

Making Effective Workforce Decisions with Comprehensive Integrated Data

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Today.

Decision-making
within complex systems
using integrated data

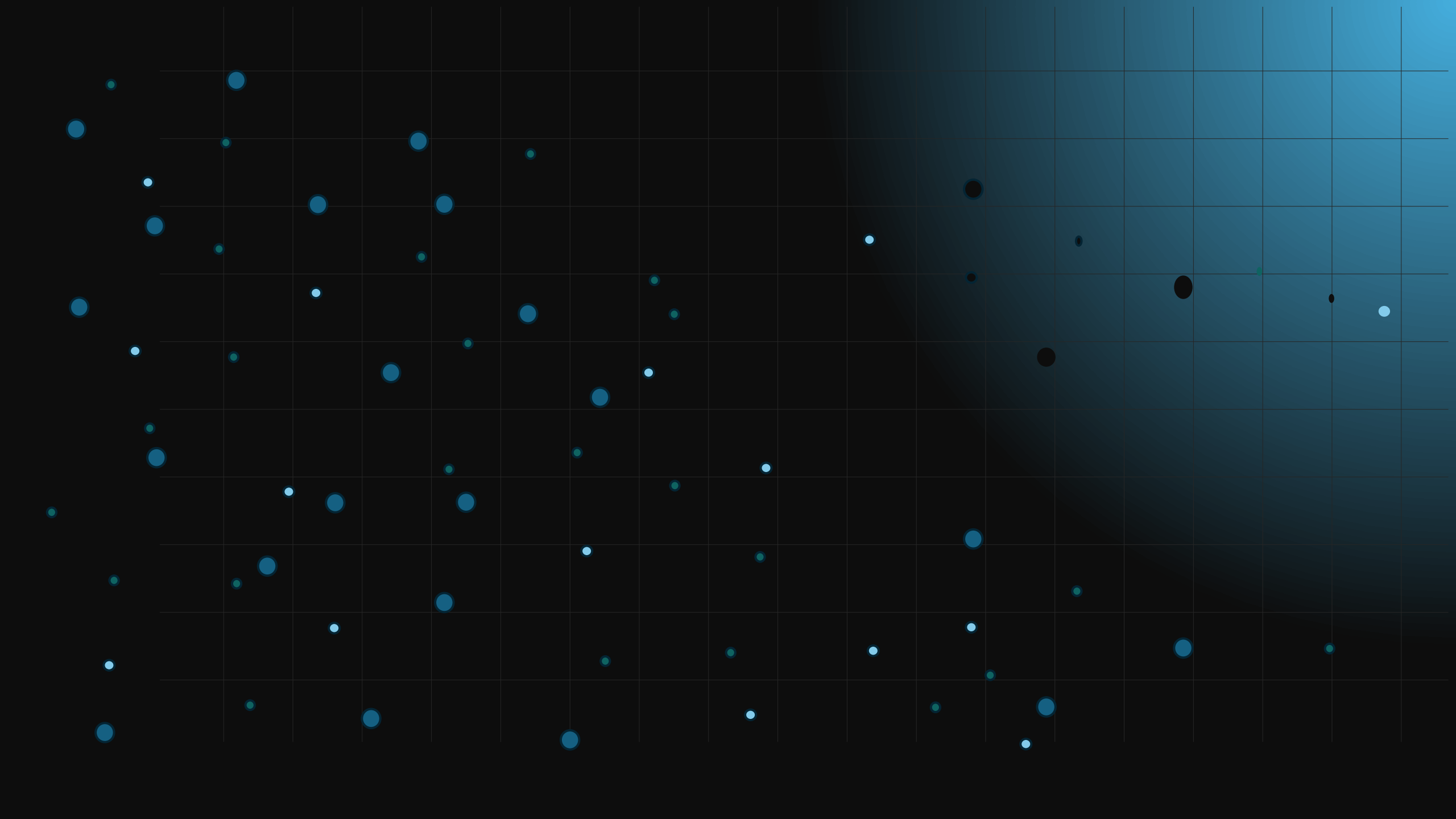
Two Levels of Related Decisions

1. How to choose actions

- (within complex organizations)

2. How to determine value

- (within complex outcomes)



Effective Workforce Decisions

Integrate many perspectives

That requires integrated data

Total Integrated Costs

Human Capital

- Human Resources
- Benefits Eligibility

Health Plan

- Medical & Pharmacy
- EMO
- Vision & Dental
- Onsite Clinics

Lost-Time & Safety

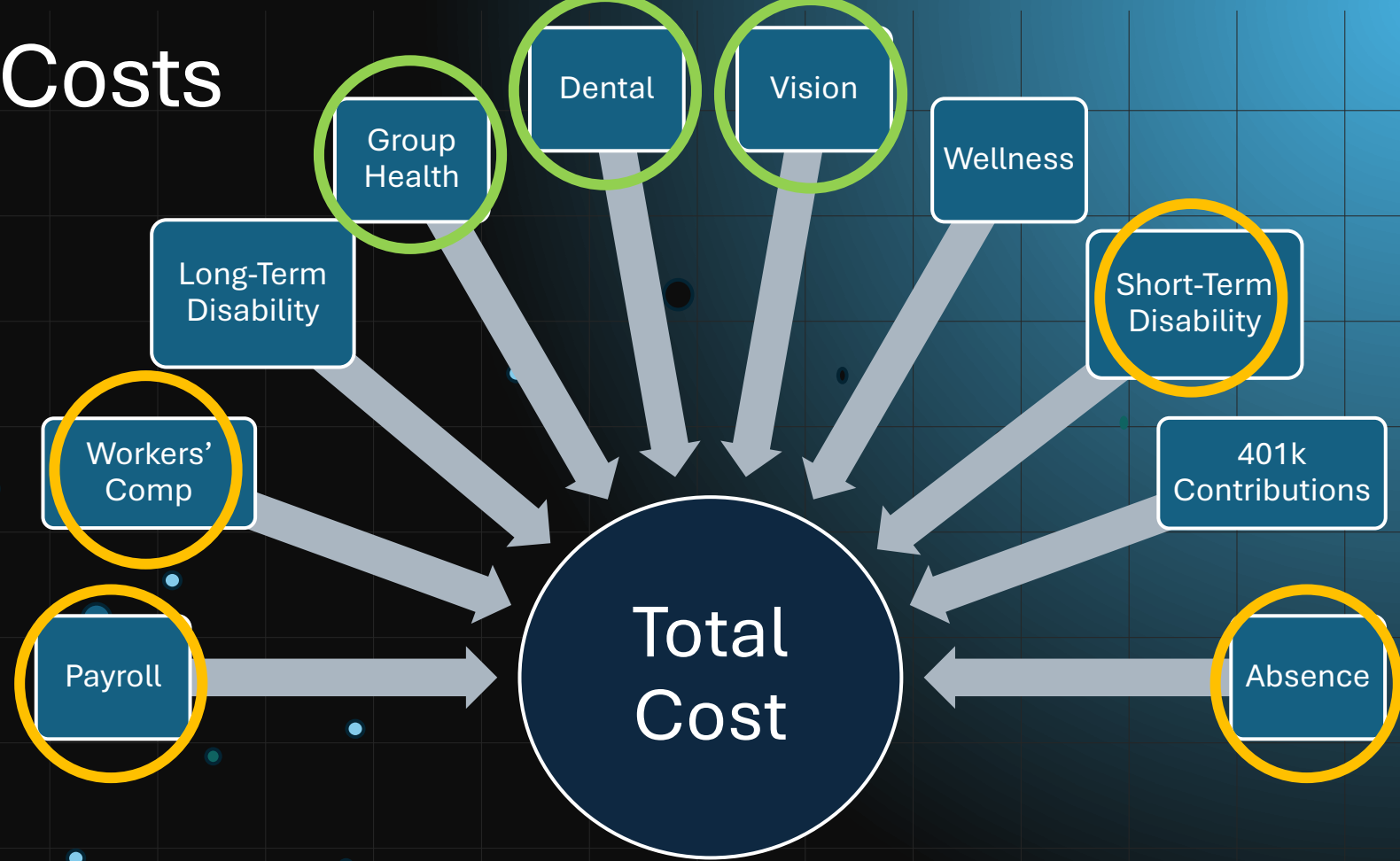
- Workers' Comp
- Short Term Disability
- Long Term Disability
- FMLA

