



Request for Information: State of North Carolina –  
North Carolina State Health Plan for Teachers and  
State Employees GLP-1  
RFI 270-20240419GLP

May 31, 2024

Kimberly Alston  
Contracting Agent  
NC Department of State Treasurer

State Health Plan (SHP) Division  
3200 Atlantic Avenue,  
Raleigh NC 27604

**RE: RFI 270-20240419GLP, North Carolina State Health Plan for Teachers and State Employees**

Dear Kimberly:

Deloitte Consulting LLP (“Deloitte”) is pleased to submit our response to RFI 270-20240419GLP. As the world’s largest professional services organization, we have a deep understanding of the complex environment related to GLP-1 drugs and have experience assisting clients in navigating these emerging challenges. Our firm houses a specialized Human Capital and Pharmacy practice, staffed with seasoned subject matter experts who bring forth a wealth of experience in this domain.

As addressed in Deloitte’s Health Forward Blog [1], we are deeply engaged in grappling with the challenges associated with GLP-1 drugs. We recognize the far-reaching implications across diverse stakeholders within the healthcare ecosystem, from pharmaceutical companies and pharmacies to employers, health plans, weight-loss companies, and most importantly, the individuals relying on these treatments. Our holistic understanding encompasses not only the scientific and regulatory aspects but also the broader socio-economic dimensions, which equip us to offer comprehensive insights and strategic guidance to address the intricate interplay of the many factors involved.

Deloitte is confident that you will find our responses to your questions helpful as you continue your journey toward developing a viable strategy for GLP-1 drugs. As this is a request for information, and not a project, our response focuses on capabilities and potential approaches, as opposed to outright solutions. We hope to be the State Health Plan’s trusted advisor in vetting any potential solution.

Overall, you have our commitment to teaming with you to define and execute an optimal approach to balance the needs of your members while managing costs and overall population health. Should you have any questions regarding our response, please do not hesitate to contact me at [REDACTED]

Sincerely,

[REDACTED]

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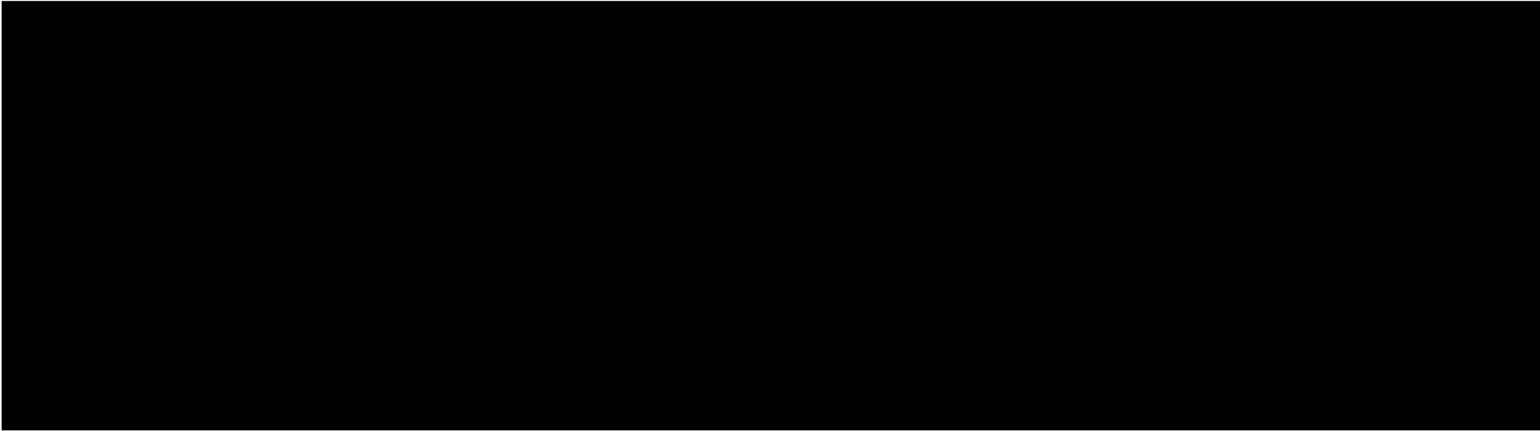
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# Information about Deloitte

Deloitte Consulting LLP (“Deloitte”) is the world’s largest full-service consulting firm and we help our clients with their most complex problems. This allows us to serve The North Carolina State Health Plan for Teachers and State Employees (“Plan”) as a true partner, providing the Plan with holistic strategies, based on subject matter expertise from various perspectives. We have proven experience consulting on complex programs for similar organizations and other large plan sponsors.

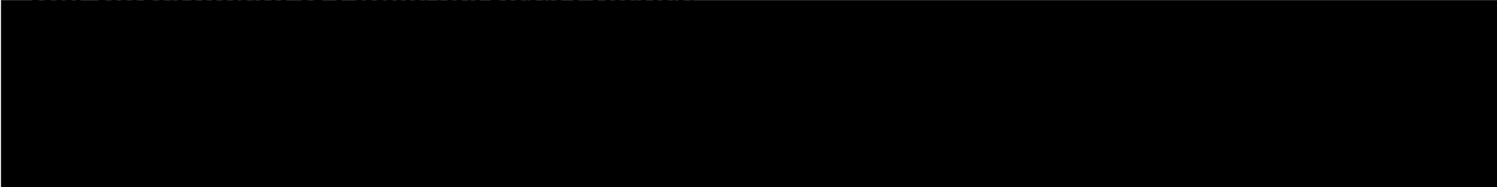
## **Deloitte’s Footprint in North Carolina**

Deloitte has served North Carolina for over 20 years, supported by more than 2,700 practitioners who contribute their expertise in our Raleigh and Charlotte offices. Our team includes several distinguished former executives from a variety of North Carolina State agencies, further enriching the breadth and depth of our services.



