



SCHOOL OF PUBLIC HEALTH

CENTER FOR VALUE-BASED INSURANCE DESIGN

UNIVERSITY OF MICHIGAN

**Value-Based Insurance Design:
Changing the Health Care Cost Discussion from
How Much to How Well**

A. Mark Fendrick, MD

www.vbidcenter.org

amfen@umich.edu

@um_vbid



Improving Care and Bending the Cost Curve

- **The past several decades have produced remarkable medical innovations resulting in impressive reductions in morbidity and mortality**
- **Regardless of these advances, cost growth remains the principle focus of health reform discussions**
- **Despite unequivocal evidence of clinical benefit, Americans systematically underuse high-value services across the care spectrum**
- **Attention should turn from *how much* to *how well* we spend our health care dollars**

Role of Consumer Cost-Sharing in Medical Spending

- **For today's discussion, our focus is on costs paid by the consumer, not the employer or insurance company**

Impact of Cost-Sharing on Health Care Utilization

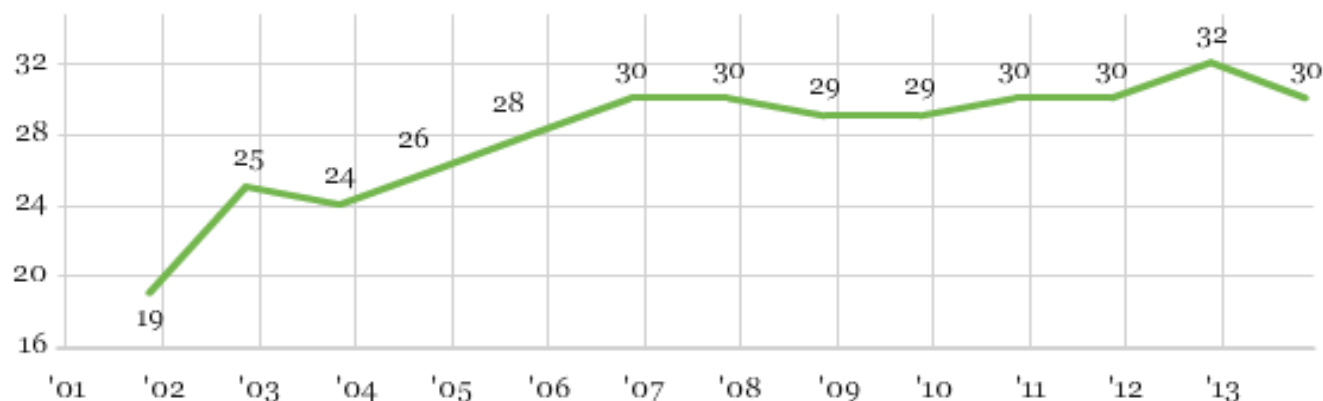
- **Ideally, consumer cost-sharing levels would be set to encourage the clinically appropriate use of health care services**
- **The archaic “one-size-fits-all” approach to consumer cost-sharing fails to acknowledge the differences in clinical value among medical interventions**

Impact of Cost-Sharing on Health Care Utilization

Percentage of Americans Putting Off Medical Treatment Because of Cost

Within the last 12 months, have you or a member of your family put off any sort of medical treatment because of the cost you would have to pay?

■ % Yes



GALLUP

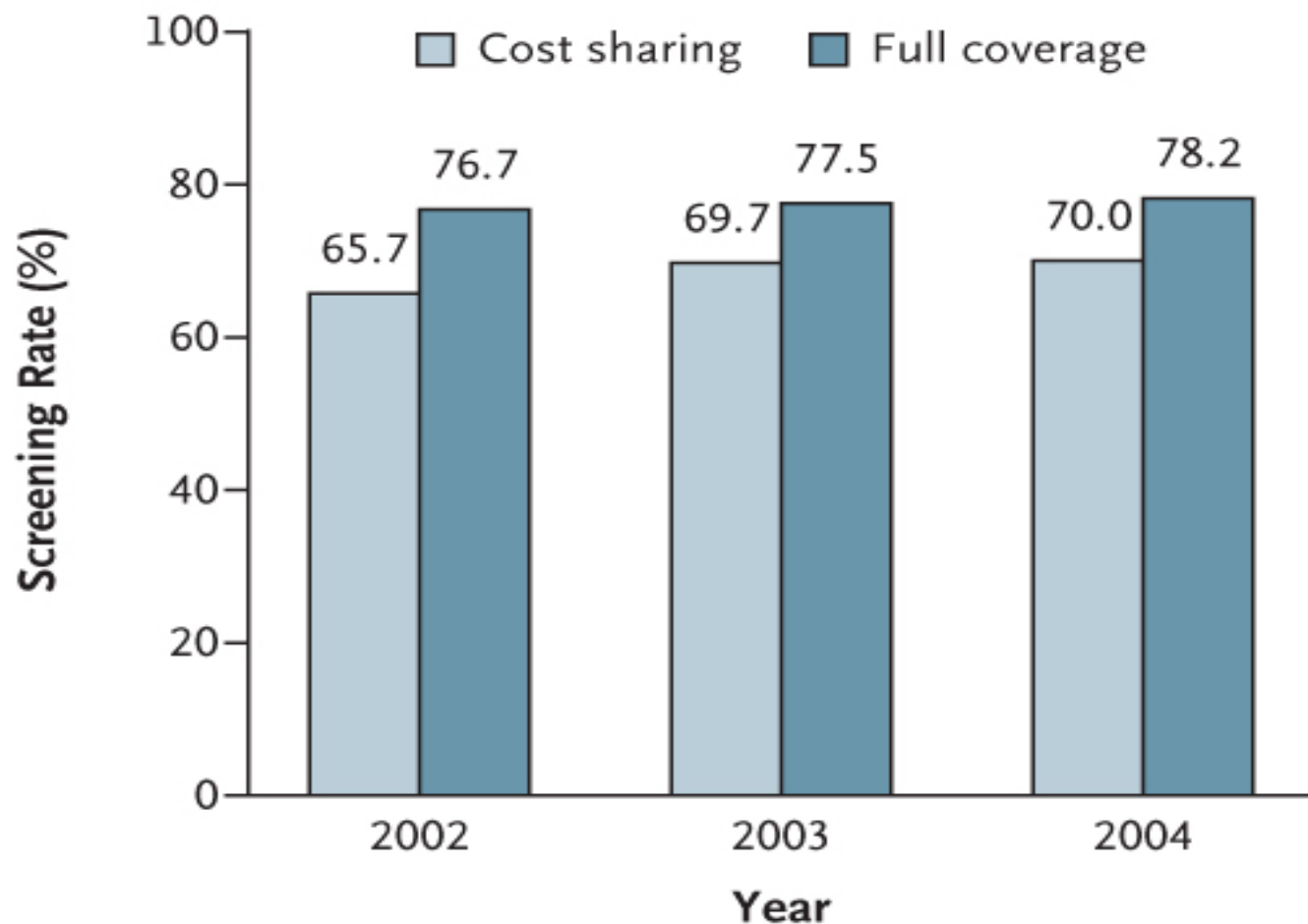
A growing body of evidence concludes that increases in cost-sharing leads consumers to reduce the use of essential care, which in some cases, leads to greater overall costs



