



SJVIA Wellness Program Challenges, Proposed Solutions & Recommendations

Challenges

1. Biometric Screening Method

- Inaccurate/Miscommunication about the scope of the screenings provided, resulting in SJVIA receiving limited screenings as opposed to comprehensive screenings.

2. Biometric Screening Customer Service

- Health technicians during the screening process did not use discretion about interpersonal conversations and topics, were not discrete with participants information, causing participants to feel there was a lack of confidentiality /privacy.

3. Biometric Screening Billing

- Billing agreement was based on an 85% of projected or actual count (whichever is greater), and scheduling requirements were not explained effectively, nor conducive to SJVIA's operations resulting in extensive charges for screenings that did not take place.

4. Disease Management & Coaching Services/Billing

- Due to partial participation in a capitated HMO plan, Disease Management through claims data and utilization integration is not possible, yet topic was not discussed during implementation, resulting in a large percentage of the population enrolled in a service (that SJVIA is paying for) yet not receiving.

5. Incentive File and Timelines

- Fees associated with custom file feeds were not discussed prior to signing of contract or during implementation, nor was the delivery time of 30-45 days.

Viverae's Proposed Solutions

1. Biometric Screening Method

- Limited panel used for 2015 with possibility to switch to comprehensive panel in 2016.

2. Biometric Screening Customer Service

- Viverae terminated employee(s) that lacked customer service professionalism and did not uphold Viverae's code of conduct for health technicians. Viverae verbally apologized and agreed to ensure that future screenings would be handled with a higher level of service.

3. Biometric Screening Billing

- Adjusted proposed billing is based on specific participation counts as different rates and eliminates the 85% or whichever is greater; however a \$27,000 difference remained. Viverae completed an analysis of SJVIA's 2015 screenings and determined a variance between actual and billed screenings. To account for the variance and in the spirit of ongoing partnership with SJVIA, Viverae will provide SJVIA a credit to its August invoice in the amount of \$27,000.



- Moving forward, as a proposal to eliminate ongoing variances between actual and billed screenings, Viverae will revise its screening cost proposal to indicate we will bill SJVIA for only those screenings actually provided if SJVIA will agree to make Biometric screenings a requirement for eligible employees to receive the total incentive amount (not just the tier 1 incentive amount). This proposal is intended to increase overall participation, insure SJVIA pays only for those services provided and minimize Viverae's risk in providing the staff necessary to provide flexible future screening events.

4. Disease Management & Coaching Services/Billing

- For SJVIA employees where claims are available, SJVIA elects to proceed with DM (see attachment for pricing)
- For SJVIA employees where claims are not available, SJVIA elects to proceed with Coaching without DM (see attachment for pricing)
- Viverae to begin working on a contract amendment to make this change.

5. Incentive File and Timelines

- To make up for any miscommunication or misunderstanding regarding the requested custom files, Viverae agrees to waive the fees associated with preparing and providing the Tulare file and the two (2) 2015 custom incentive files.
- For future files:
 - Viverae will send a test file in advance of actual file. Any changes requested to the test file may delay the estimated delivery date.
 - Viverae will immediately begin working to scope the requirements for the end of year incentive file requested by SJVIA and has set a tentative delivery date of 1/15/16 (pending SJVIA approval).

Gallagher Recommendations

1. Biometric Screening Method

- Determine the scope of the biometrics screenings and have Rebecca Kruske, Gallagher's Director of Health Management, Western Region, assist in vendor discussion and contracts to ensure all aspects of screenings are to SJVIA's standards.

2. Biometric Screening Customer Service

- SJVIA's multiple locations had different experiences during the health screenings, and a decision regarding utilization of Viverae or a different vendor is needed. If utilizing a vendor outside of Viverae, but keeping Viverae's platform, will result in a file feed fee as outlined in item 5 above.
- Using a different vendor could build comfort and assurance of participants who had a negative experience in 2015.
- Gallagher recommends that if Viverae is utilized for biometric screenings in 2016, either Michelle Brown, VP Client Services (or other Sr. level management) and/or Gallagher be present at the screening site in which unfavorable conversations took place in 2015 to ensure confidentiality is maintained.

3. Biometric Screening Billing

- SJVIA and Gallagher discuss impact of Viverae's proposed solution on overall wellness strategy.

4. Disease Management & Coaching Services/Billing

- Gallagher supports the proposed recommendation by Viverae to only charge Disease Management fees for individuals in which claims data can be obtained.

5. Incentive File and Timelines

- Viverae has outlined costs associated with file feeds, and Gallagher recommends using alternate vendors as needed to enhance program offerings and/or streamline processes.



Gallagher Recommendations

Gallagher recommends that if SJVIA is comfortable continuing partnership with Viverae for 2016, it would be in the best interest of the employees not to move from vendor to vendor. Viverae has proven that they are willing to work with SJVIA and Gallagher to be flexible and make accommodations when possible. To add value and individualized aspects to SJVIA's wellness program, the utilization of additional onsite resources could enhance the current program. It is important to look at the goals and objectives that SJVIA has and wishes to accomplish with this wellness program and then put the right vendors, tools and resources in place to ensure success. If SJVIA has lost confidence in Viverae, then Gallagher will assist in finding the right fit for SJVIA. If SJVIA would like to enhance their offerings with onsite services and/or break out components of their current program (i.e. biometrics), Gallagher would recommend our assistance in discussions with Viverae to make data transfer seamless. Sutter Health is one of many vendors that can service the needs of SJVIA and is willing to work with Viverae in data transfer and integration.