Program Data

- Wellness
- Health Coaching, Nurse Advocate, Case Management

Financial

- 401K



and Integrated Intelligence

Human Capital

- Demographics
- Family

Work Situation

- Location
- Job type
- Tenure
- Pay

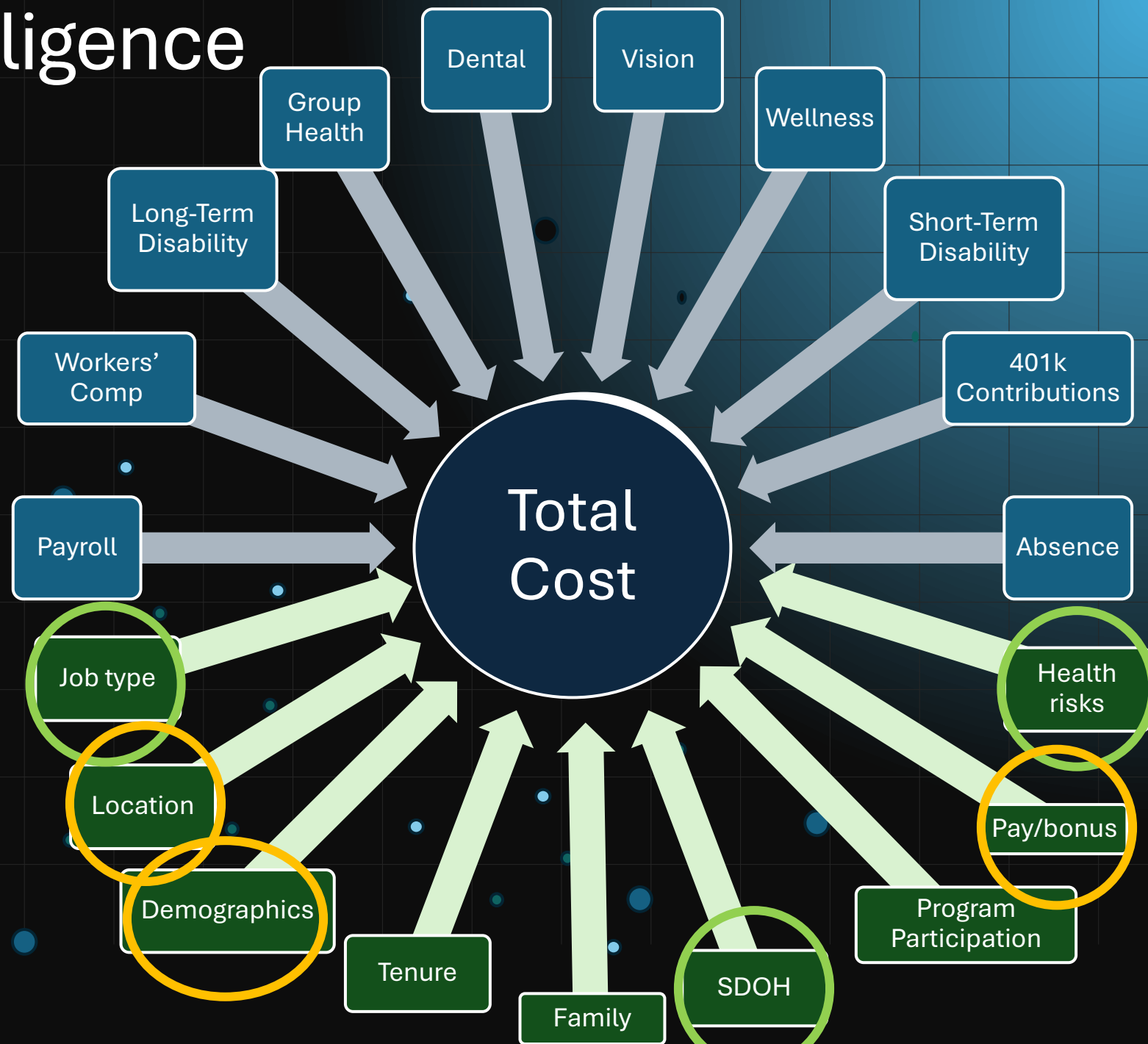
Health

- Risks
- Participation

Community

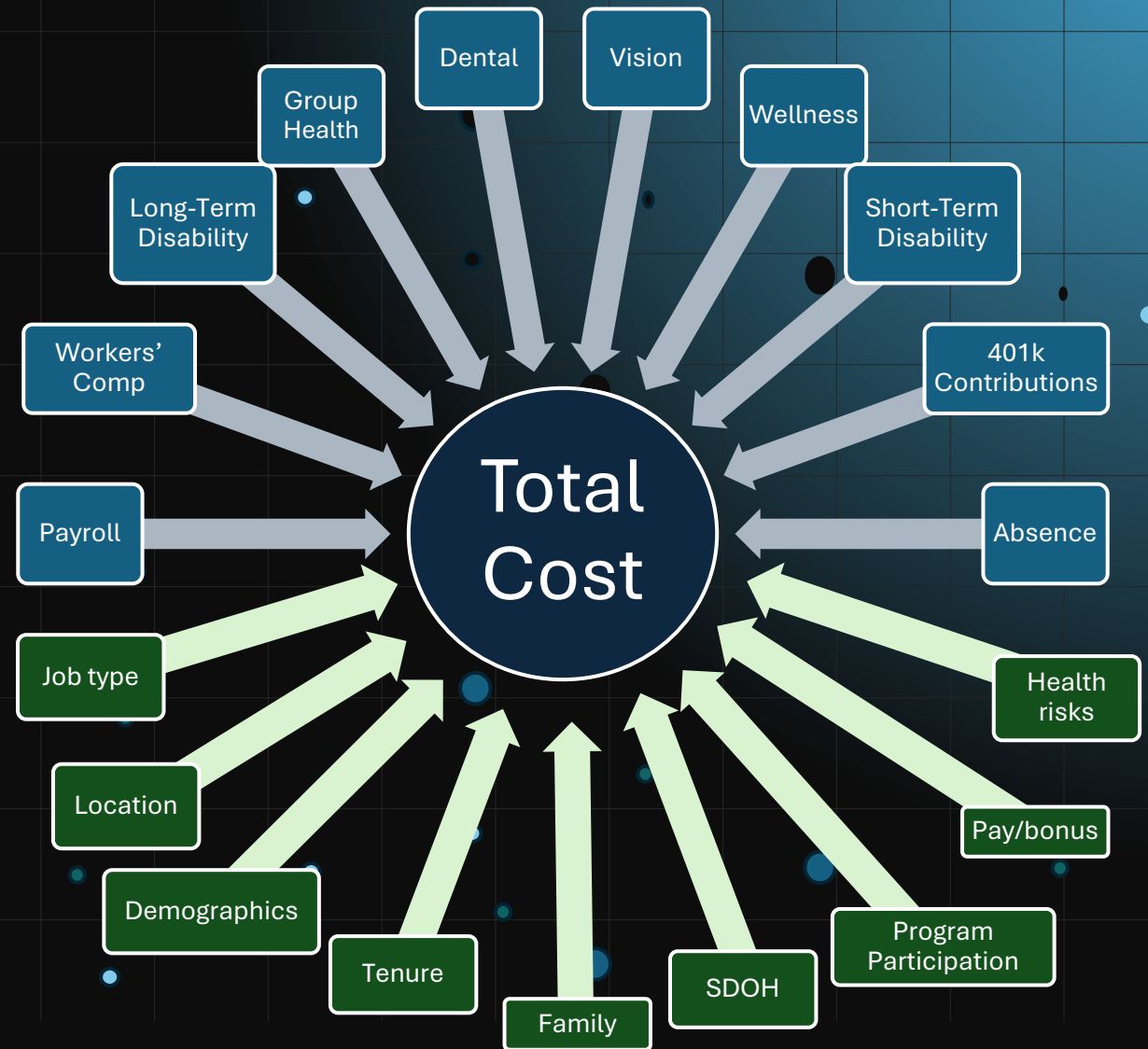
- SDOH
- Language
- Housing
- Transportation

Data represents
all aspects of
your organization



Decisions are
not made in
isolation.

Data can't be
isolated either



Choosing Effective Actions

- Balancing multiple inputs
- Making the case with storytelling

Perspective

Examples

How integrated data helps

Organizational Circumstances



Business realities
M&A
Current portfolio of benefits

Big picture
Longitudinal trends
Ability to segment

Leadership Priorities



New leadership
Tolerance for change
Fiscal concerns

Story-telling
Holistic approach
Data driven

Culture



Fit within culture
Overall benefits strategy
Benchmark with competitors

Employee choice
Tracking
participation

Understanding Impact of New Plan Offering

DEMOGRAPHICS

Plan A

Age 37.5
Family Size: 1.53
Male 53%
HCC 2.1%

Plan B

Age 37.5
Family Size: 1.48
Male 50%
HCC 5.0%

New Plan

Age 35.9
Family Size: 1.38
Male 51%
HCC 2.3%

Self
selection
by level
of risk.