“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)

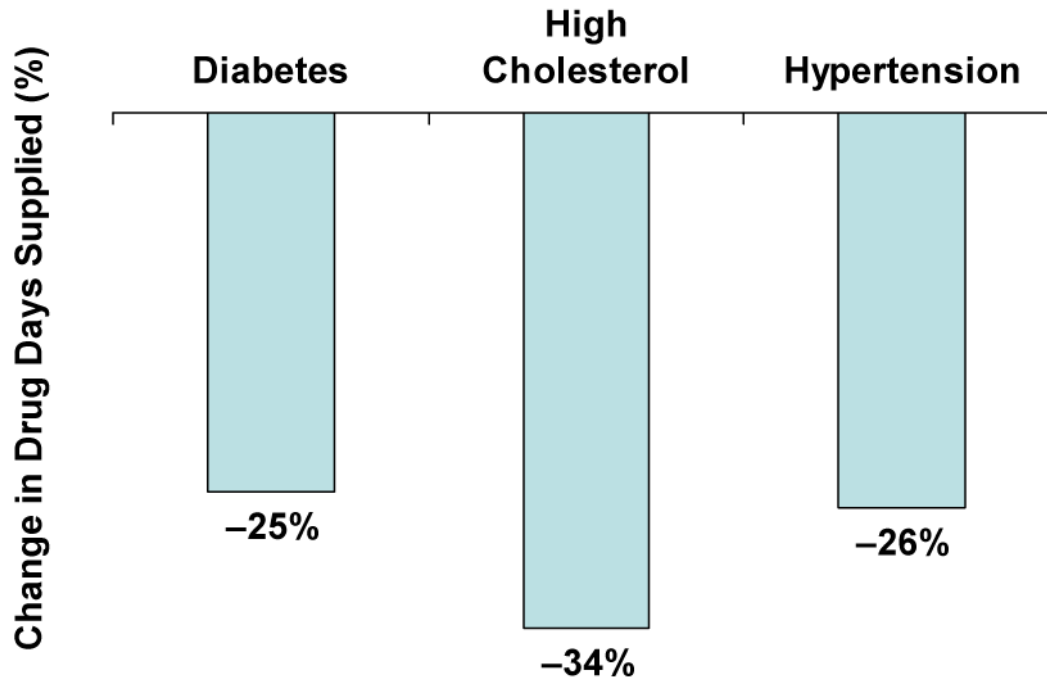
Cost-sharing Affects Mammography Use by Medicare Beneficiaries





High Copays Reduce Adherence to Appropriate Medication Use

Change in Days Supplied for Selected Drug Classes When Copays Were Doubled



- When copays were doubled, patients took less medication in important classes. These reductions in medication levels were profound
- Reductions in medications supplied were also noted for:
 - NSAIDs 45%
 - Antihistamines 44%
 - Antiulcerants 33%
 - Antiasthmatics 32%
 - Antidepressants 26%
- For patients taking medications for asthma, diabetes, and gastric disorders, there was a 17% increase in annual ER visits and a 10% increase in hospital stays

ER = emergency room.

Goldman DP et al. *JAMA*. 2004;291:2344-2350.

Effects of Increased Copayments for Ambulatory Visits for Medicare Advantage Beneficiaries

Copays increased:

- from \$7.38 to \$14.38 for primary care
- from \$12.66 to \$22.05 for specialty care
- remained unchanged at \$8.33 and \$11.38 in controls

In the year after copayment increases:

- **19.8 fewer** annual outpatient visits per 100 enrollees
- **2.2 additional** hospital admissions per 100 enrollees
- Effects worse in low-income individuals and beneficiaries with chronic illness

IBM to Drop Co-Pay for Primary-Care Visits

Article

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Text



By WILLIAM M. BULKELEY

In an unusual bid to cut health-care costs, International Business Machines Corp. plans to stop requiring \$20 co-payments by employees when they visit primary-care physicians.

The company said it believed the move would save costs by encouraging people to go to primary-care doctors faster, in order to get earlier diagnoses that could save on expensive visits to specialists and emergency rooms.

IBM said that the action applies to the 80% of its workers who are enrolled in plans in which the company self-insures—that is, programs in which it pays the health-care benefits, not insurers. The new policy doesn't cover IBM employees in health-maintenance organizations.

