



## City of Odessa Odessa, Texas

*In West Texas where the mainstay meal is chicken-fried steak the size of a saddle blanket and gravy comes in an iced-tea pitcher, you have to modify the environment outside to change what goes on inside*

A growing city with opportunities as unlimited as the West Texas horizon  
 A city enriched by gas and oil and the people who live there  
 A regional health industry hub  
 A great place to live healthy

### Employee Demographics

- 950 full-time employees, mostly male, include police and firefighters
- 20% of positions require a college degree
- Majority of 2,800 plan members—employees, retirees and dependents—live in Odessa area

### Health Benefits Challenges

- "Chicken fried steak culture" where big portions and big bellies ride in big trucks
- Prevalent diabetes or pre-diabetic conditions, metabolic syndrome, asthma, cardio-pulmonary disease
- Overutilization of unnecessary, high-cost specialist care
- Health plan members, paying little or nothing for generous benefits, are not actively engaged in healthcare cost management

### Healthy Workforce Objectives

- Encourage adoption of healthy lifestyles
- Improve chronic disease management
- Reduce unnecessary specialist care

### Value-based Benefits and Wellness Strategies

- On-site primary care clinic, pharmacy, and lab – all using electronic medical records
- 24-hour fitness center and wellness center with demonstration kitchen
- Narrow provider network based on quality and value
- Active partnership with patients and providers for pre-certification of medical procedures, utilization review of facility services and fees, and disease management to maintain optimal quality of life



## Outcomes

- Lowest per member cost among public employer health plans in state of Texas
- Growing popularity of Fitness Center, with more than 2500 visits in January
- Health Clinic patient visits average 500-600 a month
- Both the Health Clinic and Fitness Center have identified and enrolled hundreds of health plan members with diabetes, hypertension, hyperlipidemia and other chronic conditions in wellness and fitness programs
- Hundreds of participants in weight loss and smoking cessation programs have achieved significant results
- Increased utilization of high value health providers

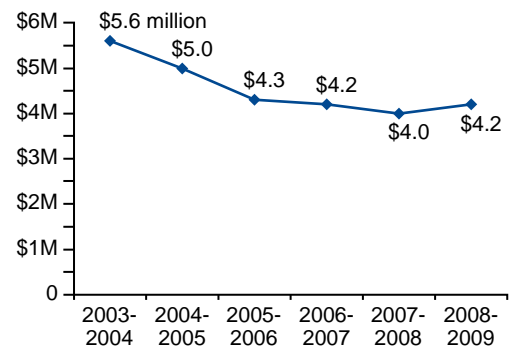
## Next Steps

- Maintain focus on appropriate cost-effective health care
- Continue to provide education and otherwise support healthy lifestyle behaviors
- Promote collaborative community-wide initiatives that discourage smoking in public places and encourage healthy physical activity
- Endorse quality care throughout healthcare delivery system



City of Odessa Family Health & Wellness Center

City of Odessa Health Care Claims Trend  
Fiscal Years 2003-2009



## On the Road to Value

The City of Odessa knows that helping its community access high-value health care services, such as preventive care and disease management, and reducing unnecessary, overpriced care can improve health and lower health-related costs.

The city opened an on-site clinic in 2005 to provide high quality, convenient, and affordable care. (The member co-pay is zero!) Each month the clinic staff of nurse practitioners, overseen by an off-site primary care physician, see between 400 and 600 patients for non-occupational medical services and the lab performs 400 to 500 tests.

Electronic patient records are readily accessed via tablet computers, and when specialist care is needed, the clinic staff makes referrals to outside providers who follow practice guidelines for appropriate and timely care.

Also in 2005, the city opened a wellness center to focus on lifestyle behaviors that affect health and well-being. A full-time health and wellness coordinator offers individual counseling; teaches programs on smoking cessation, healthy cooking and nutrition-savvy shopping; and uses the demonstration kitchen for cooking lessons.



## On the Road to Value (continued)

The city also built a 7,000-square-foot fitness center where a fitness coordinator teaches exercise classes and develops personalized fitness regimens. Open 24-hours a day, the fitness center is accessible to even the late night street crimes unit who can work out at 2:00 am when their shift ends.

While supporting healthy lifestyles, the City of Odessa further demonstrates its commitment to improving health and controlling costs by encouraging employees and their families who need medical attention to see professionals who practice medicine according to accepted quality guidelines.

The results of the City of Odessa's value-based design initiatives have been so successful that both city employees and city leadership enthusiastically share their experiences with other employers.

Working cooperatively to improve the environment for the entire community, Odessa has encouraged several collaborative initiatives, including a new on-site clinic in Ecktor County, ongoing improvements in regulations prohibiting smoking in public places, and encouraging healthy physical activity through the creation of new parks, hiking trails and bike paths.

### Here's how we do it in Odessa

- Make quality care cheap
- Make unnecessary care expensive
- Provide FREE quality care at our clinic
- Extend clinic services off-site
- Encourage Fitness
- Support health, wellness, disease management
- Reward quality providers



*Darrell Wells  
City of Odessa*

"This is about living and dying as much as it is about controlling costs. We don't give permission, we give encouragement and we set standards. This is West Texas and you need to "cowboy up"."

*Darrell Wells, Risk Manager, City of Odessa*