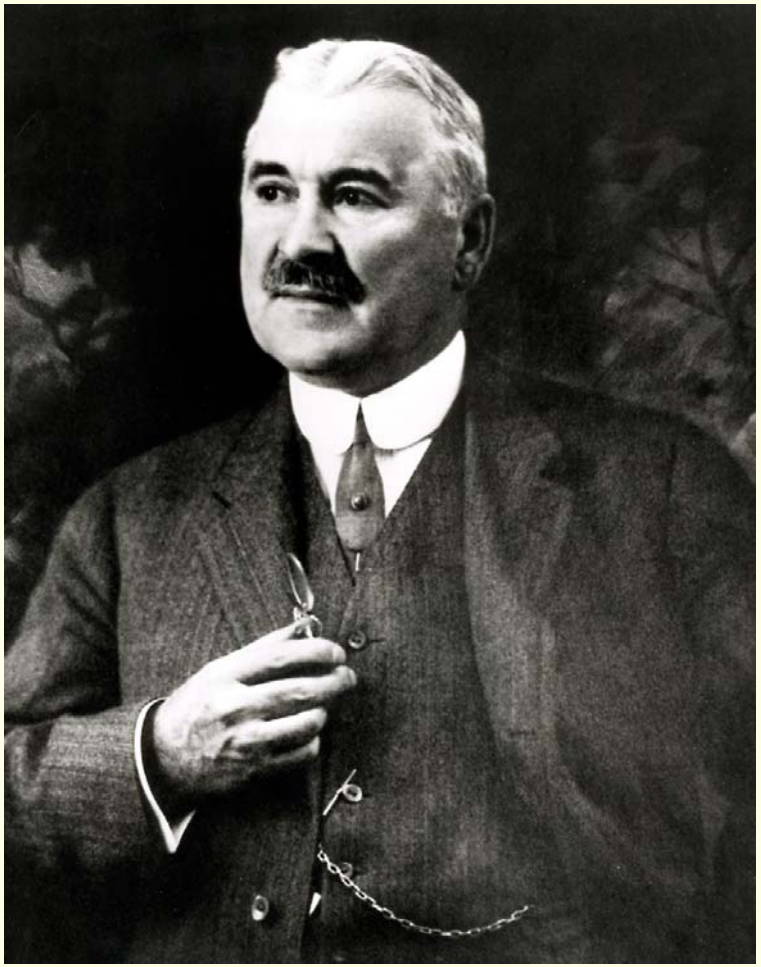
Olin Corporation
Brass & Winchester Divisions



History of Olin

Olin Medical Department

Model Practice Programs

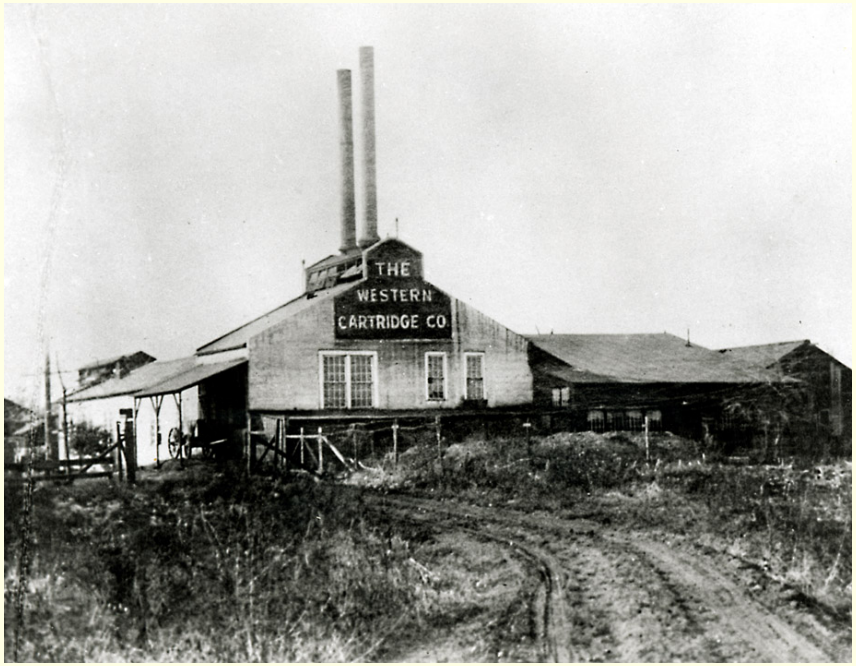
1. **On-site Primary Care**
   - **Evolution of the Concept**
   - **Implementation Challenges**
   - **Clinical Perspective**
   - **Key Measurements**

2. **Diabetes Management**
   - **Innovative approaches**
   - **Quality Outcomes**

The Olin Story

- **Founded 1892 in East Alton, Illinois as a Powder Manufacturing Company, the East Alton site is the current home of the Winchester and Brass Divisions**

- **Olin today is a major industrial company with annual sales of approximately 2.5 billion**