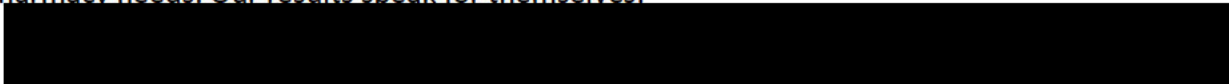
As we move forward, the Deloitte team pledges to continue embodying the same level of dedication to excellence in execution and innovation that has characterized our past and current endeavors. Rest assured, our commitment to providing the highest standards of service remains unwavering.

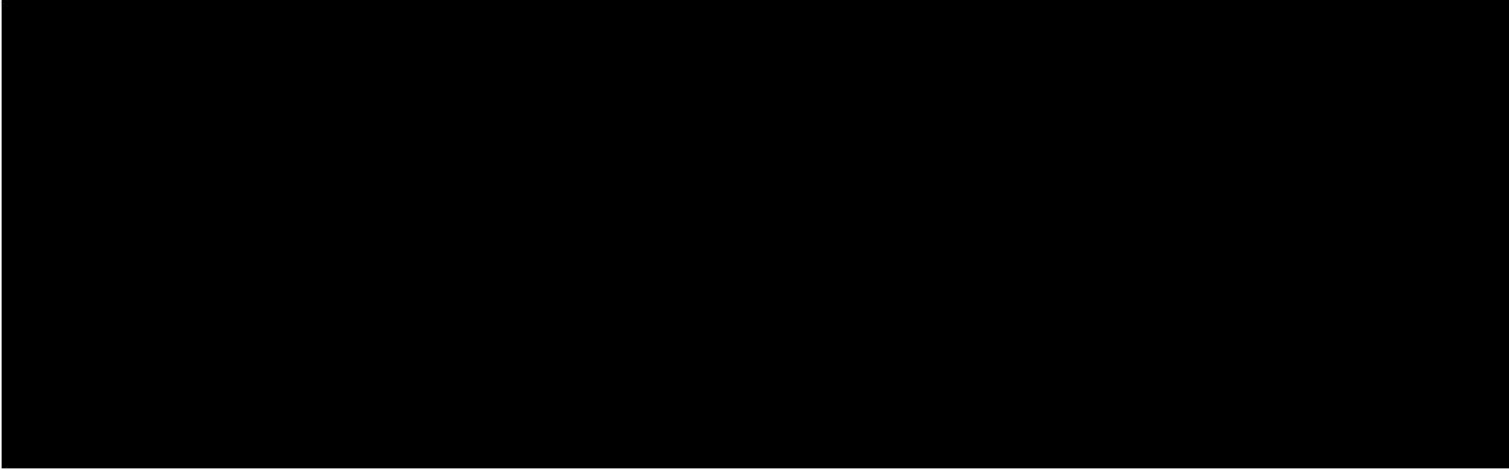
## **Our Government & Public Services Practice**



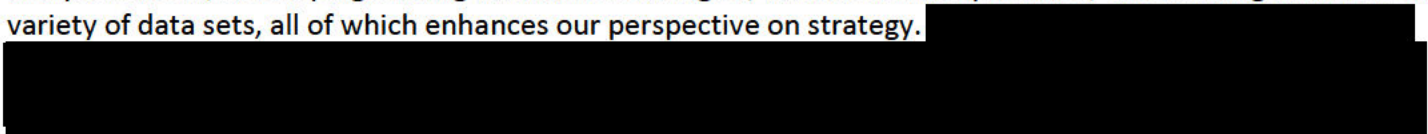
## **Our Pharmacy Practice**

Our consulting team draws on years of collective strategy and analytics experience across pharmacy, health care provider, payer, and ecosystem players, as well as Deloitte’s Future of Health™ and Future of Pharmacy perspectives, to inform recommendations based on leading practices and tailored to each client’s specific pharmacy needs. Our results speak for themselves:





Deloitte brings hands-on industry real world experience along with deep technical experience to build data and analytics assets, developing leading healthcare strategies, healthcare AI capabilities, and working with a broad variety of data sets, all of which enhances our perspective on strategy.



Deloitte enables our clients to make strategic decisions and achieve broad organization buy-in by working side-by-side with them throughout the engagement to understand their needs, share ideas, and gather feedback.

