporting includes integration of pharmacy and vision data, allowing more comprehensive reporting and trend identification.
- Member participation files for disease management/health coaching programs and No-pay Copay will be added.



# New Programs and Initiatives



## *Reporting and Analytics Enhancements*

### **Enhancements for second quarter 2017**

- Network administration and performance reporting to include Blue Distinction Center usage.
- Value-based program reporting to compare members attributed to a PCMH/ ACO to the remainder of the SHP population.
- Population risk profiling to allow better tracking of population health management through the addition of Impact Categories, Major Practice Categories and Episode Treatment Groups.
- Data exchange with Evidence Based Contractor to enhance disease management/health coaching efforts – BlueCross will provide biometric data and receive member specific care consideration data.
- More detailed population segmentation and member targeting through our proprietary *Impactability Score*, which adds socioeconomic data to our analysis to further personalize care management interventions.



# BlueCross and the State Health Plan

BlueCross is providing expanded services at a lower cost

| Contract Period | Per Contract Per Month Admin Fee |
|-----------------|----------------------------------|
| 2012-2016       | \$14.51                          |
| 2017-2023       | \$14.10                          |

*BlueCross values our partnership with PEBA  
in serving South Carolina state employees*

| <b>State Health Plan New Initiatives and Programs for 2017</b>  |   |
|---|---|
| <p><b>Strategic Planning Support:</b></p>                        | <p><b>Additional Dedicated Account Resources</b></p> <ul style="list-style-type: none"> <li>• Karen Patton was added to the team in March of this year as a dedicated Account Manager to address PEBA’s day to day needs and to play an integral role in strategic planning. This position was formalized in the latest contract.</li> <li>• In addition to the medical director support currently provided, a dedicated Medical Director will be added to the team who will work consultatively with PEBA to address benefit plan and population health program performance and potential clinical innovation initiatives.</li> </ul>  |
| <p><b>Wellness and Program Engagement:</b></p>                   | <p><b>Rally engagement platform - starts January 1, 2017</b></p> <p>Rally is a critical new component of our overall member engagement strategy and a key to achieving sustained behavior change. When we provide members with the right information and support within an intuitive and attractive interface, they can begin making more cost effective, healthier decisions and take more ownership of their health.</p> <ul style="list-style-type: none"> <li>• Rally drives new and unique connection opportunities with members – both those with chronic conditions and those that are currently healthy.</li> <li>• By facilitating healthy habits and engaging members before they get sick, Rally seeks to stabilize the population and drive down overall costs long term.</li> <li>• For members in health coaching programs, Rally offers another channel for coach outreach, driving improved engagement and ability to make an impact.</li> <li>• In conjunction with PEBA, we will develop Rally program goals and will closely monitor and report on these metrics for the State Health Plan population. Sample program metrics include registration levels, health survey completion, engagement in daily missions and coaching, and No-Pay Copay use.</li> </ul> |
| <p><b>Marketing Communications and Member Engagement:</b></p>  | <p><b>Customized, Targeted Campaigns</b></p> <ul style="list-style-type: none"> <li>• Member, employer group and provider marketing and communication campaigns developed in collaboration with PEBA and aimed at driving program engagement. These joint communication efforts have been in place and were formalized in the latest contract.</li> <li>• Materials are distributed through multiple media channels such as printed, My Health Toolkit, PEBA Perks website, PEBA Health Hub website, BA e-blasts, Rally, member messaging wire, and various social media.</li> <li>• Access to Live Fearless images and messaging to enhance member communications.</li> <li>• Printed summary of benefits guide distributed prior to January 1 of each year (first printed copy to be produced in 2017).</li> </ul>  |

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| <p>Care management and Delivery:</p>                                    | <p><b>ER Care Guardian - starts January 1, 2017</b></p> <ul style="list-style-type: none"> <li>• A new program which aims to decrease ER overutilization by educating members on alternatives, promoting routine care through a primary care provider, and referring members to BlueCross coaching programs and other community resources as appropriate.</li> <li>• Members with multiple visits to the ER within a specified time period are automatically enrolled in the program and receive communication from our ER Care Guardian advocates via phone calls, emails and/or text messaging.</li> </ul>  |
|  | <p><b>Stress management coaching - starts January 1, 2017</b></p> <ul style="list-style-type: none"> <li>• This program is part of BlueCross' holistic approach to member well-being and was developed with the recognition that the majority of the working population experiences some level of stress.</li> <li>• The program offers techniques and support to help members effectively manage and reduce stress levels, which can have positive impacts on physical health, workplace productivity, and overall quality of life.</li> </ul>   |
|  | <p><b>Laboratory Services Management</b></p> <ul style="list-style-type: none"> <li>• Offered in collaboration with Avalon Health Care Solutions, a clinically-driven company that uses evidence-based medicine to develop and deploy appropriate policies and protocols in the high-volume, dynamic and complex lab environment.</li> <li>• Offers best-practice reimbursement rates with laboratories and other testing entities in South Carolina and nationwide.</li> <li>• Facilitates sophisticated utilization management techniques and peer to peer interaction to drive appropriate use and cost reductions.</li> </ul>   |
| <p>Reporting and Analytics Enhancements - starts January 1, 2017</p>  | <ul style="list-style-type: none"> <li>• Network administration and performance reporting enhanced to include usage, discounts and effective cost for each of the Plan's networks (inpatient, outpatient, ambulatory surgical center/facility), as well as out-of-network service utilization.</li> <li>• Employer level reporting added to allow targeted intervention based upon utilization and program engagement statistics.</li> <li>• Reporting includes integration of pharmacy and vision data, allowing more comprehensive reporting and trend identification.</li> <li>• Member participation files for disease management/health coaching programs and No-pay Copay will be added.</li> </ul> |

Reporting and Analytics  
Enhancements - later in  
2017



- Network administration and performance reporting enhanced to include Blue Distinction Center usage.
- Value-based program reporting enhanced based upon member attribution to a PCMH/ ACO, comparing their experience to the remainder of the SHP population.
- Population risk profiling enhanced to include impact categories, Major Practice Categories and Episode Treatment Groups, allowing better tracking of population health management.
- Data exchange with Evidence Based Contractor to enhance disease management/health coaching efforts, including BlueCross providing biometric data to enhance care consideration analytics and accepting member specific care consideration data.
- More detailed population segmentation and member targeting through our proprietary *Impactability Score*. This measure adds socioeconomic and consumer information to the data that we currently analyze and allows us to account for a wider variety of factors in an individual's life to further personalize our care management interventions.