One of the nation's largest employers with 115,000 U.S. workers, IBM spends about \$1.3 billion a year on U.S. health care. Its benefit practices are closely watched in the human-resources community, and its actions are sometimes trend-setters.

Impact of Cost-Sharing on Health Care Disparities

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

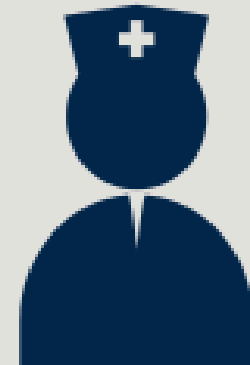
*Michael Chernew, PhD¹ Teresa B. Gibson, PhD² Kristina Yu-Isenberg, PhD, RPh³
Michael C. Sokol, MD, MS⁴ Allison B. Rosen, MD, ScD⁵, and A. Mark Fendrick, MD⁵*

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 may worsen disparities and adversely affect health, particularly among patients living in low-income areas.**

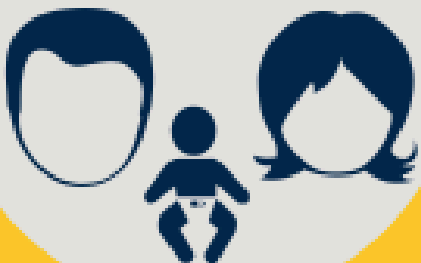
A New Approach: Clinical Nuance

1. Services differ in clinical benefit produced



2. Clinical benefits from a specific service depend on:

Who
receives it



Who
provides it



Where
it's provided



The Solution: Clinically-Nuanced Cost Sharing

Low

Cost  Sharing

to encourage



High

Cost  Sharing

to discourage



Value-Based Insurance Design

- **Sets consumer cost-sharing level on clinical benefit – not acquisition price – of the service**
 - **Reduce or eliminate financial barriers to high-value clinical services**
- **Successfully implemented by hundreds of public and private payers**



June 16, 2004

FOLLOW THE MONEY

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

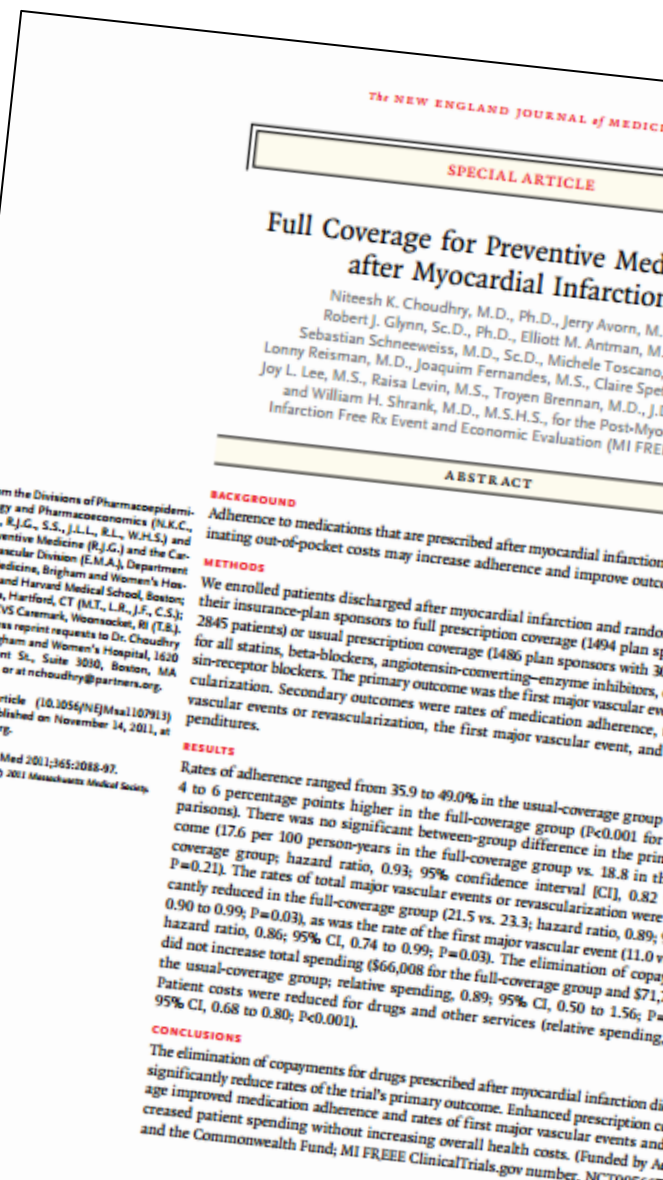
June 16, 2004

University of Michigan researchers say a patient's drug should depend on how much he or she will pay for medication -- a move that would likely lower costs.

MI-FREEE: Better Quality Without Higher Costs

- Assessed impact of free access to preventive medications for Aetna members with **history of MI**
- Random assignment by plan sponsor
- “Enhanced prescription coverage improved medication adherence and rates of first major vascular events and decreased patient spending without increasing overall health costs.”

Choudhry NK, Avorn J, Glynn RJ, Antman EM, Schneeweiss S, Toscano M, et al. Full coverage for preventive medications after myocardial infarction. *N Engl J Med.* 2011 Dec 1;365(22):2088–97.