## Our Point of View

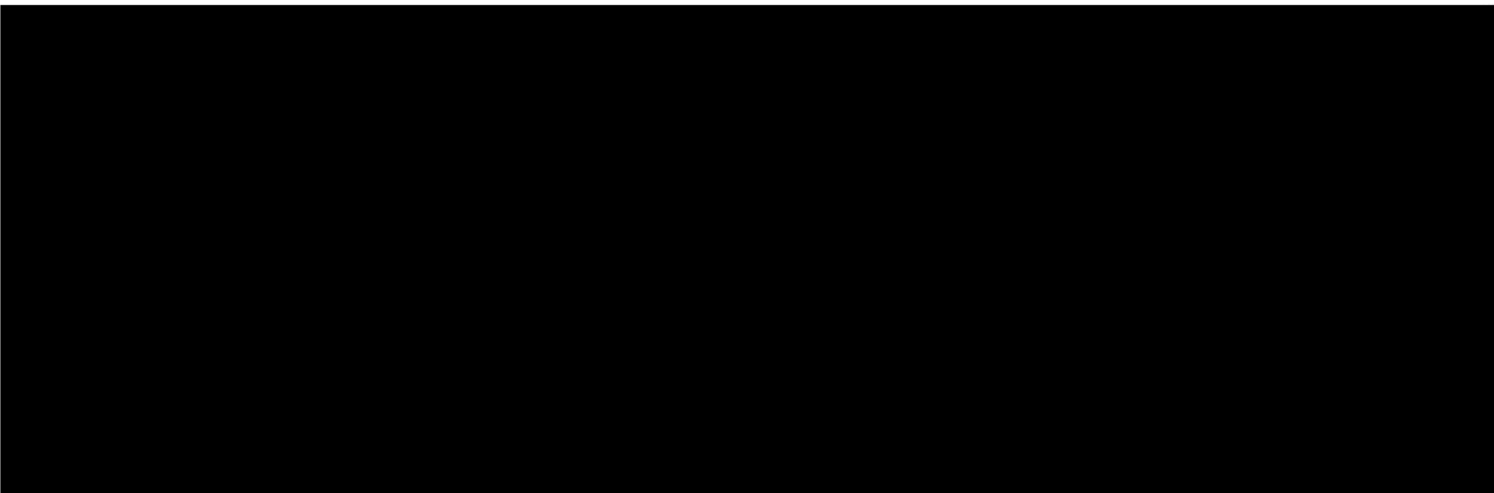
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### RFI Section 2.0 Part A

The Plan is seeking responses outlining detailed solutions that would address the following:

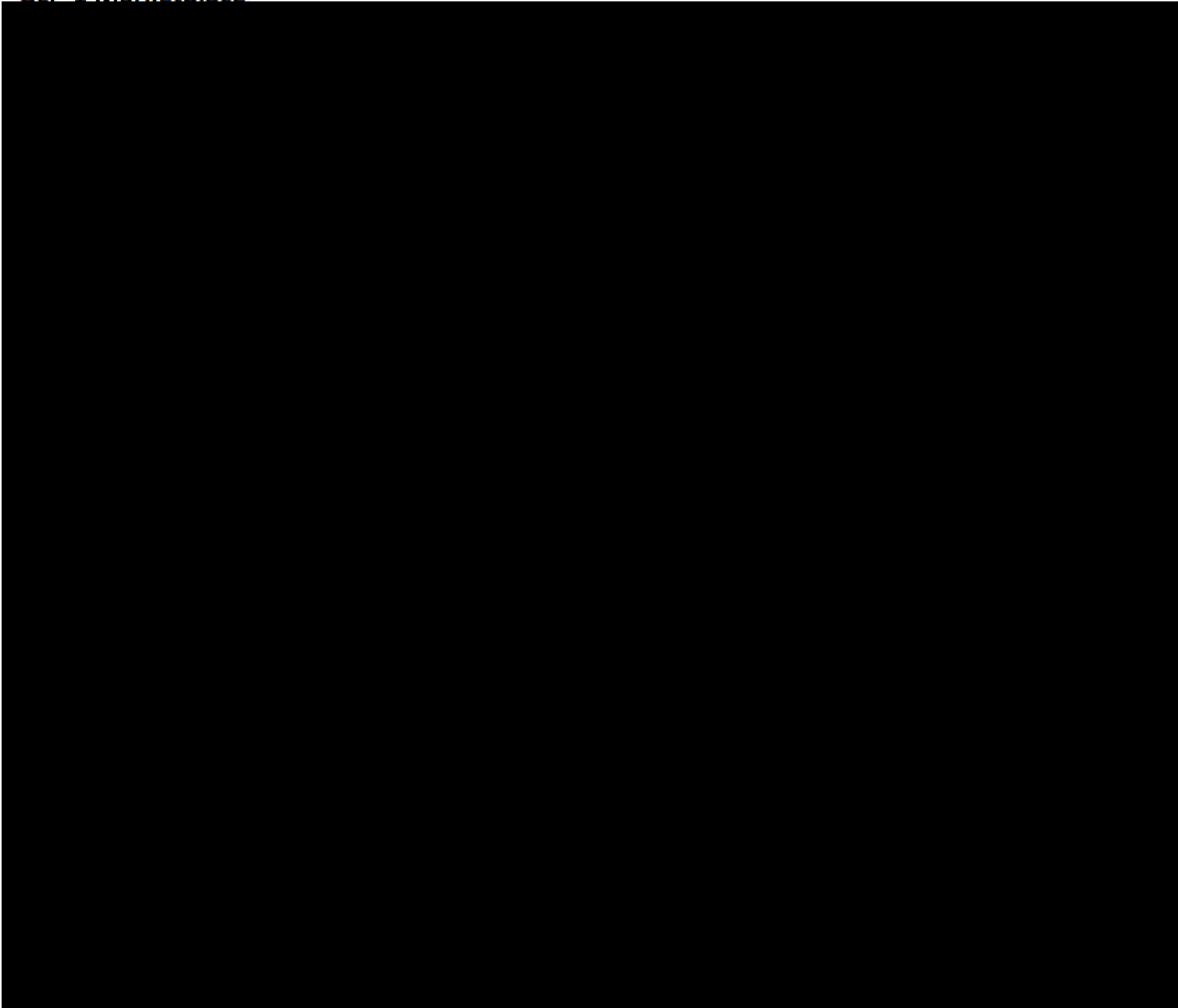
Permit the Plan to provide benefit coverage to Plan members to use GLP-1, GIP-GLP-1 agonists, and other similar new molecular entities, for the purpose of weight loss.