The Olin Story

The Brass Division is an Industry Leader in the production of high-performance copper alloys

The Olin Story

Winchester produces small, medium and large caliber ammunition for law enforcement, military and sport applications

The Olin Story

- **Headquartered in Clayton, Missouri**
- **6000 Employees Worldwide**
- **Approximately 3600 located at the original site in East Alton, Illinois**
- **Heavily Unionized Workforce**

On-site Primary Care: Evolution of the Concept

Brass and Winchester Divisions Represent a Challenging Work Environment

Double digit increases in annual health care costs

30% Smokers

70% Overweight

57% do not exercise

55% of employees have a chronic disease

On-site Primary Care: Evolution of the Concept

Directed to develop a strategy to control health care costs

Benchmarking trips to identify corporate best practices

- ✓Primary Care – based upon sufficient patient numbers
- ✓Data Warehouse - key to understanding the drivers of health care costs and an important tool for measuring outcomes

On-site Primary Care: factors favoring success

- Concentration of employees at the East Alton facility (approximately 3600 employees)
- Existing On-Site Occupational Medicine Clinic; 82% of employees visited the clinic at least once in 2005
- Good Company / Union relations

On-site Primary Care

Established July 2004 as a benefit for employees, spouses and pre-65 year old retirees*

Non-occupational and Primary Care accounted for 45% of Medical Department visits in 2005

***Spouses and retirees required to be a participant in an Olin health plan**

The Challenges of Implementing On-Site Primary Care

- Challenges Associated with implementing primary care in a busy Occupational Health clinic:

  Jamie McEvers, BSN, COHN-S

  Manager Clinic Services

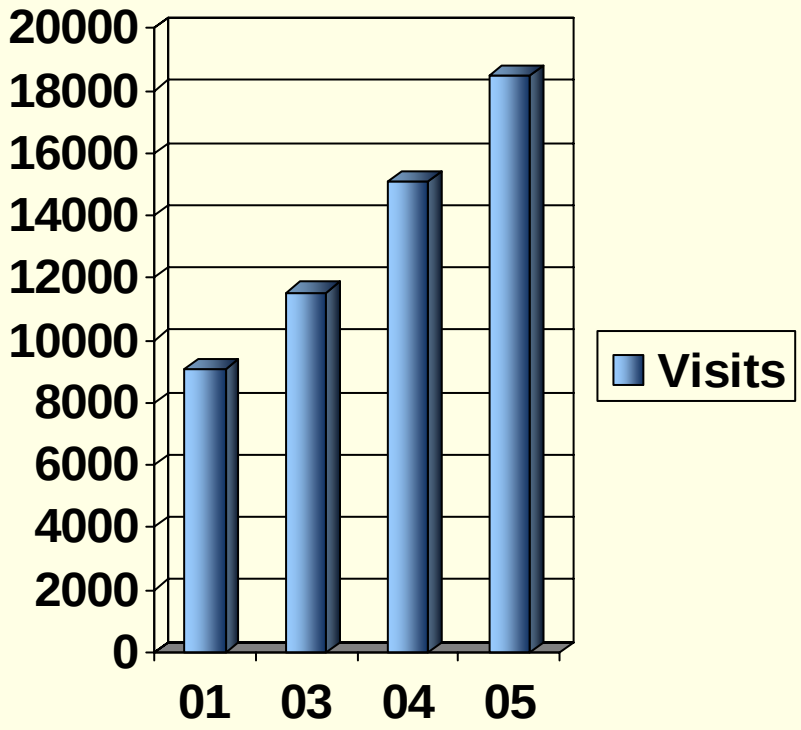
Olin Medical Department

Established in 1940s to provide care for injured workers

Staffed by RN's, OHN's, NP, Wellness Coordinator, Medical Assistants & MD

Current Activities also include:

- ✓ **OSHA medical surveillance**
- ✓ **Wellness Programs**
- ✓ **Disability Management (STD, LTD, WC)**
- ✓ **Primary Care**



The Challenges of Integrating Primary Care into an existing Occupational Health Clinic

- Staffing Issues
- Medical Records
- Confidentiality
- CPT / ICD-9 Coding
- Communication
- Growing the Practice
  - ✓ Referrals out of existing Occupational Medicine Programs
  - ✓ Voluntary Health Risk Appraisals
  - ✓ Walk-Ins

On-site Primary Care Services

Free On-site Services include:

- ✓ **Exam**
- ✓ **Laboratory**
- ✓ **Radiology**
- ✓ **Dietitian Consults**
- ✓ **EAP**

Specialty Services:

- ✓ **Optometry**
- ✓ **Podiatry**
- ✓ **Physical Therapy**
- ✓ **Physiatry**

Current Clinic Enrollees

45% Female
55% Male

77% Employees
- ✓Hourly 85%
- ✓Salary 15%

20% Spouse

3% Retirees

Prevalence of Disease within the Clinic Enrollees

- Hypertension 29%
- Hyperlipidemia 23%
- Diabetes 10%
- GERD 10%
- Depression 6%
- Osteoarthritis 5%