Emerging Best Practices in V-BID Implementation

A 2014 *Health Affairs* evaluation of 76 V-BID plans reported that programs that:

- were more generous
- targeted high-risk individuals
- offered wellness programs
- avoided disease management
- used mail-order prescriptions

had greater impact on adherence than plans without these features

WEB FIRST

By Niteesh K. Choudhry, Michael A. Fischer, Benjamin F. Smith, Gregory Brill, Charmaine Girdler, Olga S. Matlin, Troyen A. Brennan, Jerry Avorn, and William H. Shrank

Five Features Of Value-Based Insurance Design Plans Were Associated With Higher Rates Of Medication Adherence

ABSTRACT Value-based insurance design (VBID) plans selectively lower cost sharing to increase medication adherence. Existing plans have been structured in a variety of ways, and these variations could influence the effectiveness of VBID plans. We evaluated seventy-six plans introduced by a large pharmacy benefit manager during 2007–10. We found that after we adjusted for the other features and baseline trends, VBID plans that were more generous, targeted high-risk patients, offered wellness programs, did not offer disease management programs, and made the benefit available only for medication ordered by mail had a significantly greater impact on adherence than plans without these features. The effects were as large as 4–5 percentage points. These findings can provide guidance for the structure of future VBID plans.

Copayments, coinsurance, deductibles, and other benefit structures are widely used to contain health care spending by encouraging patients to consider the costs of health services before deciding to purchase them. Cost sharing helps address the overconsumption that may result from generous insurance coverage (a type of “moral hazard,” in economic terms).¹ However, it may also lead patients to reduce their use of high-value services.² Value-based insurance design (VBID) plans seek to avoid this problem by setting cost-sharing amounts in inverse relationship to the clinical benefit that an intervention offers.³

The peer-reviewed literature supports the ability of copay reductions to increase the use of essential medication and improve clinical outcomes.^{4–9} As a result, VBID plans have been adopted by many employers and health plans throughout the United States.¹⁰ In addition, the Affordable Care Act calls for the creation of guidelines to facilitate the broader use of VBID plans.

copayments, coinsurance, deductibles, and other benefit structures are widely used to contain health care spending by encouraging patients to consider the costs of health services before deciding to purchase them. Cost sharing helps address the overconsumption that may result from generous insurance coverage (a type of “moral hazard,” in economic terms).¹ However, it may also lead patients to reduce their use of high-value services.² Value-based insurance design (VBID) plans seek to avoid this problem by setting cost-sharing amounts in inverse relationship to the clinical benefit that an intervention offers.³

The plans differ in a number of important ways. Some plans target members who meet specific clinical criteria; others reduce copays for all members. Some plans eliminate cost sharing; others only reduce it. Some plans concurrently offer disease management and wellness programs; others do not.

We sought to understand the influence of these and other plan characteristics on how VBID plans affect medication adherence. Based on our results, we identify best practices for the future implementation of VBID plans.

Study Data And Methods

SETTING AND PLAN CHARACTERISTICS We identified VBID plans introduced by a large pharmacy benefit manager, CVS Caremark, on behalf of fifty-nine employer-based plan sponsors between 2007 and 2010. We classified plans according to whether or not they had a disease management program, a wellness program, a mail-order pharmacy, and a copay reduction for mail-order prescriptions.

Evidence Supporting Value-Based Insurance Design: Improving Adherence Without Increasing Costs

- **Improved adherence**
- **Lower consumer out-of-pocket costs**
- **No significant increase in total spending**
- **Reduction in health care disparities**

EXHIBIT 1
Descriptions Of Value-Based Insurance Design (VBID) Policies For Prescription Drugs

Policy (year)	Study authors	Drug class targeted	Pre-VBID plan design	Copy descr
CVS Caremark (2007)	Chang et al. (Note 8 in text)	Antidiabetics	3 tiers	Copay reduc tier 1 and
Marriott (2005)	Chernew et al. (Notes 6 and 9 in text)	Antidiabetics, ACE inhibitors/ARBs, beta-blockers, statins, steroids	3 tiers	Eliminated for tier 2 reduc \$12.50, tier reduced to s
Pitney Bowes (2007)	Choudhry et al. (Notes 10 and 11 in text) Choudhry et al. (Notes 10 and 11 in text)	Statins Clopidogrel	3 tiers 3 tiers	Eliminated for statins
Novartis (2005)	Gibson et al. (Note 15 in text), Kelly et al. (Note 20 in text)	Antidiabetics, antihypertensives, bronchodilators	20% coinsurance for retail scripts, 10% coinsurance for mail-order scripts	Reduced to tier 10% coinsurance retail scripts, 7% coinsurance for order prescriptio
Florida Health Care Coalition (2006)	Gibson et al. (Note 14 in text)	Antidiabetics	10-35% coinsurance	10% coinsurance
Blue Cross Blue Shield of North Carolina (2008)	Maciejewski et al. (Note 16 in text), Farley et al. (Note 12 in text)	Antidiabetics, antihypertensives, cholesterol-lowering medications	3 tiers	10% coinsurance with disease management
State of Colorado (2006)	Nair et al. (Note 17 in text)	Antidiabetics	3 tiers	Eliminated for tier 1 for program participants, reduced for tiers 2 and 3 for all beneficiaries
Blue Cross Blue	Rodin et al. (Note 18)	Antidiabetics,	3 tiers	All drugs and testing supplies reduced to tier 1 Eliminated for tier 1,

Evidence for Value-Based Insurance Design: Reducing Health Care Disparities

Full drug coverage:

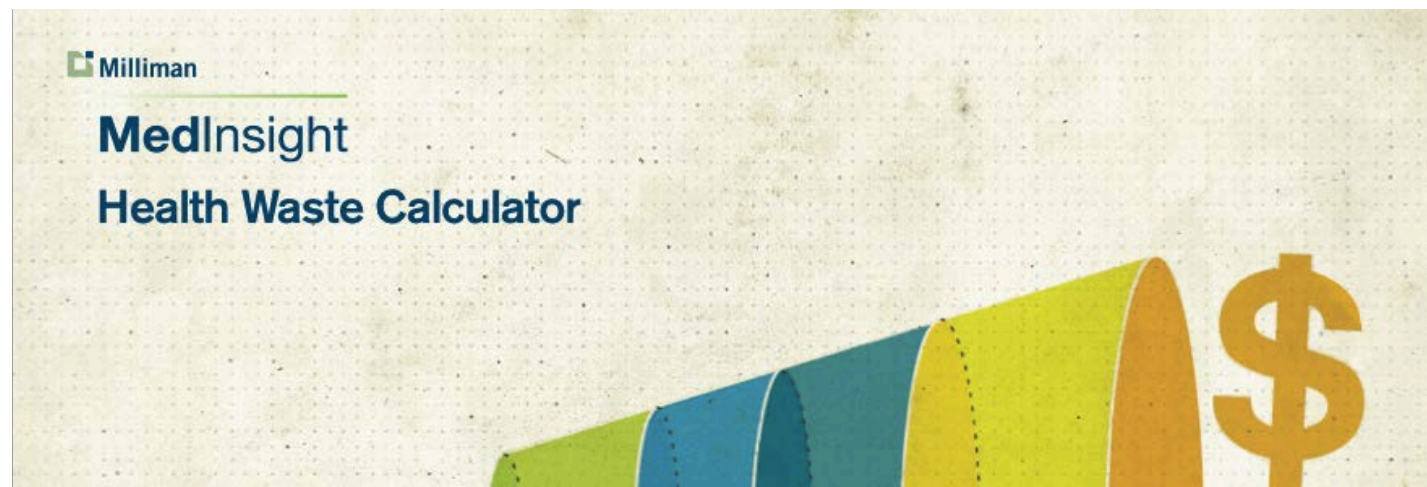
- **Reduced rates of a post-MI vascular event or revascularization among patients who self-identified as being non-white**
- **Reduced total health care spending by 70 percent among patients who self-identified as being non-white**



Value-Based Insurance Design

“Clinically Nuanced, Fiscally Responsible”

- **To date, most V-BID programs have focused on removing barriers to high-value services**
- **V-BID programs that encourage conversations about the use of low-value services are being implemented**
 - **Choosing Wisely**
 - **MedInsight Health Waste Calculator**



Value Based Insurance Design

More than High-Value Prescription Drugs

- **Prevention/Screening**
- **Diagnostic tests/Monitoring**
- **Treatments**
- **Clinician visits**
- **Physician networks**
- **Hospitals**

Value-Based Insurance Design

Broad Multi-Stakeholder Support

- **HHS**
- **CBO**
- **SEIU**
- **MedPAC**
- **Brookings Institution**
- **The Commonwealth Fund**
- **NBCH**
- **PCPCC**
- **PhRMA**
- **AHIP**
- **NBCH**
- **National Governor's Assoc.**
- **Academy of Actuaries**
- **Bipartisan Policy Center**
- **Kaiser Family Foundation**
- **NBGH**
- **National Coalition on Health Care**
- **Urban Institute**
- **RWJF**
- **IOM**
- **US Chamber of Commerce**

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

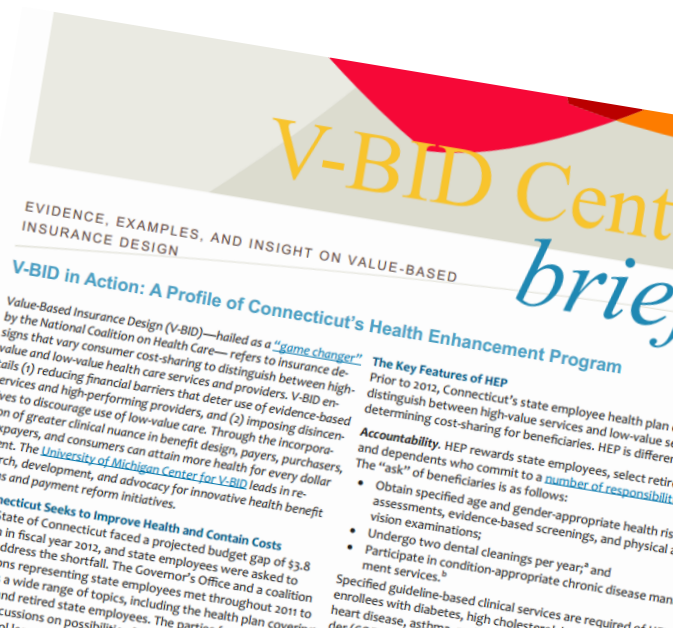
- **Receiving an A or B rating from the United States Preventive Services Taskforce (USPSTF)**
- **Immunizations recommended by the Advisory Committee on Immunization Practices (ACIP)**
- **Preventive care and screenings supported by the Health Resources and Services Administration (HRSA)**



Over 100 million Americans have received expanded coverage of preventive services

Implementing V-BID for State Employees: Connecticut State Employees Health Benefit Plan

- **Participating employees receive a reprieve from higher premiums if they commit to:**
 - **Yearly physicals, age-appropriate screenings/preventive care, two free dental cleanings**
 - **If employees have one of five chronic conditions, they must participate in disease management programs (which include free office visits and lower drug co-pays)**
- **Early results:**
 - **99% of employees enrolled and 99% compliant**
 - **Decrease in ER and specialty care**
 - **Increase in primary care visits**
 - **Increase in chronic disease medication adherence**