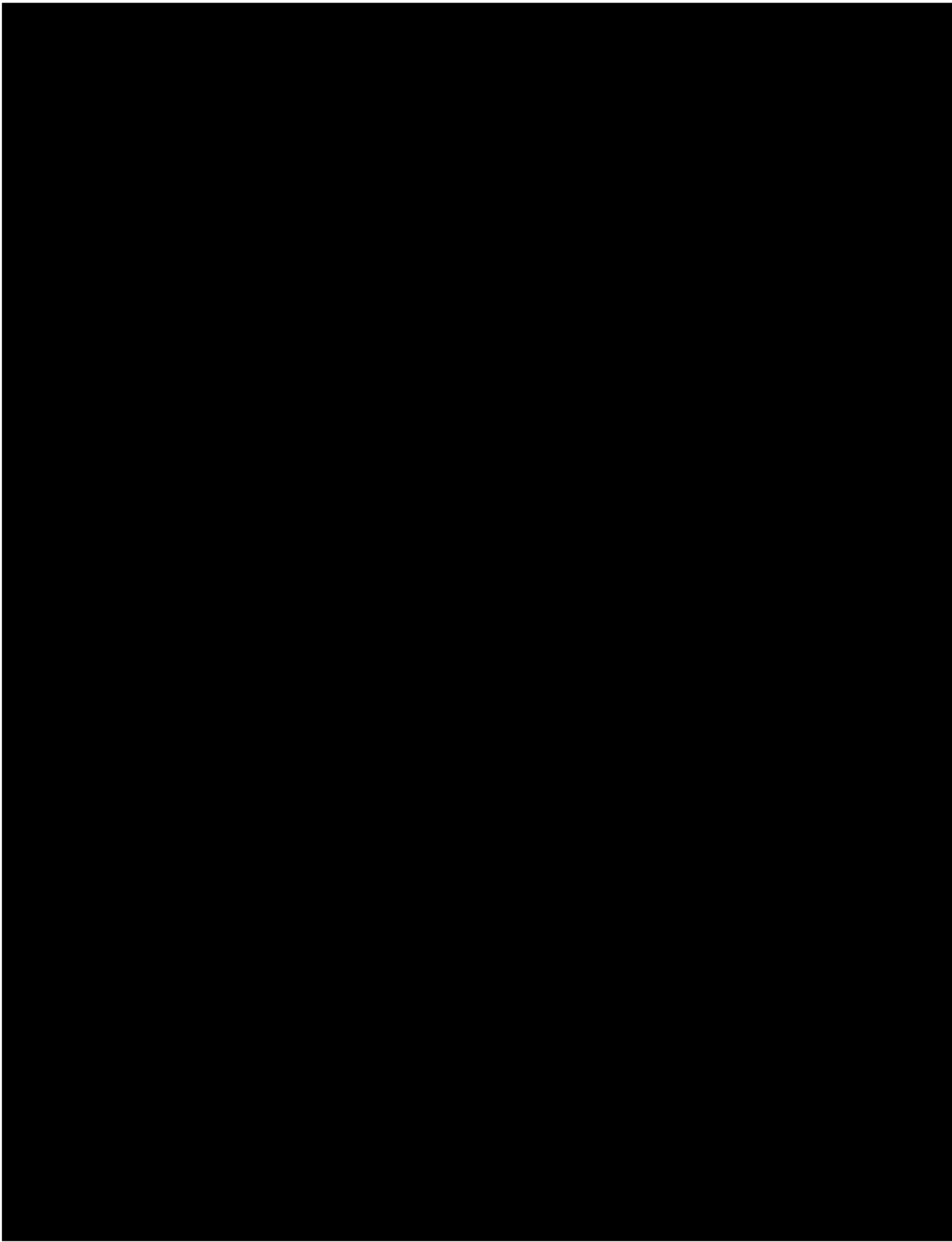
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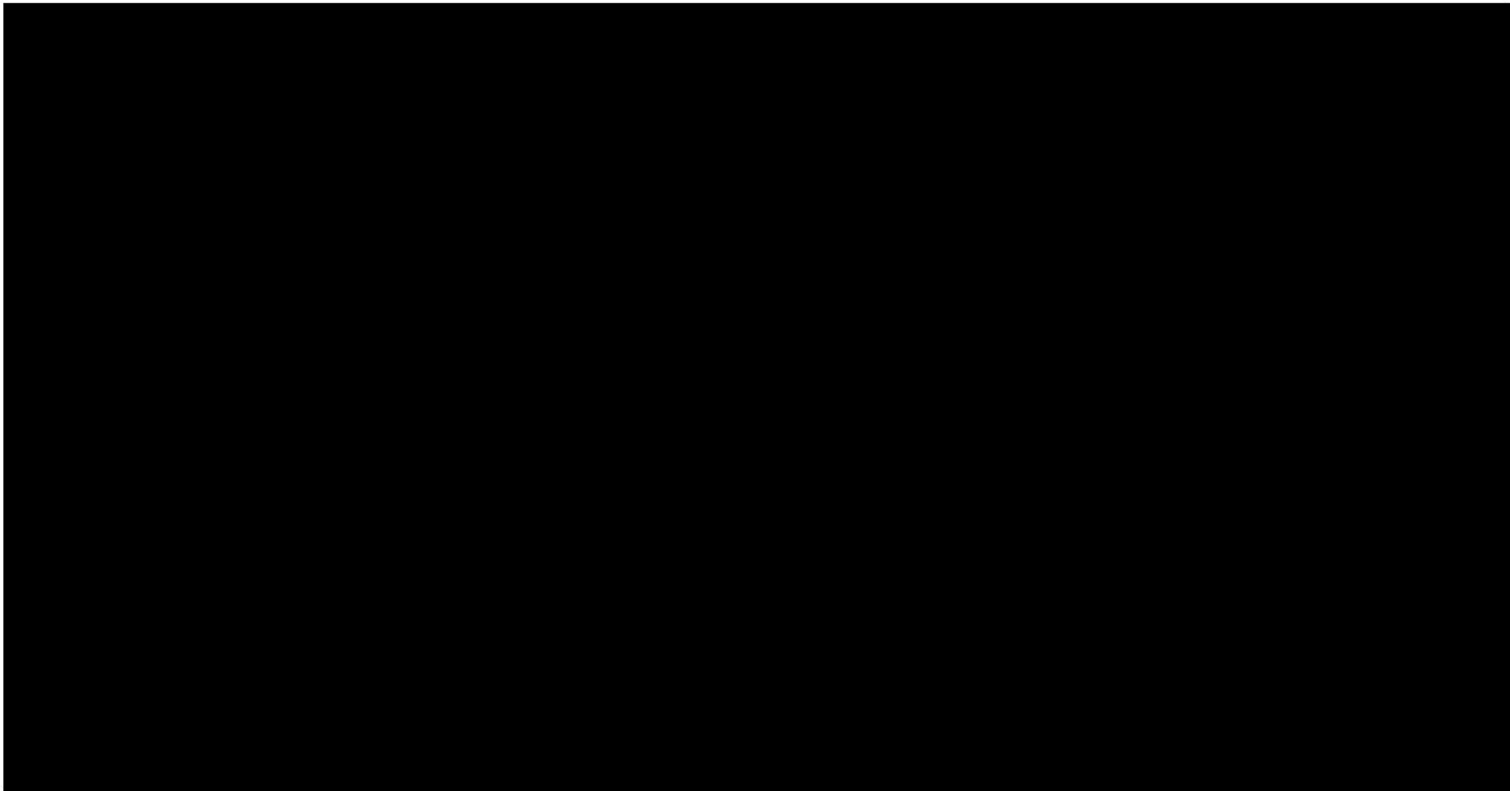
In our response, we will share our point of view around what's happening in the marketplace, components for a sustainable weight loss program and tools for maintaining GLP-1 drugs.