MIGRATION

2024

Plan A
N = 1,794
Risk= 0.51

Plan B
N=5,435
Risk=0.81

Plan C
N = 1,698
Risk = 1.1

2025

Plan A
N = 2,841
Risk = 0.67

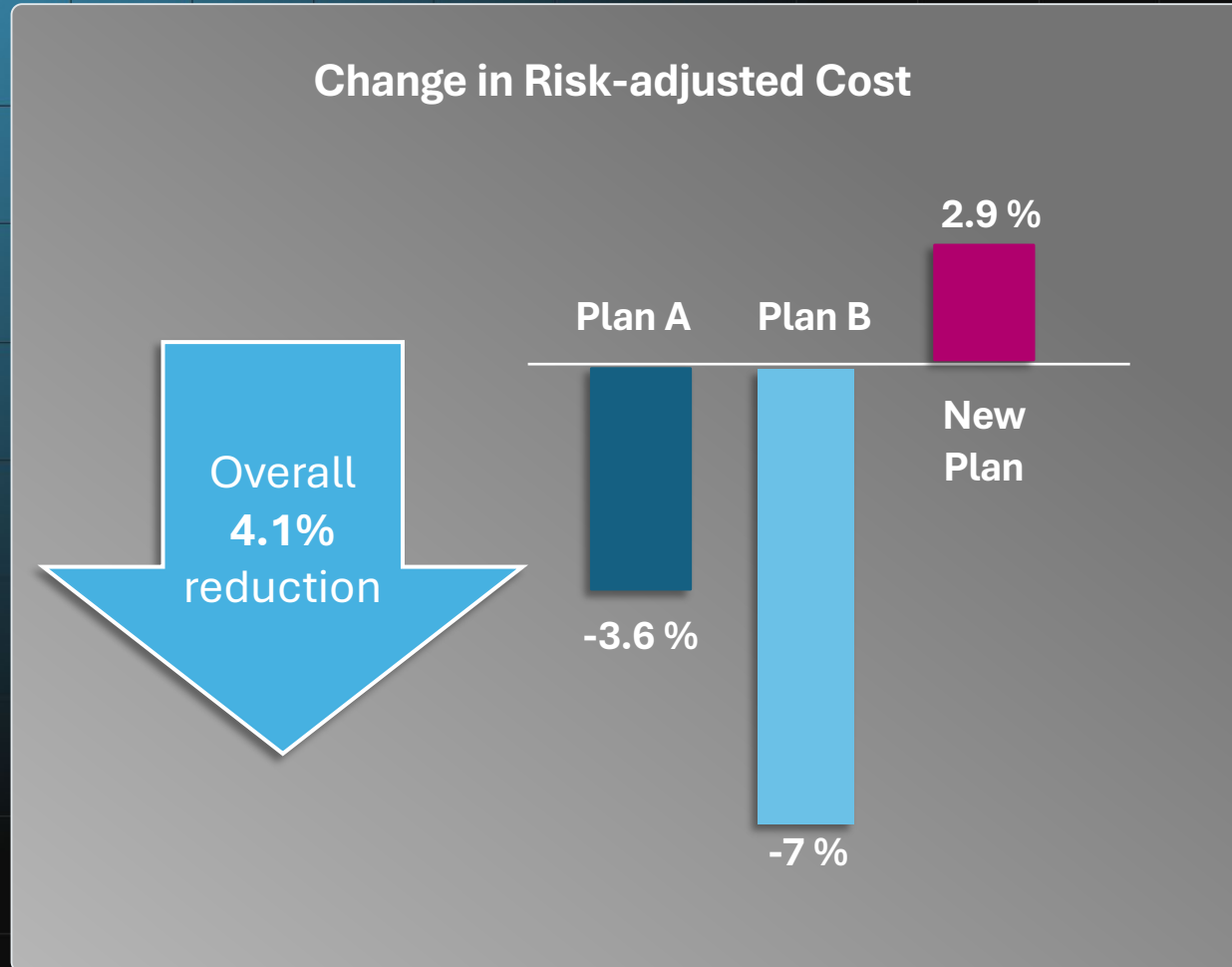
Plan B
N = 4,855
Risk = 0.86

New Plan
N=1,231
Risk=1.15

N=47 Risk=0.48
N=104, Risk=1.05
N=1,080 Risk=1.18

Understanding Impact of New Plan Offering

HEALTH PLAN PERFORMANCE



Plan A

Lowest Risk.

Plan B

Moderate Risk.

New Plan

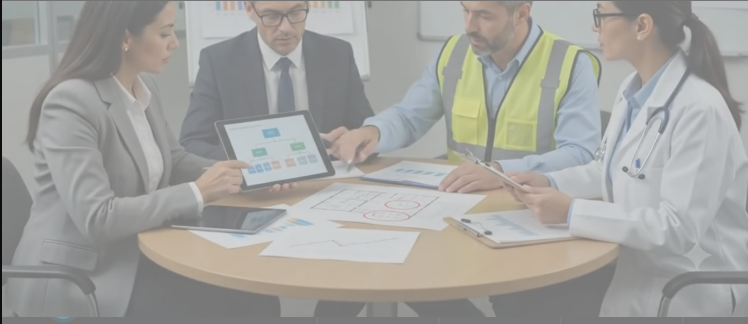
Highest Risk. No deductible, lower copays for high value providers

Perspective

Examples

How integrated data helps

Multiple Stakeholders



Administrative burden
HR, Safety, corporate health,
Operations

Trusted shared asset
Broader context
Better collaboration

Employee Impact



Potential to improve
Performance, engagement,
Absence, retention.

Financial burden
Affordability
Timely dashboards

Health Risks



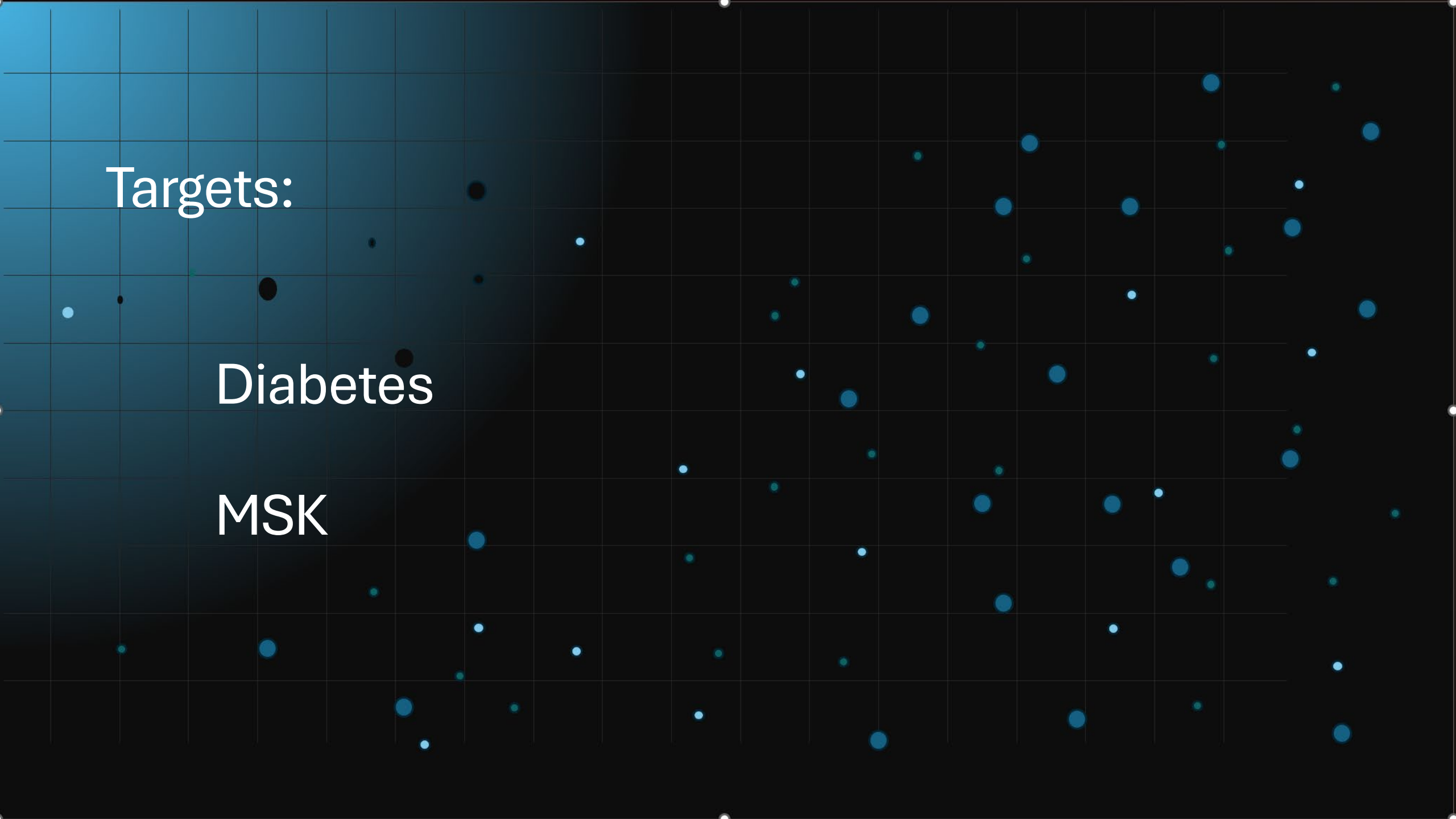
Pertinent to health profile
Cost, prevalence
Treatment, Rx, procedures