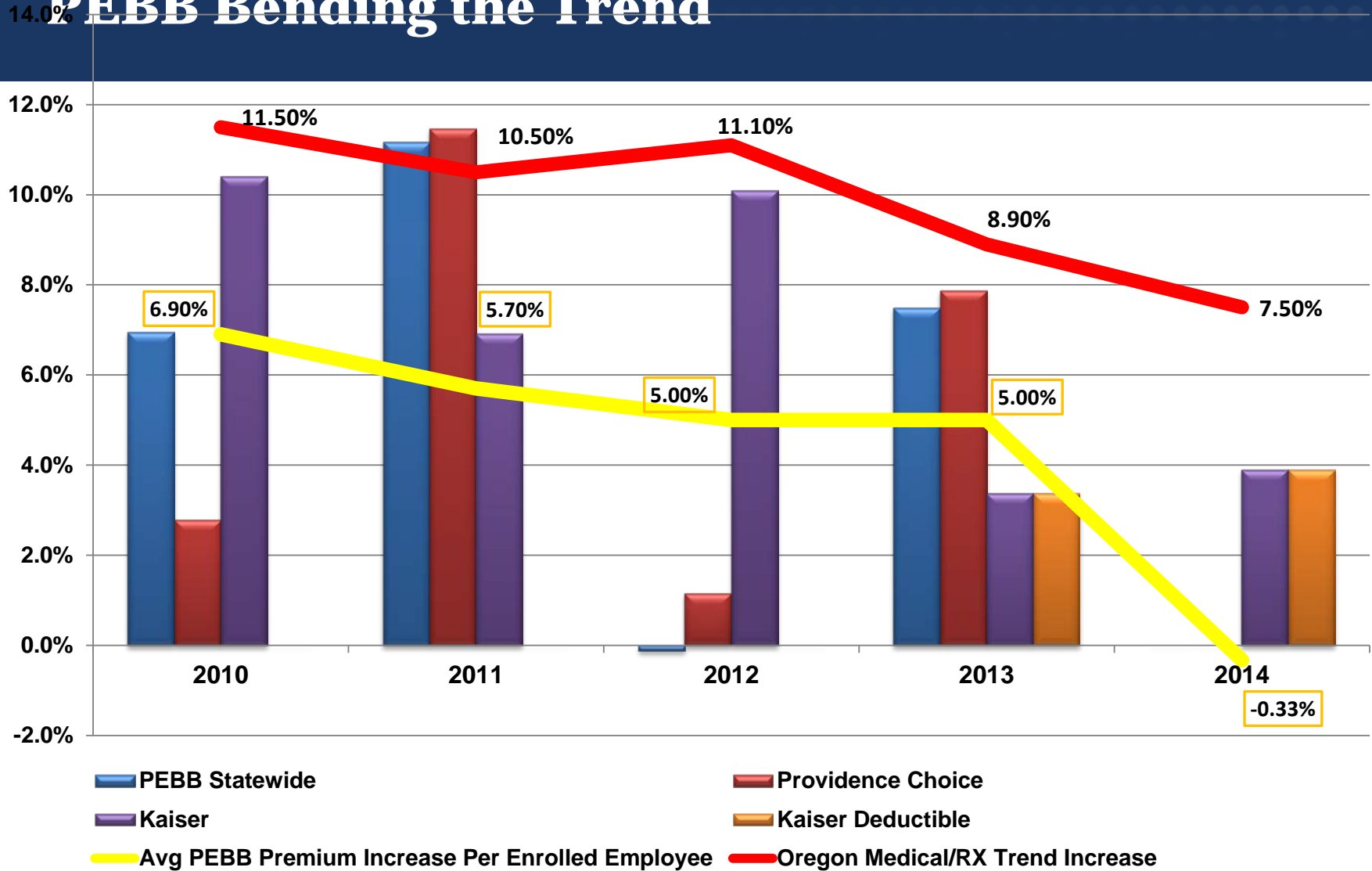
V-BID for State Employees: Oregon Educators and Public Employees

- **Prioritized list of services based on evidence**
- **No cost-sharing for participating members: Living Well with Chronic Disease, Diabetes Prevention Program**
 - **Complete a health assessment & take two actions**
- **Expand self management programs**
- **Promoted evidence based programs & wellness programs through grants and pilots**
 - **Participation 70% first year, 77% second year**

Oregon Educators and Public Employees Strategies With Financial Impact

- **Quality based pay for performance**
- **Lower cost sharing and increase payments for certified primary care homes**
- **Higher cost sharing on certain imaging and sleep studies led to 15% - 30% decreased use; other procedures 5% -17%**
- **Data-driven 45% reduction in cardiac interventions**
- **Weight Watchers ROI in the first year**

Oregon Educators and Public Employees PEBB Bending the Trend



NC State Health Plan Option: Enhanced 80/20

(For Active Employees and Non-Medicare Primary Retirees)

Plan Design Features	In-Network	Out-of-Network
Annual Deductible	\$700 Individual \$2,100 Family	\$1,400 Individual \$4,200 Family
Coinsurance	20% of eligible expenses after deductible	40% of eligible expenses after deductible and the difference between the allowed amount and the charge
Coinsurance Maximum (excludes deductible)	\$3,210 Individual \$9,630 Family	\$6,420 Individual \$19,260 Family
Out-of-Pocket Maximum (includes deductible)	Not Applicable	Not Applicable
Pharmacy Out-of-Pocket Maximum	\$2500	\$2500
Preventive Care	\$0 (covered at 100%)	Not Applicable
Office Visits	\$30 for primary doctor, \$15 if you use PCP on ID card; \$70 for specialist, \$60 for Blue Options Designated Specialist	40% after deductible
Inpatient Hospital	\$233 copay, then 20% after deductible; copay not applied if you use Blue Options Designated hospital	\$233 copay, then 40% after deductible
Prescription Drugs		
Tier 1	\$12 copay per 30-day supply	Applicable copay and the difference between the allowed amount and the charge
Tier 2	\$40 copay per 30-day supply	
Tier 3	\$64 copay per 30-day supply	
Tier 4	25% up to \$100 per 30-day supply	
Tier 5	25% up to \$125 per 30-day supply	
ACA Preventive Medications	\$0 (covered at 100%)	\$0 (covered at 100%)