## GLP-1 Marketplace







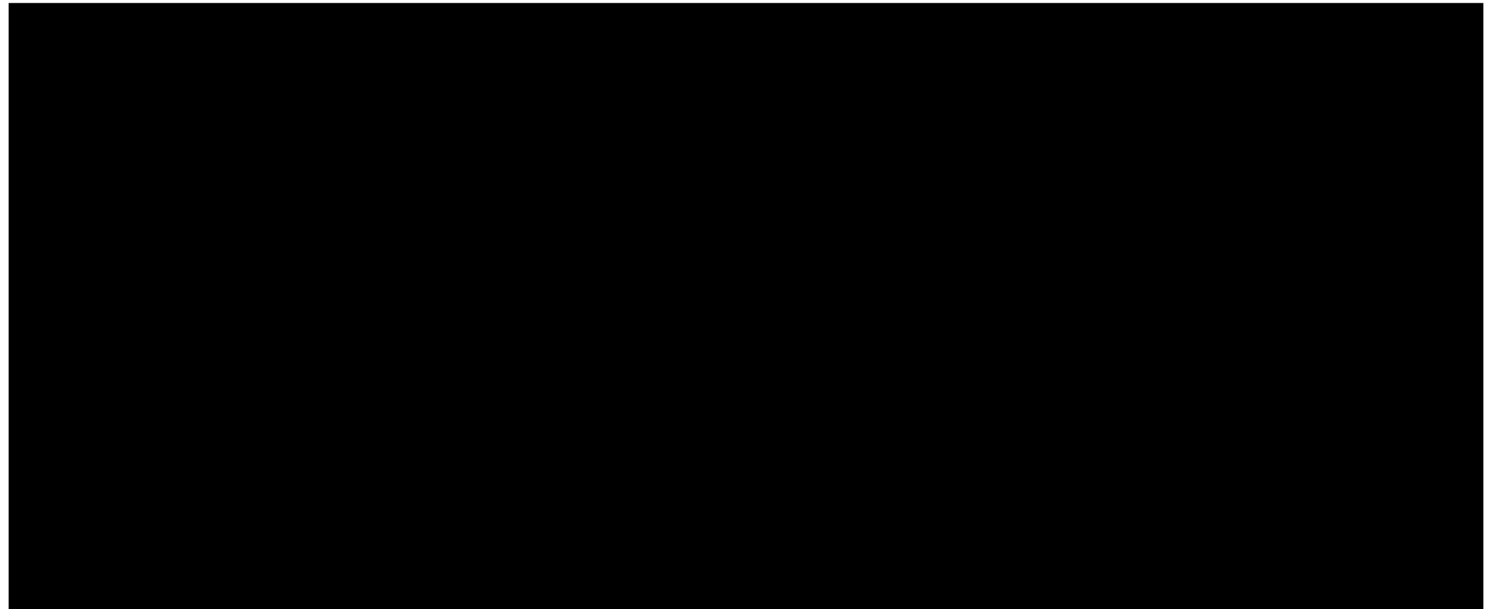


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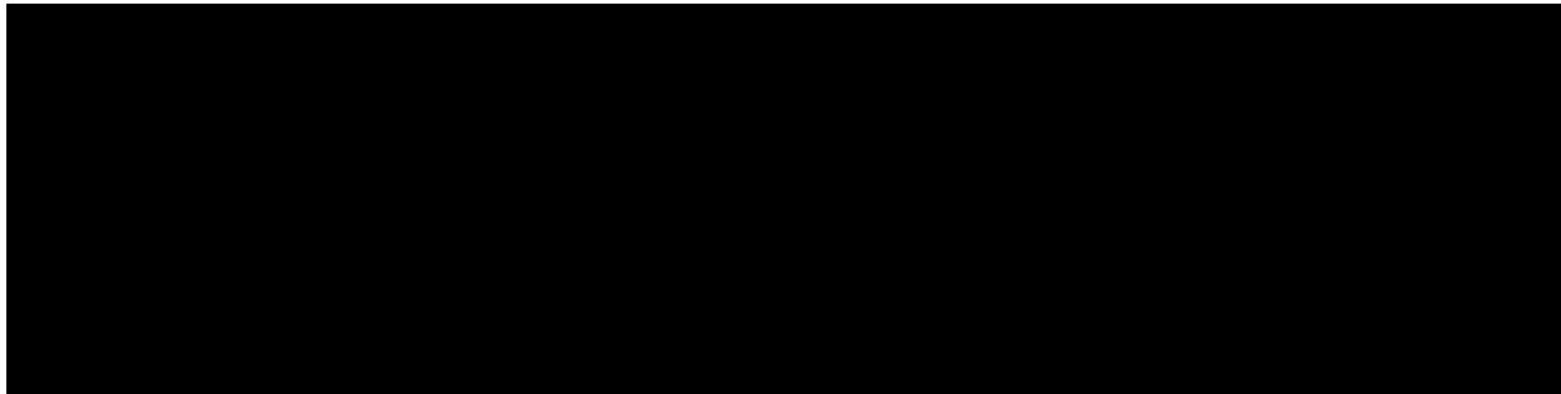
**RFI Section 2.0 Part B**

Establish a pricing framework that would permit the Plan to provide such benefit coverage in a fiscally responsible manner in order to maintain financial sustainability. For example, the Plan seeks the ability to:

1. Pay for varying percentages of the unit cost according to medical necessity considerations.
  2. Receive the same effective net price if the Plan only chooses to pay for a medication for an additional FDA indication without paying for it for all other indications.
  3. Audit claims, rebates, and prior authorizations for accuracy and compliance with applicable laws and regulations.
- 





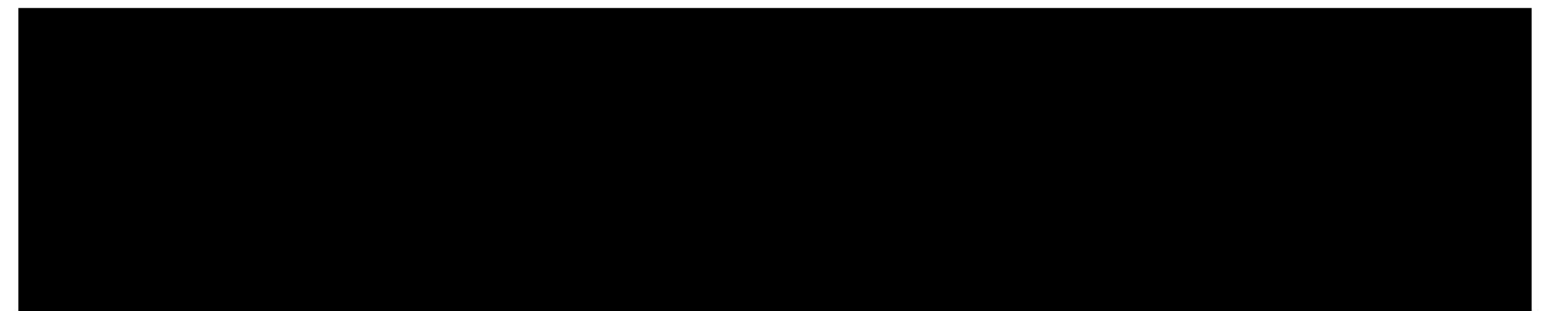


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**RFI Section 2.0 Part C**

Potential for establishing a program outlining certain eligibility requirements, parameters, or other prerequisites for Plan members to follow in order to receive benefit coverage of GLP-1, GIP-GLP-1 agonists, and other similar new molecular entities, for weight loss. As a result, the Plan seeks the ability to:

1. Require that an approved weight loss program or nutrition classes be completed before approval of payment for the medication.
  2. Develop step therapies involving lower cost medications.
  3. Require that medications be prescribed by a practitioner with appropriate levels of expertise.
  4. Prohibit Body mass index (BMI) measurements from being estimated via telehealth visit to ensure accuracy and accountability, while enabling a data collection process that supports the successful implementation of the benefit.
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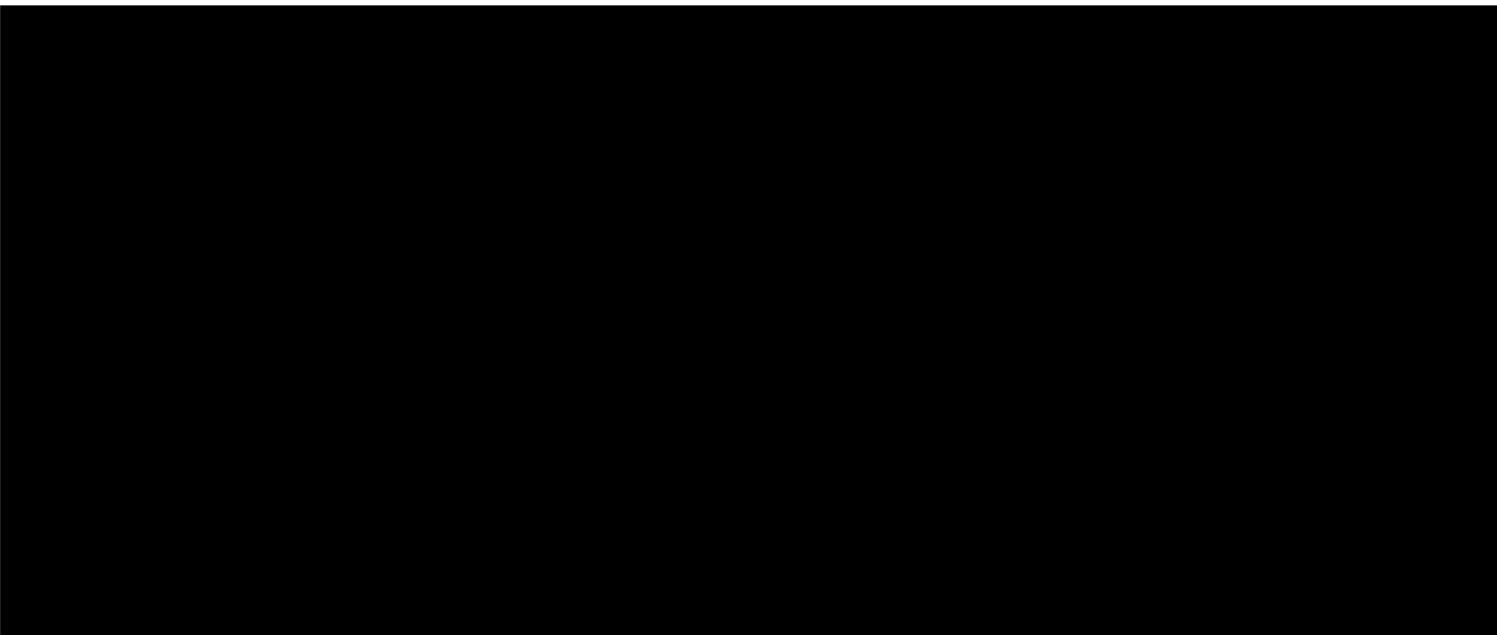


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#### RFI Section 2.0 Part D

Potential for establishing a program wherein the Plan has the flexibility to establish parameters for utilization management of GLP-1, GIP-GLP-1 agonists, and other similar new molecular entities for weight loss, which may include considerations such as, but not limited to:

1. BMI;
  2. Current weight;
  3. Documented history of lifestyle modifications, which may include reduced calorie intake and increased physical activity;
  4. Documented enrollment and measurable participation in other nutritional or dietary programs;
  5. Consideration of evidence for one or more comorbid conditions or other obesity-related medical conditions;
  6. Data analytics and reporting tools supporting successful claims adjudication and program evaluation;
  7. Requirements for in-person treatment visits to verify efficacy of medications for individuals; or
  8. Any other considerations or parameters that would support a program to achieve the Plan's objectives of serving the members who need these medications the most.
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## Our Pricing

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### RFI Section 2.0 Part E


Provide cost, price structures, or other relevant expense information related to the recommendations and potential solutions submitted.

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# Appendix A – Our History and Background

Established in 1845, Deloitte is one of the most respected professional services firms in the world. In the more than 170 years since our founding, clients have relied on Deloitte to help meet business challenges and identify opportunities for innovation. Today, we are the largest global consulting organization with approximately 456,000 professionals providing consulting, audit, tax, and financial advisory services to thousands of clients in 150 countries around the world. In the US, our 215,000 employees provide industry-leading consulting, audit, tax, and advisory services to many of the world’s most admired brands, including 80 percent of the Fortune 500, more than 6,000 private and middle-market companies, and health care-related services to 49 of the 50 states.



### Distinguishing Factors

- 12,000+ dedicated Government & Public Services-focused professionals
- Serving all 15 US Cabinet-level agencies
- Serving 49 of 50 states and D.C.
- Offices in 28 state capitals, including Raleigh.

Figure 3. Deloitte’s Distinguishing Factors

We provide *actuarial or consulting services* to many other public sector employers across 17 states within the past 15 years, including entities/agencies in Alabama, Kentucky, Tennessee, South Dakota, Iowa, Texas, and Georgia. Our work with these entities, as well as other large public entities, is summarized in the figure below:

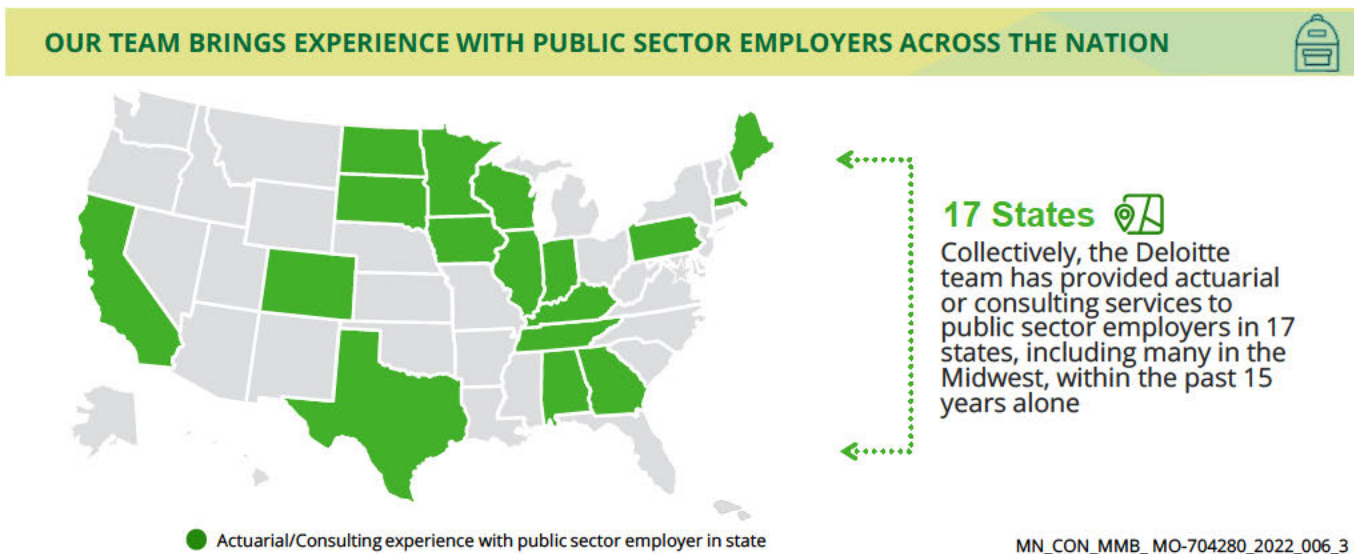


Figure 4. Our National Presence with Public Sector Employers.

Deloitte has a history of working collaboratively with many public sector clients, as seen above. We have performed tasks such as the following for these clients:

- Monitoring and reporting of claims and costs against budget
- Assessing plan performance, including reviewing claim files and encounter data
- Analyzing appropriateness of rates, including benchmarking competitiveness and cost effectiveness of

programs

- Performing plan design change analysis
- Maintaining data warehouses
- Evaluating the impact of legislative proposals
- Developing Health Management Programs, including monitoring of incentive-based designs for health and disease management programs
- Performing network analysis to determine cost-efficient providers
- Vendor procurement support
- Regulatory compliance assistance
- Collective bargaining support
- Program monitoring, including data analytics and data visualizations

## Appendix B – Citations

1. [Growth of GLP-1s has Implications for Multiple Stakeholders](#), Deloitte U.S. Health Forward Blog, 2023
2. [Economic impact of overweight and obesity to surpass \\$4 trillion by 2035](#), World Obesity Federation, 2023
3. [The increase in appetite for obesity drugs](#), J.P. Morgan Research, 2023
4. [How Much Ozempic Costs With Insurance: Copays Can Be \\$50](#), Business Insider, 2023
5. [Why payers are hesitant to cover GLP-1 drugs for weight loss](#), Fierce Healthcare, 2023
6. [Medicare spending on GLP-1 drugs reached \\$5.7 billion in 2022](#), Health Payer Intelligence, 2024
7. [Weight Loss - Ro's Body Program](#), Ro
8. [Hims & Hers weight loss adds compounded GLP-1 injections](#), CNBC, 2024
9. [FDA Warns About Counterfeit, Improperly Compounded Semaglutide Products](#), U.S. Pharmacist, 2024