Appropriate utilization
Program utilization
Integrated evaluation

Targets:

Diabetes

MSK



On-Demand Monitoring

of Members in Program ⓘ

956

Eligible: 7,872

% Enrolled ⓘ

12%

Average Member Age ⓘ

49.3

Average Tenure: 17.6

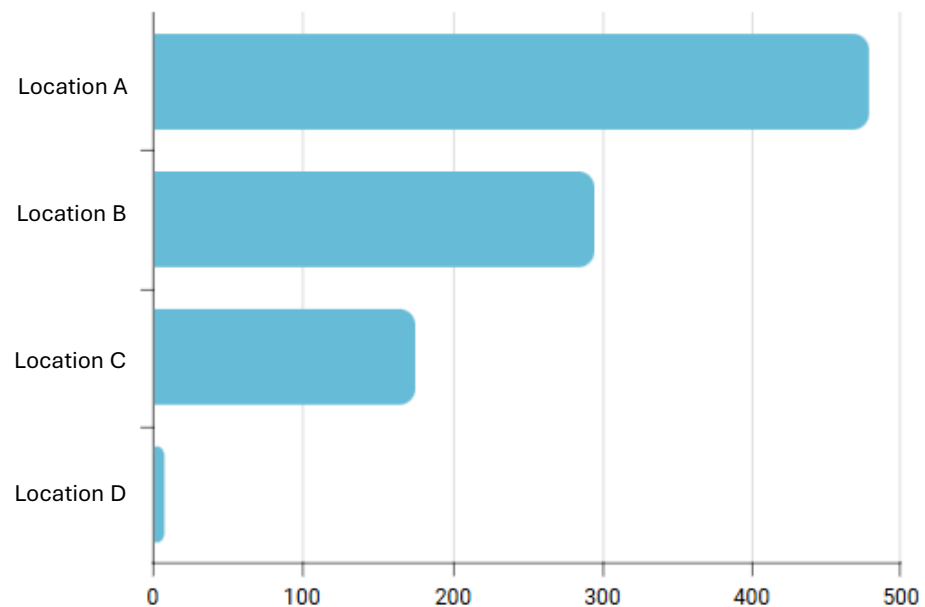
% Female ⓘ

48%

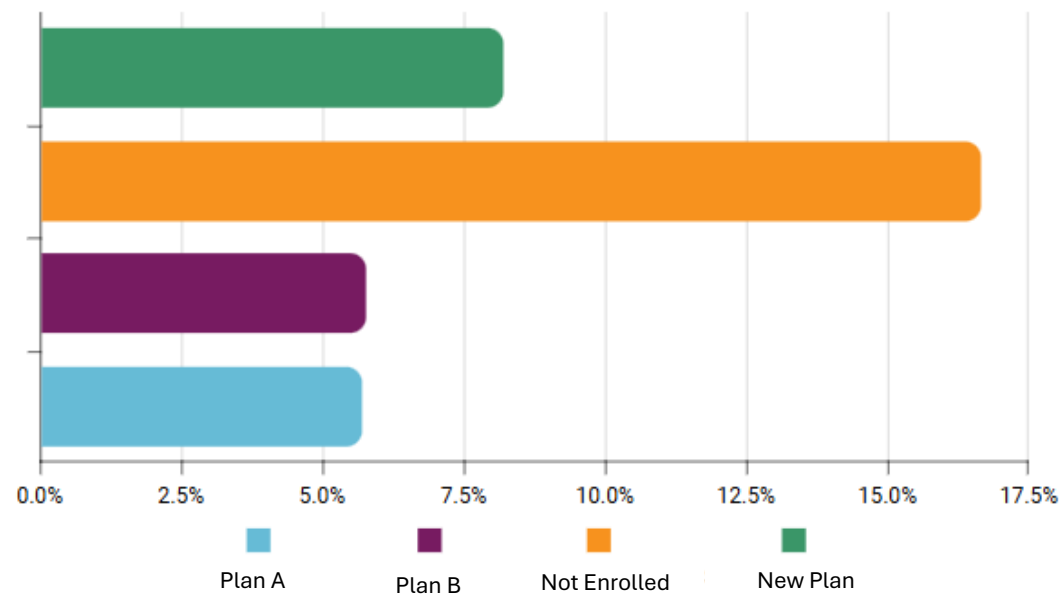
% Employees ⓘ

81%

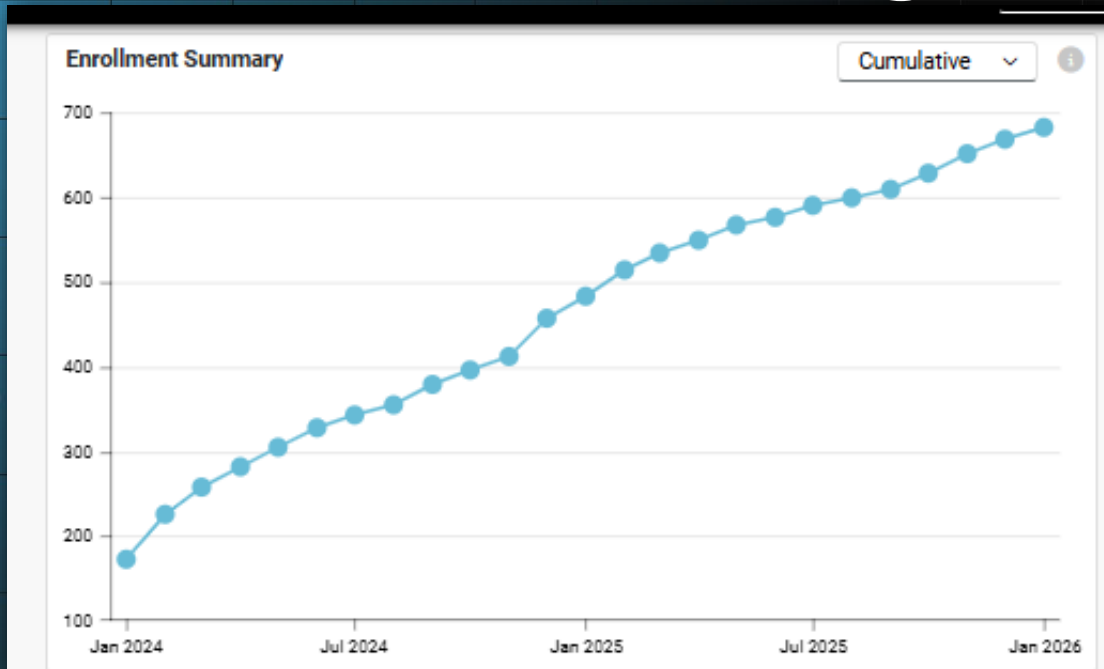
Enrollment of Eligible by Top Locations ⓘ



Enrollment of Eligible % by Plan ⓘ



On-Demand Monitoring



Consistent, ongoing
information from
program providers

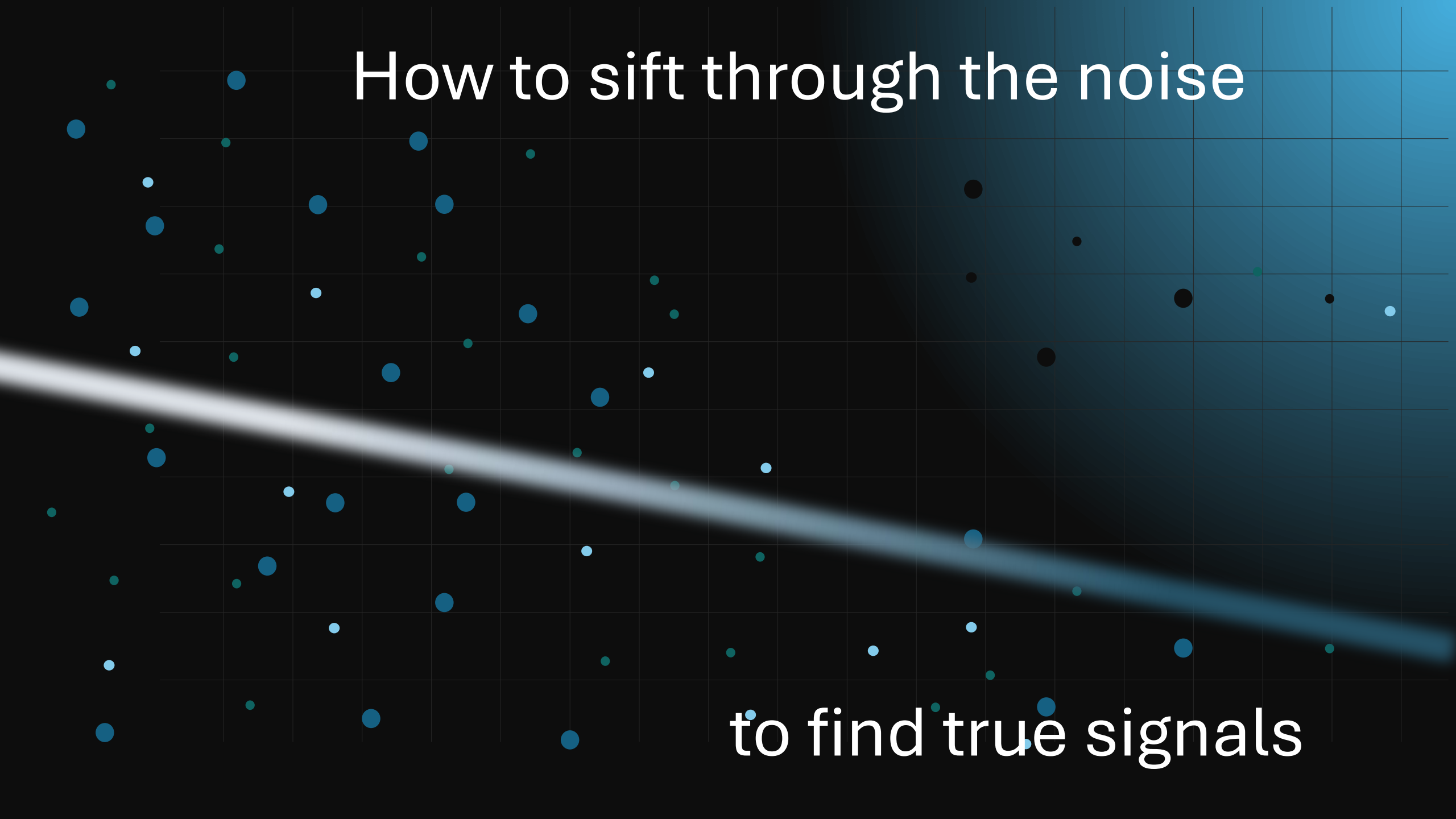
Outcomes for MSK Program

Metric	PRE	POST	Difference
MSK imaging. Images/1000	690	636	-54
Opioid Rx Fills/1000	773	668	-105
Muscle relaxant Fills/1000	534	619	+85
Physical Therapy Visits/1000	1065	1509	+444

Positive indicators of
health and
appropriate
utilization impact

Determining Program Value

- Understanding cost variability
- Overcoming noise with integrated data



How to sift through the noise

to find true signals

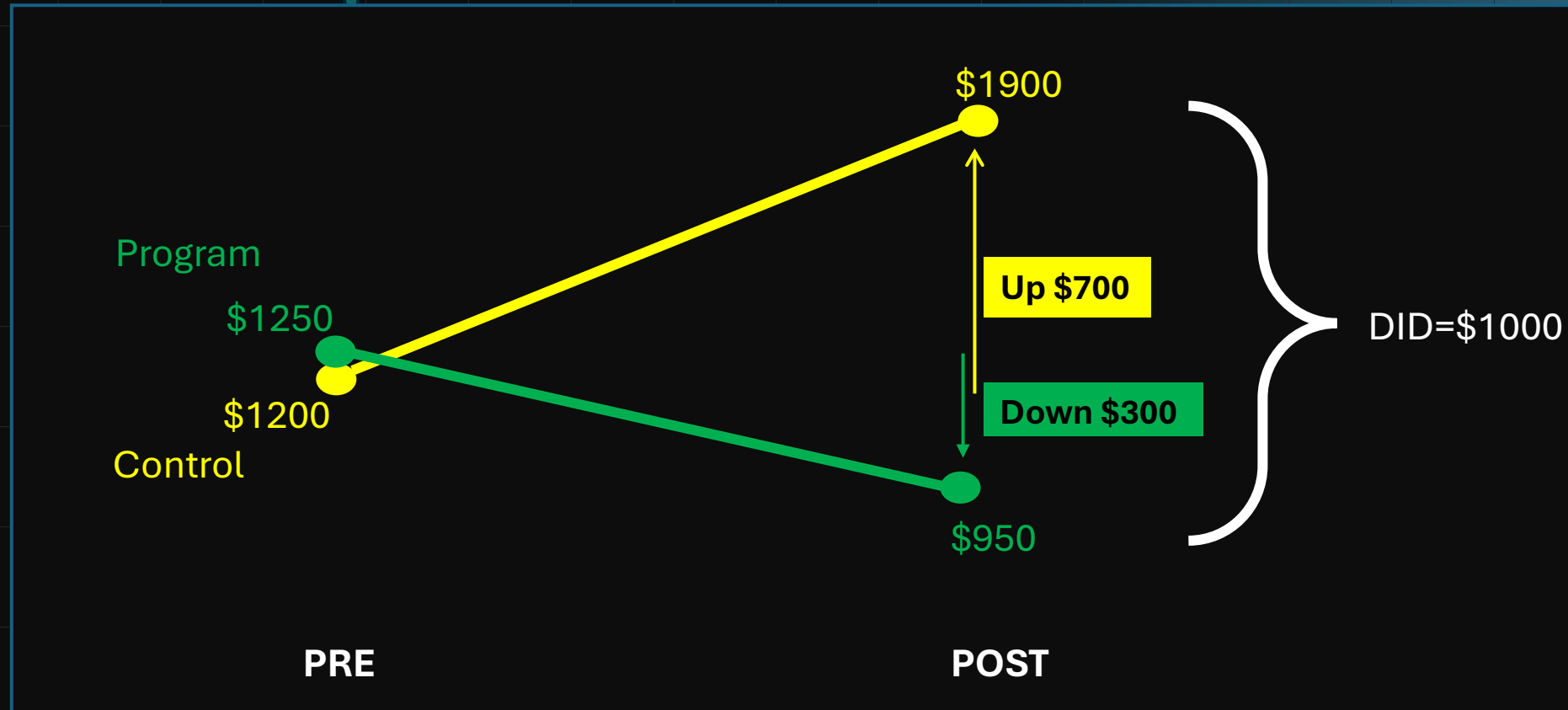


THE DIFFERENCE – IN – DIFFERENCES APPROACH

Comparing how two groups change over time

EXAMPLE

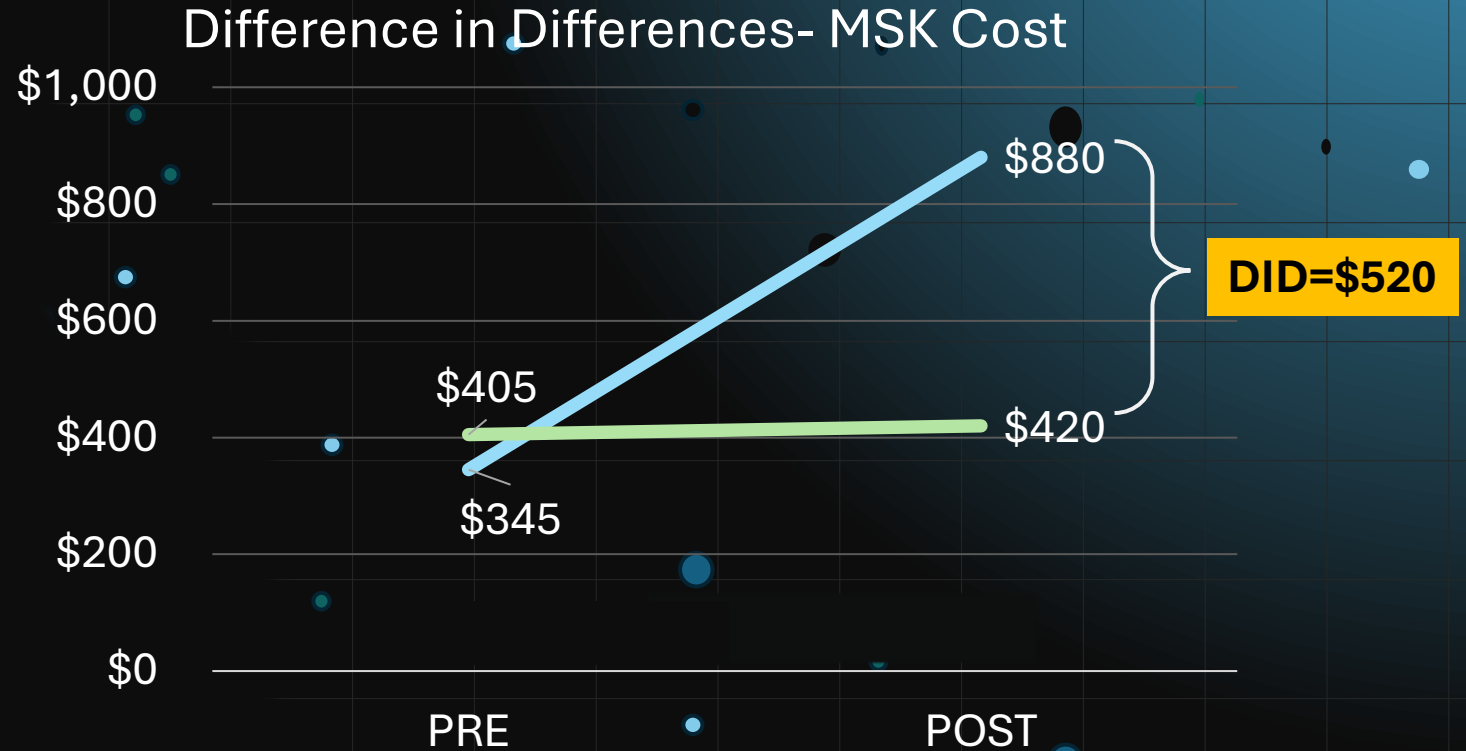
AVERAGE
COSTS



Standard Matched Evaluation

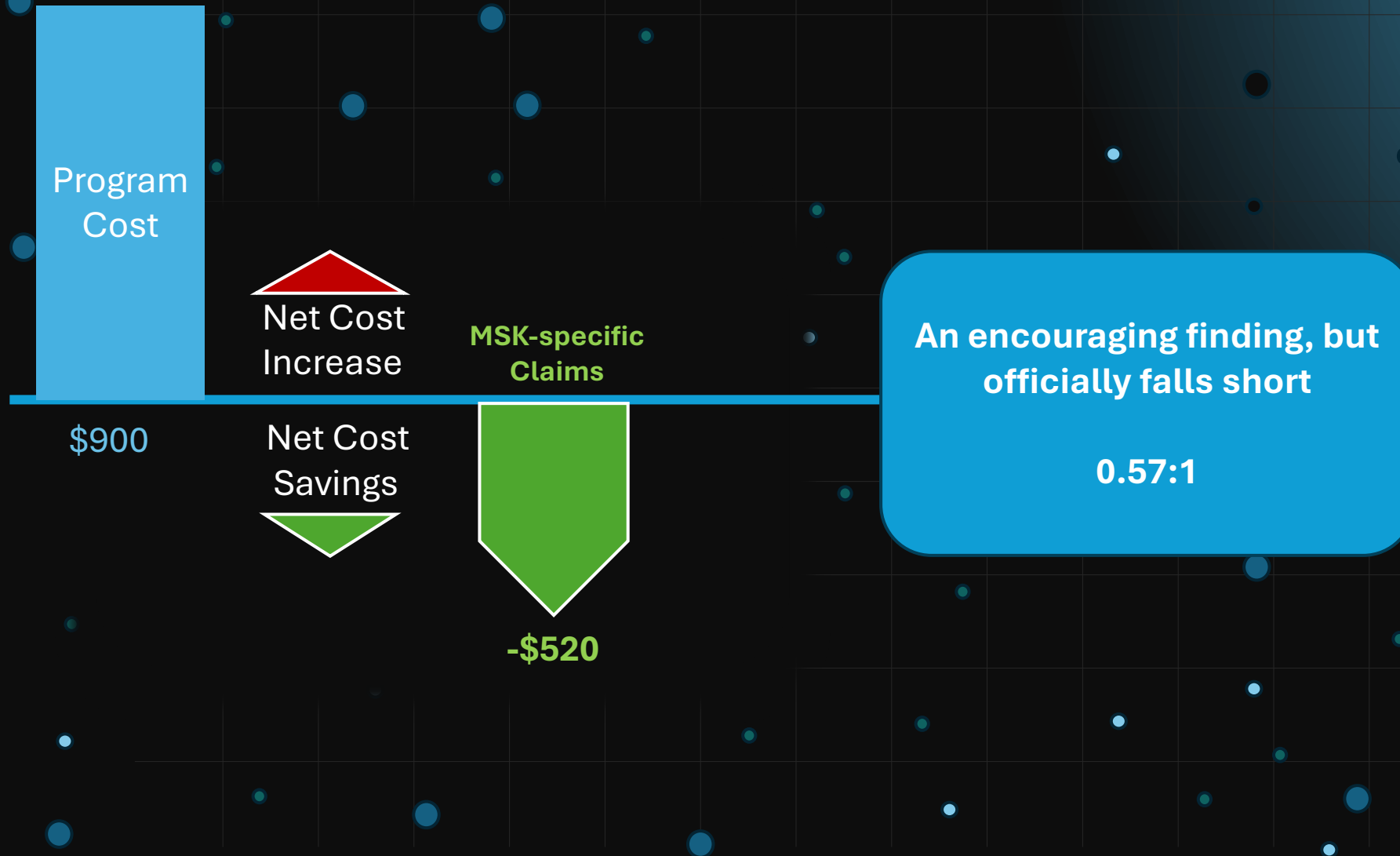
MSK Intervention

- Select 12 months pre-post
- Remove outliers to reduce noise
- Matched controls
 - Age
 - Gender
 - MSK cost
 - Body part
 - Salary
 - Risk score



Statistically significant, encouraging & suggestive. . . .

Standard ROI

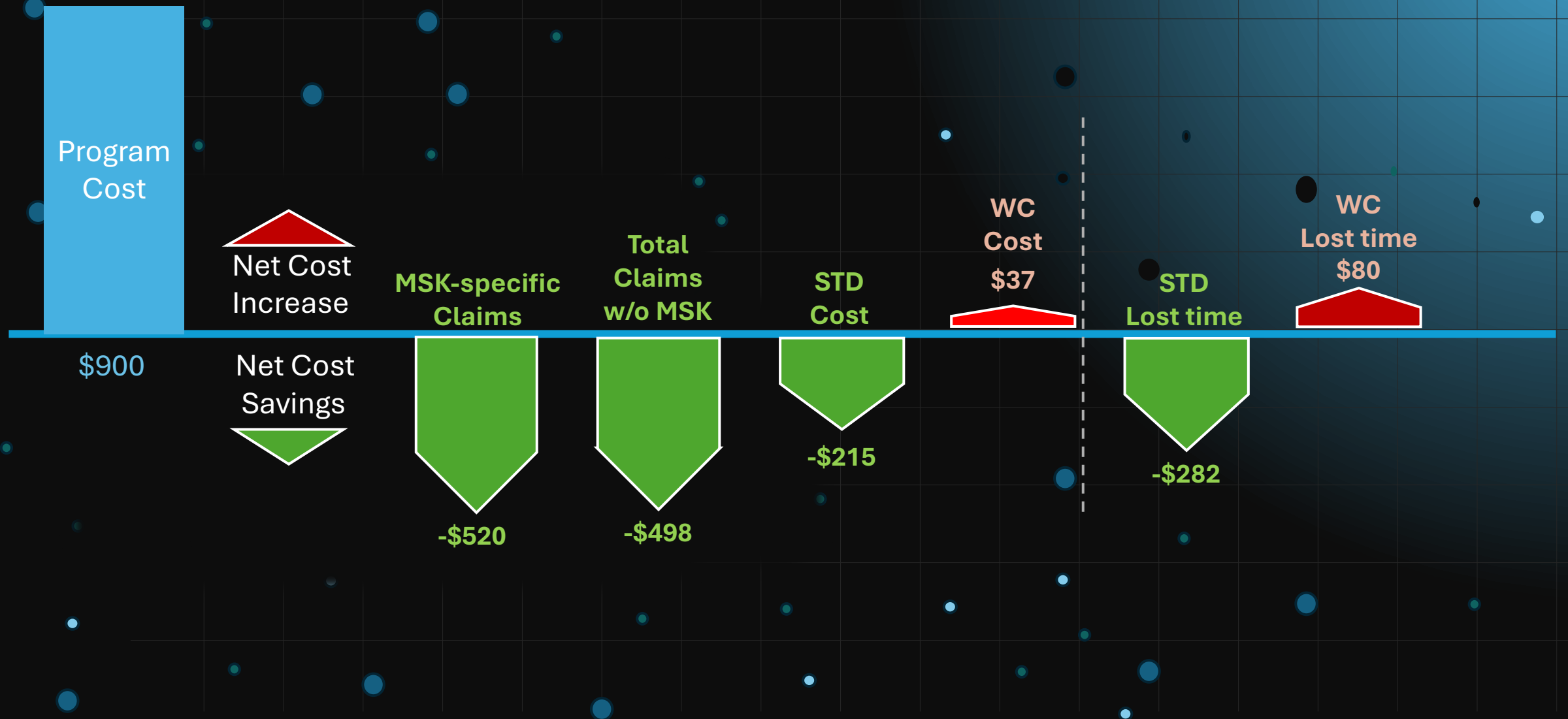


Corroboration Across Outcomes – Same MSK Program

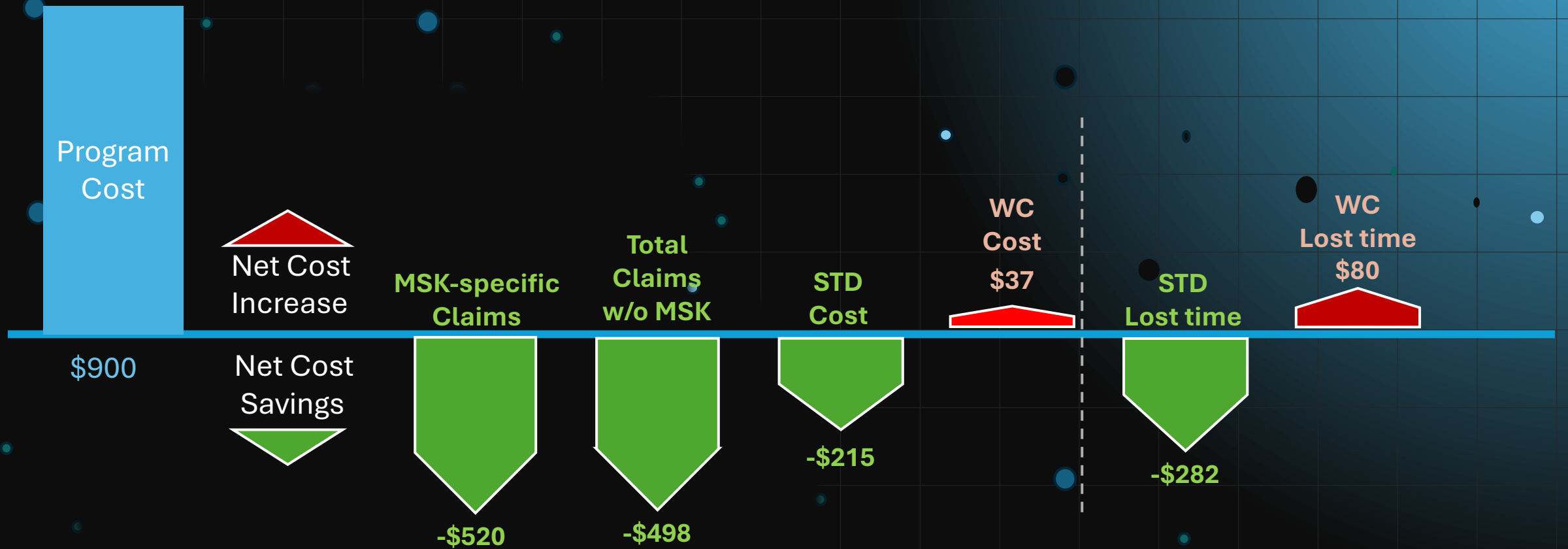
Outcome

- 1 Disease-specific group health
- 2 Group health total
- 3 STD dollars
- 4 STD lost time (salary equivalent)
- 5 WC dollars
- 6 WC lost time (salary equivalent)

Expanded ROI

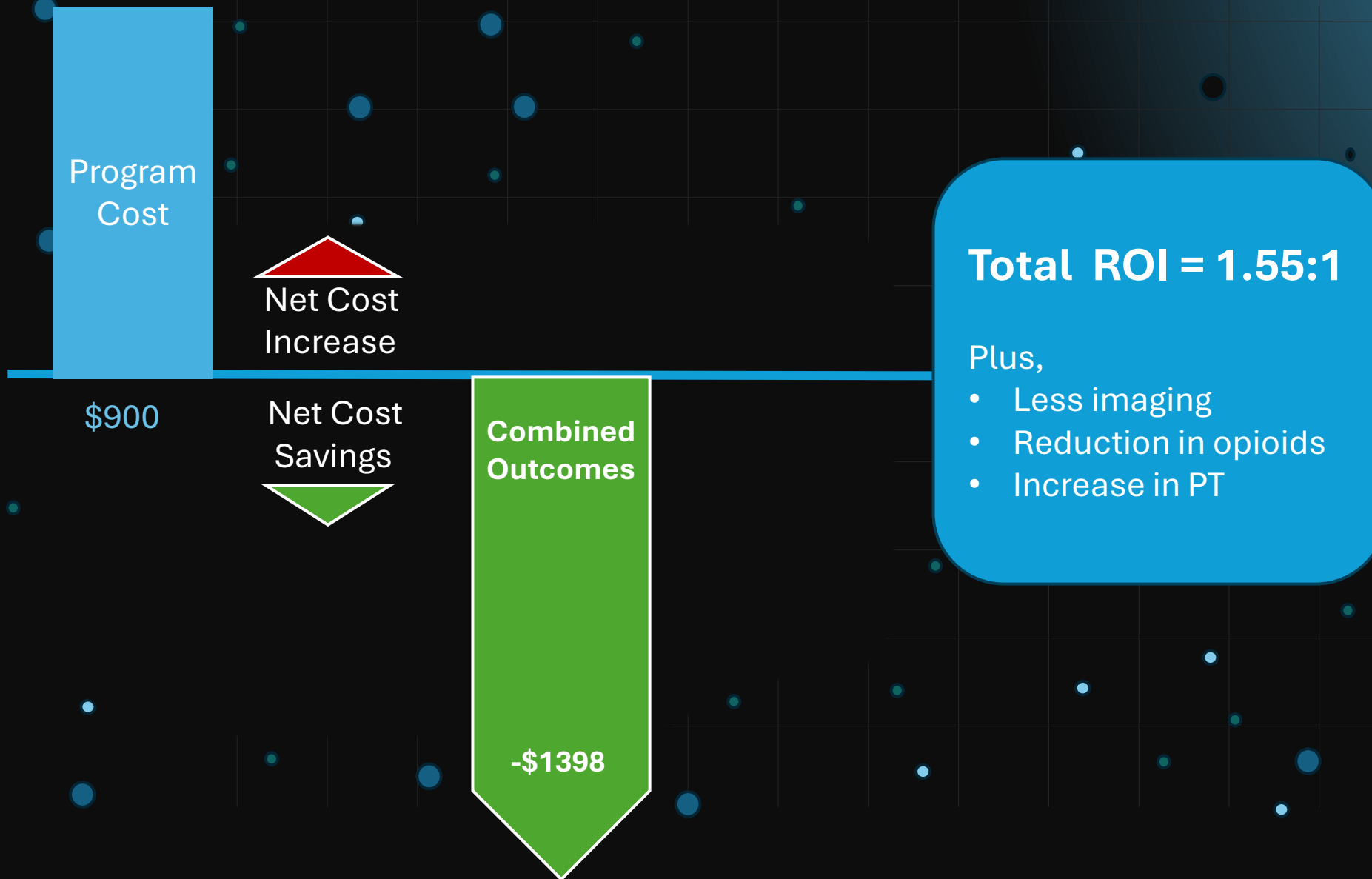


Expanded ROI



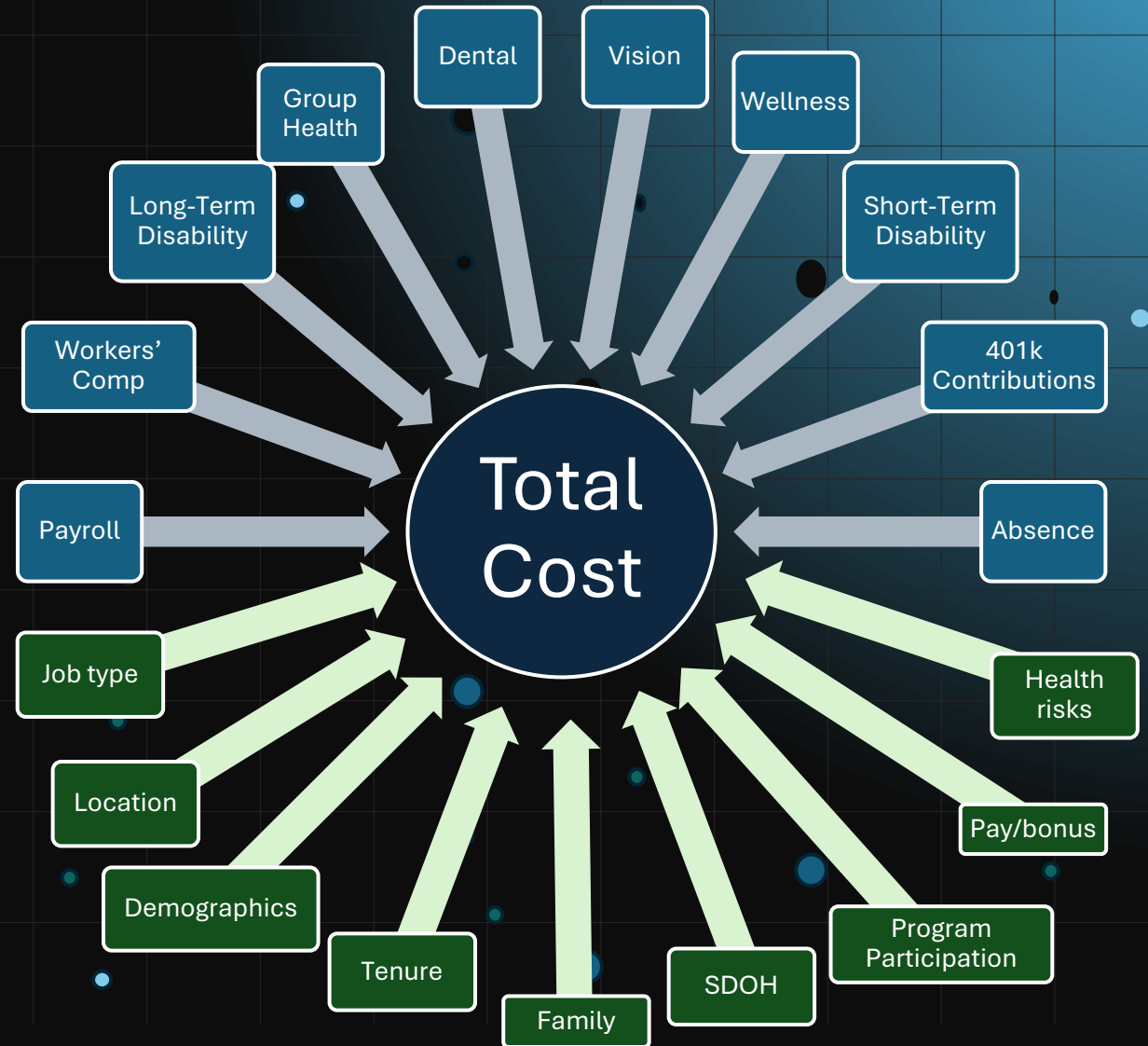
When combined. . .

Expanded ROI



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either



Coming Advances with AI

- Improved matching
- Monte Carlo control sampling
- Probabilistic outcome distributions

However,

No advancement in claims-only analysis
can match the advantage of multi-signal
integrated outcomes

By integrating across diverse

Perspectives

Stakeholders

Goals

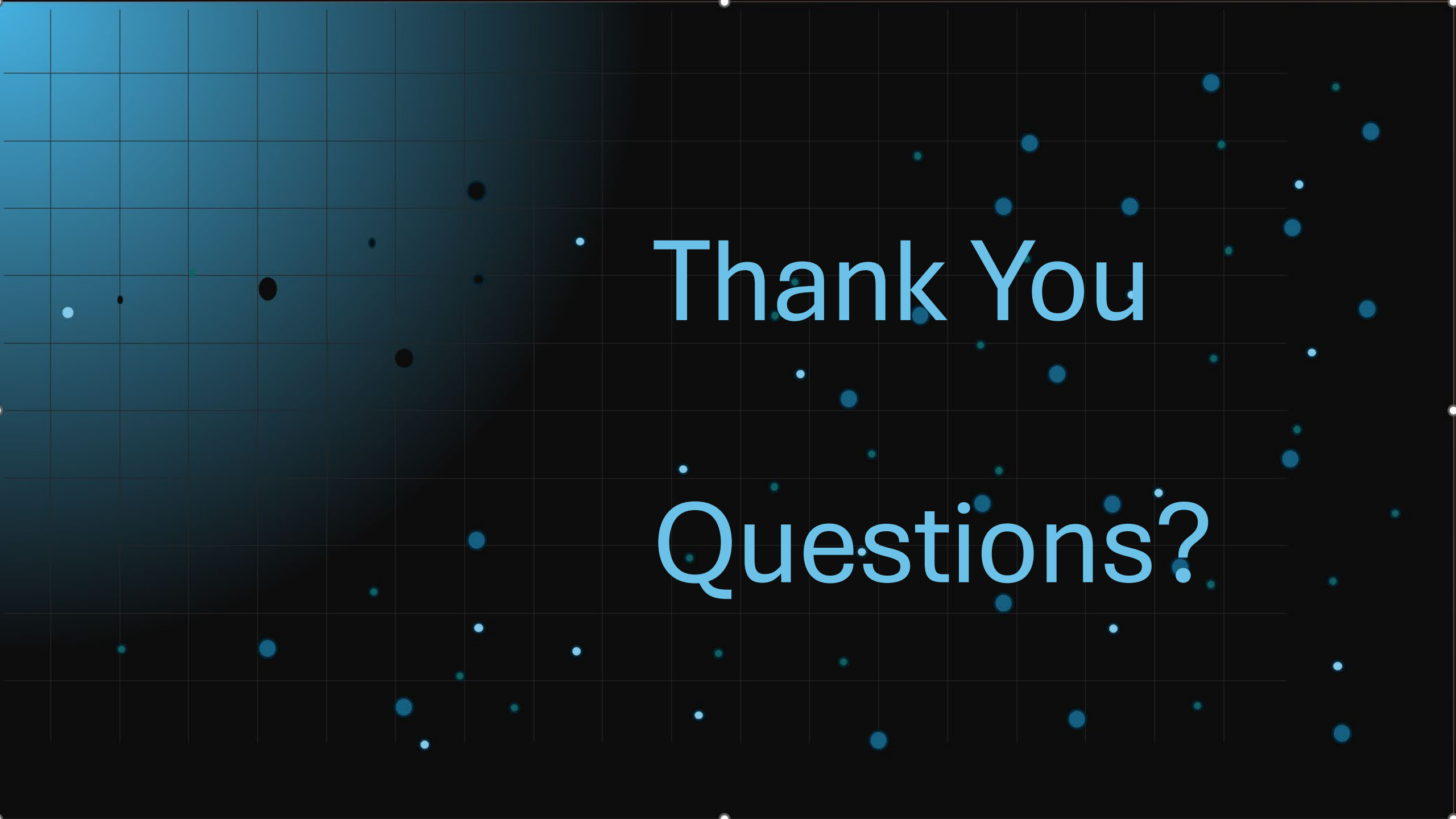
Priorities

Data sources

Outcomes

Approaches/technologies

**Workforce decisions
become more holistic
and confident**



Thank You
Questions?