NC State Health Plan Option: Traditional 70/30

(For Active Employees and Non-Medicare Primary Retirees)

Plan Design Features	In-Network	Out-of-Network
Annual Deductible	\$933 Individual \$2,799 Family	\$1,866 Individual \$5,598 Family
Coinsurance	30% of eligible expenses after deductible	50% of eligible expenses after deductible and the difference between the allowed amount and the charge
Coinsurance Maximum (excludes deductible)	\$3,793 Individual \$11,379 Family	\$7,586 Individual \$22,758 Family
Out-of-Pocket Maximum (includes deductible)	Not Applicable	Not Applicable
Pharmacy Out-of-Pocket Maximum	\$2500	\$2500
Preventive Care	\$35 for primary doctor; \$81 for specialist	Only certain services are covered
Office Visits	\$35 for primary doctor; \$81 for specialist	50% after deductible
Inpatient Hospital	\$291 copay, then 30% after deductible	\$291 copay, then 50% after deductible
Prescription Drugs		
Tier 1	\$12 copay per 30-day supply	Applicable copay and the difference between the allowed amount and the charge
Tier 2	\$40 copay per 30-day supply	
Tier 3	\$64 copay per 30-day supply	
Tier 4	25% up to \$100 per 30-day supply	
Tier 5	25% up to \$125 per 30-day supply	
ACA Preventive Medications	Not applicable	Not applicable

NC State Health Plan Option: CDHP

(For Active Employees and Non-Medicare Primary Retirees)

Plan Design Features	In-Network	Out-of-Network
HRA Starting Balance	\$500 Employee/Retiree \$1000 Employee/Retiree + 1 \$1,500 Employee/Retiree + 2 or more	
Annual Deductible	\$1,500 Individual \$4,500 Family	\$3,000 Individual \$9,000 Family
Coinsurance	15% of eligible expenses after deductible	35% of eligible expenses after deductible and the difference between the allowed amount and the charge
Coinsurance Maximum	Not Applicable	Not Applicable
Out-of-Pocket Maximum (includes deductible)	\$3,000 Individual \$9,000 Family	\$6,000 Individual \$18,000 Family
Pharmacy Out-of-Pocket Maximum	Included in total out-of-pocket maximum	Included in total out-of-pocket maximum
Preventive Care	\$0 (covered at 100%)	Not Applicable
Office Visits	15% after deductible; \$15 added to HRA if you use PCP on ID; \$10 added to HRA if you use Blue Options Designated specialist	35% after deductible
Inpatient Hospital	15% after deductible; \$50 added to HRA if you use Blue Options hospital	35% after deductible
Prescription Drugs		
Tier 1	15% after deductible	35% after deductible
Tier 2		
Tier 3		
Tier 4		
Tier 5		
ACA Preventive Medications	\$0 (covered at 100%)	\$0 (covered at 100%)
CDHP Preventive Medications	15%, no deductible	15%, no deductible

NC State Health Plan Wellness Premium Credits

Enhanced 80/20 Plan

1) Health Assessment (\$15)

- Members will need to complete or update a Health Assessment through the Personal Health Portal.

2) Primary Care Provider (\$15)

- Members will need to select a Primary Care Provider for themselves and any covered dependents.

3) Smoking Attestation (\$20)

- Members and if applicable their spouse will need to attest to being a non-smoker or commit to a smoking cessation program by Jan. 1, 2015.

Consumer-Directed Health Plan (CDHP) with HRA

1) Health Assessment (\$10)

- Members will need to complete or update a Health Assessment through the Personal Health Portal.

2) Primary Care Provider (\$10)

- Members will need to select a Primary Care Provider for themselves and any covered dependents.

3) Smoking Attestation (\$20)

- Members and if applicable their spouse will need to attest to being a non-smoker or commit to a smoking cessation program by Jan. 1, 2015.

Traditional 70/30 Plan

Premium Credits Are Not Available

V-BID in Medicare: Bipartisan Political Support

The Value-Based Insurance Design for Better Care Act of 2014

The Better Care, Lower Cost Act of 2014

(Original Signature of Member)

113TH CONGRESS
2D SESSION

H. R. _____

To 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.

IN THE HOUSE OF REPRESENTATIVES

Mrs. BLACK (for herself and Mr. BLUMENAUER) introduced the following bill; which was referred to the Committee on _____



Sponsored by:

U.S. Sen. Ron Wyden, D-Ore.

U.S. Sen. Johnny Isakson, R-Ga.

U.S. Rep. Erik Paulsen, R-Minn.

U.S. Rep. Peter Welch, D-Vt.

Value-Based Insurance Design: Key Initiatives

- **Applying V-BID to Specialty Medications**
- **Incorporating V-BID in HSA-qualified HDHPs**

Supporting Consumer Access to
Specialty Medications Through
Value-Based Insurance Design

A. Mark Fendrick, MD
Jason Buxbaum, MHSA
Kimberly Westrich, MA



Value-Based Insurance Design: Contributions to Consumer Health in Consumer-Directed Health Plans¹

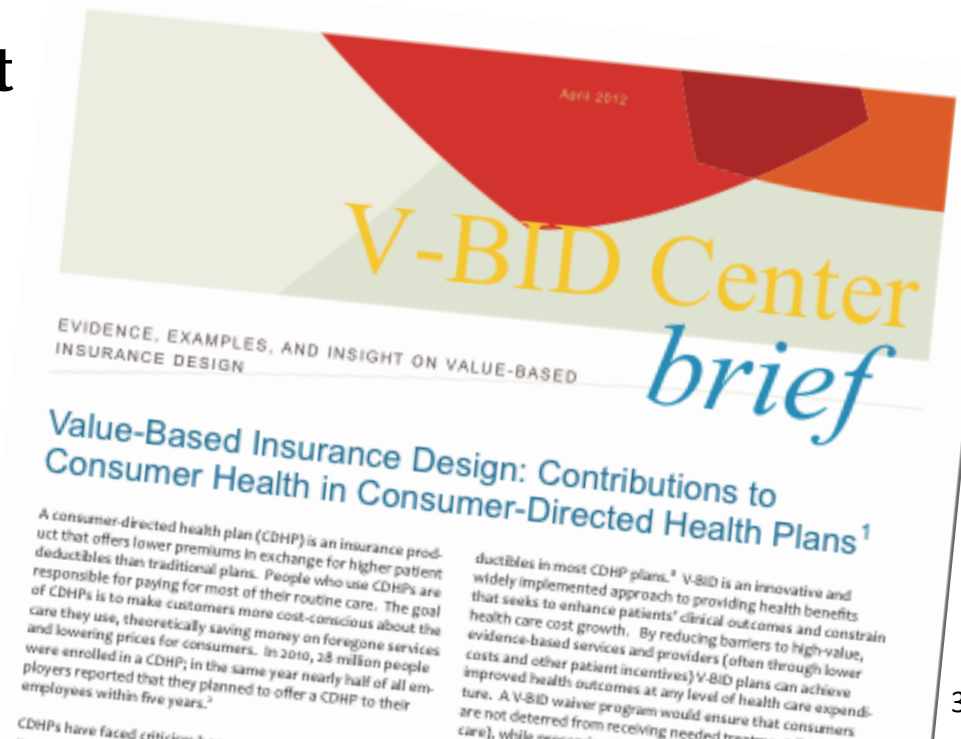
A consumer-directed health plan (CDHP) is an insurance product that offers lower premiums in exchange for higher patient deductibles than traditional plans. People who use CDHPs are responsible for paying for most of their routine care. The goal of CDHPs is to make customers more cost-conscious about the care they use, theoretically saving money on foregone services and lowering prices for consumers. In 2010, 18 million people were enrolled in a CDHP; in the same year nearly half of all employers reported that they planned to offer a CDHP to their employees within five years.²

Deductibles in most CDHP plans.³ V-BID is an innovative and widely implemented approach to providing health benefits that seeks to enhance patients' clinical outcomes and constrain health care cost growth. By reducing barriers to high-value, evidence-based services and providers (often through lower costs and other patient incentives) V-BID plans can achieve improved health outcomes at any level of health care expenditure. A V-BID waiver program would ensure that consumers are not deterred from receiving needed treatment (high-value care), while preserving disincentives to care without demonstrated effectiveness (low-value care), enhancing the overall effectiveness of CDHPs while preserving needed treatment (high-value care).

CDHPs have faced criticism because the higher deductibles may cause patients to use less care. Research shows that cost sharing is increased, and that patients are more likely to use high-value care when cost sharing is increased.

Barriers to V-BID in HSA-qualified HDHPs

- **IRS guidance documents specifically exclude from the definition of preventive care those services or benefits meant to treat “an existing illness, injury or condition**
- **Confusion persists what services can and cannot be covered outside of the deductible**



Applying V-BID to Specialty Medications

- **Impose no more than modest cost-sharing on high-value services**
- **Reduce cost-sharing in accordance with patient- or disease-specific characteristics**
- **Relieve patients from high cost-sharing after failure on a different medication**
- **Use cost-sharing to encourage patients to select high-performing providers and settings**

Supporting Consumer Access to Specialty Medications Through Value-Based Insurance Design

A. Mark Fendrick, MD
Jason Buxbaum, MHSA
Kimberly Westrich, MA



Using Clinical Nuance to Align Payer and Consumer Incentives

Many “supply side” initiatives are restructuring provider incentives:

- **Payment reform**
 - **Global budgets**
 - **Pay-for-performance**
 - **Bundled payments**
 - **Accountable care**
- **Tiered networks**
- **Health information technology**



Using Clinical Nuance to Align Payer and Consumer Incentives

Unfortunately, “supply-side” initiatives have historically paid little attention to consumer decision-making or the “demand-side” of care-seeking behavior:

- **Benefit design**
- **Shared decision-making**
- **Literacy**



Recipe for Value: Aligning Quality, Transparency, Appropriateness and Incentives

- **Lack of quality and price transparency**
- **Significant price variation with no connection to quality**
- **Price transparency and anti-competitive behavior**
- **Lack of information about clinical necessity**



A Potent Recipe for Higher-Value Health Care

Aligning quality, price transparency, clinical appropriateness and consumer incentives

Elizabeth Q. Cliff
Center for Value-Based Insurance Design
University of Michigan

Kathryn Spangler
Center for Value-Based Insurance Design
University of Michigan

Suzanne Delbanco, Catalyst for Payment Reform

Nicole Perelman, Catalyst for Payment Reform

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

Role of V-BID in Multi-Payer Reform: Using Clinical Nuance to Align Payer and Consumer Incentives

- **Adding clinical nuance into payment reform and consumer engagement initiatives can help states improve quality of care, enhance patient experience, and contain cost growth**
- **The alignment of supply- and demand-side incentives can improve quality and achieve savings more efficiently than either one alone**



Improving Care and Bending the Cost Curve

- **The ultimate test of health reform will be whether it improves health and addresses rising costs**
- **V-BID should be part of the solution to enhance the efficiency of health care spending**

Mullainathan S. When a Co-Pay Gets in the Way of Health.
The New York Times. 2013 Aug 10.

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Discussion