Primary Care Practice in an Industrial Setting

Key elements of a successful clinical practice

Mindy Bingham, MSN, APRN, BC

TIME

- Time To Talk With Patients to Obtain a Good History
- Time to Assess
- Time to Teach & Validate Patient Understanding
- Time to Answer Questions
- Time to Hand Hold & Reassure

THE PERSONAL TOUCH

- Make Appointments to Consultants for the Patients
- Follow-up Phone calls to check Progress/Improvement
- Copy of Lab and Letter of Explanation with all Lab results
- Personal Hospitalist

CONVENIENCE FACTOR SAVES LIVES

- DM with no Rx for 2 Years, Now comes in for Quarterly Visits
- Sore Throat? Had No Provider, Came In because we were Convenient
- UTI? Persistent Hematuria, Free Second Opinion
- “Mild Chest Pain, but I’m sure it is Nothing!”

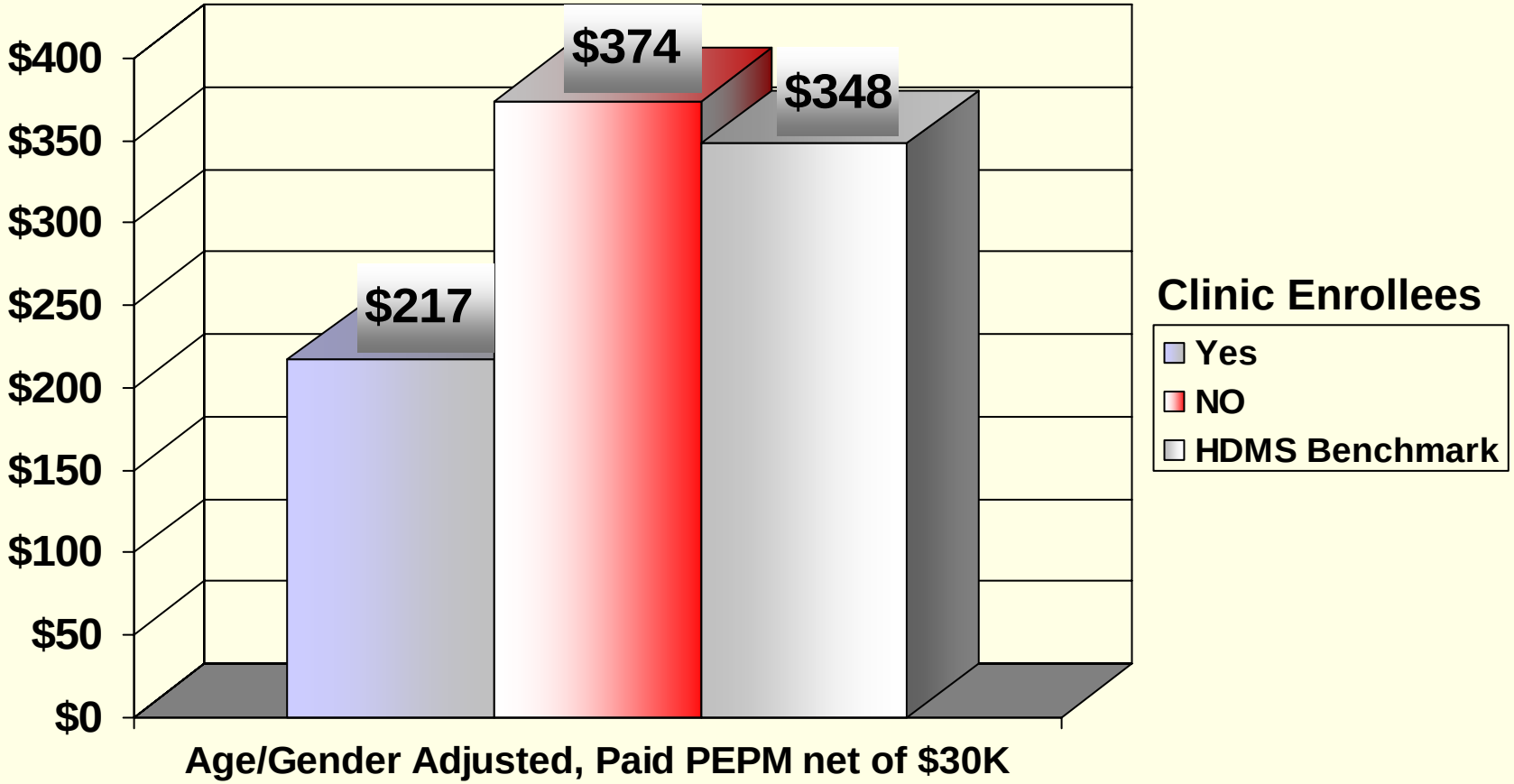
Primary Care Practice Key Measures

- