



North Carolina
State Health Plan
FOR TEACHERS AND STATE EMPLOYEES



Strategic Plan Scorecard – Measuring Success

Board of Trustees Meeting

November 21, 2014

A Division of the Department of State Treasurer

Presentation Overview

- Review of Strategic Plan Metrics
- Summary of Proposed Methodology
- Illustrative Example of Scoring
- Next Steps

Review of Approved Strategic Plan Metrics

- The Board-approved Strategic Plan includes a series of metrics to evaluate State Health Plan progress in achieving the goals set forth in the Strategic Plan
- While there are multiple metrics to measure success, the Board-approved metrics and future targets attempt to address the needs of the Plan's members and stakeholders
- The approved metrics aim to measure how well the Plan is:
 - Improving members' health,
 - Improving members' experience, and
 - Ensuring a financially sustainable State Health Plan
- Several metrics require collaboration with the Plan's vendor partners to measure results

Approved Metrics – Improve Members’ Health

Priority	Description	Goal Description
Improve Members’ Health	PCMH Utilization	Increase % of members receiving care from a NCQA recognized PCMH
	Quality of Care	Increase % of members with targeted high prevalence conditions receiving care according to national clinical standards
	Worksite Wellness	Increase number of worksites offering worksite wellness

These metrics reflect areas of focus for the Plan and initiatives aimed at meeting the goals and future targets will help lead to:

- Healthier and more engaged members,
- Better managed chronic disease, and
- Members receiving high quality, coordinated care

Approved Metrics – Improve Members’ Experience

Priority	Description	Goal Description
Improve Members' Experience	Customer Satisfaction	Maintain or improve overall Customer Satisfaction score.
	Annual Enrollment Service Level Agreements	Improve Annual Enrollment customer service SLAs.
	Member Engagement	<ol style="list-style-type: none"> 1. Increase in the # of active members registered as users on TPA site 2. Increase in the usage of TPA's provider search and transparency tools 3. Increase in attendance at educational roadshows

These metrics reflect areas of focus for the Plan and initiatives aimed at meeting the goals and future targets will help lead to:

- Increased member engagement,
- Higher level of trust, and
- More informed members who are empowered in their decision making

Approved Metrics – Ensure a Financially Stable State Health Plan

Priority	Description	Goal Description
Ensure a Financially Stable State Health Plan	Net Income/Loss	Net income/loss actual at or above certified or authorized budget for plan year
	PMPM Claims Expenditures	PMPM claims expense at or below certified or authorized budget (as forecasted by actuaries) for plan year
	Member Cost-Sharing	% of total claims cost paid by members through copays, deductibles and coinsurance at or below benchmark

These metrics reflect areas of focus for the Plan and initiatives aimed at meeting the goals and future targets will help lead to:

- Reduced costs for members and the Plan
- Reduced fraud, waste, abuse and overuse
- Delivery of appropriate care in the appropriate setting
- Payment for quality and value rather than quantity

Summary of Proposed Methodology

- Each of the strategic measures were chosen to illustrate the progress the Plan is making (or not making) in achieving the Strategic Plan
 - Additionally, they are items that can be measured
- Where appropriate, the two benchmark periods will be FY 2012-13 and CY2014 to reflect the last two full plan years (*Note: the Strategic Plan adopted by the Board assumes CY 2013 as the benchmark period*)
 - This serves to reflect (directionally) the trends related to each metric
- Beginning in CY 2015, each measure will have a threshold, target, and stretch goal
- The scorecard will be a high level summary of detailed analyses that is easy to digest
- Success will be measured by meeting at least two of three priority groupings, minimizing those below threshold, and identifying targets to achieve the stretch measures

Sample Summary Score Card – Illustrative

Strategic Priority	Description	Below Threshold	Met or Exceeded Threshold	Met or Exceeded Target	Met or Exceeded Stretch Goal	Annual Result (Unmet or Met)
Improve Members' Health	PCMH Utilization				X	Met
	Quality of Care			X		
	Worksite Wellness			X		
Improve Members' Experience	Customer satisfaction			X		Met
	Annual Enrollment service level agreements			X		
	Member engagement			X		
Ensure a Financially Stable State Health Plan	Net income/loss		X			Met
	PMPM claims expenditures			X		
	Member cost-sharing			X		

Improve Members' Health Sample Card - Illustrative

		Benchmark Periods					
Description	Metric	FY 2012-13 Actual	CY 2014 Actual	CY 2015 Result	Met or Exceeded Threshold	Met or Exceeded Target	Met or Exceeded Stretch Goal
PCMH Utilization	Increase % of members receiving care from a NCQA recognized PCMH	Level One: Level Two: Level Three: Overall:	Level One: TBD Level Two: TBD Level Three: TBD Overall: TBD	Level One: Level Two: Level Three: Overall:	Overall +4%	Overall +8%	3% increase in level three
Quality of Care	Increase % of members with targeted high prevalence conditions receiving care according to national clinical standards	Asthma: 3% CHF: 8% Diabetes: 15% Hypertension: 50%	Asthma: TBD CHF: TBD Diabetes: TBD Hypertension: TBD	Asthma: CHF: Diabetes: Hypertension	Two of four conditions improve by 5%	Three of four conditions improve by 5%	Four of four conditions improve by 5%
Worksite Wellness	Increase number of worksites offering worksite wellness	Number of sites:	Number of sites: TBD	Number sites:	+4%	+8%	+10%

Targets should be set to reflect goals and priorities that can be addressed through benefit design, programs and services

Improve Members' Experience Sample Card - Illustrative

		Benchmark Periods					
Description	Metric	FY 2012-13 Actual	CY 2014 Actual	CY 2015 Target	Met or Exceeded Threshold	Met or Exceeded Target	Met or Exceeded Stretch Goal
Customer satisfaction	Maintain or improve overall Customer Satisfaction score.		TBD				
Annual Enrollment service level agreements	Improve Annual Enrollment customer service SLAs.		TBD				
Member engagement	<ol style="list-style-type: none"> Increase in the # of active members registered as users on TPA site Increase in the usage of TPA's provider search and transparency tools Increase in attendance at educational roadshows 		<ol style="list-style-type: none"> TBD TBD TBD 				

Targets should be set to reflect goals and priorities that can be addressed through benefit design, programs and services

Ensure a Financially Stable State Health Plan - Illustrative

Strategic Initiative	Goal Description	FY 2012-13 Actual	CY 2014 Actual	CY 2015 Target	Met or exceeded threshold	Met or exceeded target	Met or exceeded stretch goal
Net income/loss	Net income/loss actual or above certified or authorized budget for plan year	Variance vs. Budget	Variance vs. Budget	Authorized Budget	+/- 4.5% of budget	+/- 3% of budget	+/- 1.5% of budget
PMPM claims expenditures	PMPM claims expense at or below certified or authorized budget (as forecasted by actuaries) for plan year	Variance vs. Budget	Variance vs. Budget	Authorized Budget	Within 8% of projection	Within 5% of projection	Within 2% of projection
Member cost-sharing	% of total claims cost paid by members through copays, deductibles and coinsurance at or below benchmark	1. PCP: a. Preventive: b. Other PCP : 2. Specialist 3. Inpatient 4. Hospital: 5. Pharmacy: 6. Overall:	1. PCP: a. Preventive: b. Other PCP : 2. Specialist 3. Inpatient 4. Hospital: 5. Pharmacy: 6. Overall:	1. PCP: a. Preventive: b. Other PCP 2. Specialist 3. Inpatient 4. Hospital: 5. Pharmacy: 6. Overall:	Meet goals for 2 out of four measures	Meet goals for 3 out of four measures	Meet goals for 4 out of four measures

- Targets should be set to reflect goals and priorities that can be addressed through benefit design, programs and services
- Goals should be consistent with Plan's Strategic Priorities and Initiatives
- Member cost-share design should reflect steerage toward high value services and sites of care

Next Steps

- Review CY 2014 results
- Set CY 2015 thresholds, targets, and stretch goals
- Discuss how CY 2016 plan options and benefit design changes can impact these areas of focus