



Creating a Central Destination for Top Quality Care and Support

The Home Depot on Clinical Navigation and Network Optimization

Background

The Home Depot, the largest home improvement retailer in North America, has a benefits strategy focused on five main pillars: 1) provider quality and improving outcomes; 2) the member journey; 3) creating a great experience; 4) new ways to treat conditions; and, 5) personalized and relevant incentives.

The first pillar, centered on increasing care quality and reducing waste, is one the organization has worked on for years through many avenues, including integrated local care systems (e.g., narrow networks), with which The Home Depot has found success. However, with a small health and wellness team and a massive workforce, The Home Depot needed a solution that could scale high-quality care across their entire population earlier in their care journey.

In this Q&A, Lesley Leiserson, Senior Director of Benefits, shares how The Home Depot is taking a comprehensive approach to improving the quality of care and care experience for the associates who bring “More Saving. More Doing.” to bear across The Home Depot’s 2,200+ U.S. stores.

What is the problem you set out to solve for your employees?

We needed a solution that was there to support our members at any entry point into the health care system—not just when a doctor told them they needed a test or procedure, or when they encountered a health crisis, such as a cancer diagnosis. Essentially, we needed to take the stress and uncertainty out of “where do I go for what” in health care, and we needed a partner who could help us do this at scale for all of our associates.

What other options did you consider and why did you ultimately land on clinical navigation?

Some of our past tools, e.g., for advocacy, expert medical opinions, those from our health plans, etc., put the burden on the member to know what to use and when. Not surprisingly, utilization was underwhelming. I didn’t see another option that offered the breadth and depth of Grand Rounds—breadth as far as ability to reach members, depth in terms of expertise around conditions and quality of care. Grand Rounds is a solution that supports the full health care spectrum of our population, from complex care to annual checkups to administrative questions like billing and coverage.

We want to get members on the right care track from the beginning. This is how Grand Rounds is truly differentiated with their advanced approach to physician quality. At the same time, basic billing questions and complicated claims issues provide an opportunity to build trust, so the member in turn is more likely to seek and adhere to provider recommendations. We needed a partner that could be the one-stop shop.

AT A GLANCE

Employer

The Home Depot

Vertical

Retail

Members

400,000

Customer Since

October 2017

Solution

Navigation

Opportunities

- ▶ Crack the code on driving quality while curbing costs
- ▶ Scale access to quality care beyond integrated local care (e.g., narrow networks)
- ▶ Subsume all doctor finder interfaces into a single, streamlined member experience

How does clinical navigation change the way your employees access care and engage with their benefits?

We set a high bar around engagement and the ensuing results. To ensure we maximize exposure and meet these targets, we're casting a wide net. We're integrating Grand Rounds into our provider lookup tools, Annual Health Challenge, incentive strategy, annual open enrollment (for PCP selection), and more—all promoted through multichannel and targeted communications.

I think of engagement as an ecosystem where it all just works right the first time. So much so that there's a "contagious" factor, instead of having to pull people along. This is what we're working towards.

What have been the results of working with Grand Rounds?

Retail is a low margin business. For any initiative, we need to show immediate impact. Long-term, we're aiming for an increase in provider quality. For me, the focus has always been on helping our employees access high-quality care. The benefits—to outcomes, to productivity, to the bottom line—fall from there.

2019 Results¹

Meaningful results and reduced costs:

51% utilization

9,400+ members utilized 3 or more Grand Rounds services and 3,900+ members used 5 or more services

1.9x projected ROI² from reduced costs by seeing high-quality providers

High member satisfaction and seamless integration:

88% satisfaction with Grand Rounds' personal healthcare assistant team

89% satisfaction with Treatment Decision Support+ response times

5 carriers integrated into Grand Rounds' single platform

¹ Reflects results from 1/1/19 through 12/31/19 unless otherwise noted.

² Projected ROI calculated for H1 2019 using Grand Rounds' savings methodology. Full year 2019 projected ROI is pending calculation with post-90 day runout period for ROI lookback.



I am doing much better after going to my appointments and am currently back to working full time. Grand Rounds did a terrific job helping me find doctors and communicating with me the entire time."

—The Home Depot associate
Grand Rounds member

What is your top takeaway to share with other benefits leaders?

The more we as employers can share learnings and push for change, the more likely we are to succeed. Most of all, we need to band together and insist on data sharing and transparency. This is essential to get the support our employees need in their hands. And ultimately, to create a single source of truth around physician quality.

About Grand Rounds

Grand Rounds is a new kind of healthcare company. Founded in 2011, the company is on a mission to raise the standard of healthcare for everyone, everywhere. The Grand Rounds team goes above and beyond to connect and guide people to the highest quality healthcare available for themselves and their loved ones. Grand Rounds creates products and services that give people the best possible healthcare experience. Named a 2019 Best Place to Work by Glassdoor and Rock Health's 2018 Fastest Growing Company, Grand Rounds works with inspiring employers and doctors to empower them to be the change agents we need to make our shared vision a reality. For more information, please visit grandrounds.com.

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