

Benchmark Senior Living

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THE CROES OLIVA GROUP

GOOD BUSINESS IS GOOD MEDICINE

“In a time of great change and new challenges in post-acute care, The Croes~Oliva Group helped us navigate a synergistic path to lower employee healthcare costs, expand quality care services to our residents, and partner in an ACO environment. Their guidance and insight will help us retain and improve our market leadership position.”

-Stephanie Handelson, President & COO

Benchmark Senior Living

THE CHALLENGE

Benchmark Senior Living and The Croes~Oliva Group set out to explore a tripartite, ambitious and synergistic initiative: Could on-site primary care services:

- ◆ Improve the health of its residents and staff?
- ◆ Reduce the employee health insurance costs?
- ◆ Strengthen its position as a provider of choice for accountable care organizations?

CLIENT PROFILE

Benchmark Senior Living (BSL) is the largest provider of senior housing in New England with 47 premier senior living communities encompassing 3,700 units for assisted living, memory care and independent living that serve more than 4,000 residents. BSL communities offer a continuum of care and unique programs designed to improve the experience of senior living. BSL's Net Promoter scores are consistently one of the highest – not just in the health care -- but in all industries combined.

THE CROES~OLIVA GROUP CONTRIBUTION

Faced with rising employee healthcare costs and competition in the senior living industry, as well as a desire to play ball with local ACOs, BSL leadership was ready to embrace an innovative approach. Together leadership and The Croes~Oliva Group evaluated the feasibility, viability and practicality of providing on-site primary care and health services to residents and staff alike. What was the best model for enhancing timely, high quality, and cost effective medical services to residents, with fewer hospital admissions? Could expanding on-site care to staff simultaneously reduce health insurance and worker compensation costs? Taken together, would these and other initiatives give Benchmark a leg up as an innovative partner in Medicare and private ACOs?

To improve the health of BSL residents and staff while reducing employee health

insurance costs, The Croes~Oliva Group crunched the numbers, weighed the options and developed a Model of Care that delineated primary care service offerings, care delivery assumptions and cost projections. Together with BSL leaders, we explored expanded clinical service options such as in-house physician concierge services versus outsourced amenities; a pilot versus full-scale implementation; and resident versus staff target populations. These models and cost projections enabled leadership to conduct productive discussions, make informed decisions, and set successful strategy to provide enhanced health services at great value and lower cost. Specifically, we:

- ◆ Conducted a cost-benefit analysis and presented key findings that the high operational cost for implanting a care delivery model offering residents in-house primary care was prohibitive and not sustainable
- ◆ Recommended that Benchmark explore alternative ways to operationalize primary care in its senior living communities
- ◆ Determined that Benchmark's *Community Engagement Coordinator* program, which provides staff health and wellness coaching to curtail insurance expenses and boost retention and recruitment, had significant overcapacity and could provide additional services without additional expense
- ◆ Developed an implementation plan for rolling out Benchmark's *Community Engagement* program, including monitoring and measuring success

To strengthen BSL's position as a provider of choice for accountable care

organizations, The Croes~Oliva Group:

- ◆ Created *An Accountable Care Organization Playbook* to ensure leadership understood ACO core requirements in a post-acute partnership and delineated strategies for approaching potential ACO partners
- ◆ Outlined best practices for coordinating care delivery, expanding capacity, retooling operations, optimizing financial performance, and aligning organizational offerings to better meet ACO goals
- ◆ Counseled Benchmark as it launched key initiatives to build necessary infrastructure for ACO success including developing clinical pathways, collecting data, measuring and improving quality, educating staff, and identifying other value-based, on-site services for development

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About The Croes-Oliva Group:

The Croes-Oliva Group is a medical group consulting firm. Founded in 1993, we work with medical and administrative leadership to optimize performance, value and excellence across the care continuum.

Our expertise in all care-delivery settings stimulates cross-pollination of ideas and concepts. We apply the lessons learned in our day-to-day work in the highly competitive, healthcare marketplace to integrated delivery systems, academic medical centers, community hospitals, post-acute, and new venture-capital-backed entities seeking to deliver superior quality care.

Our senior consultants have more than 100 combined years of experience, strong entrepreneurial roots, advanced business degrees, and a decades-long track record of success.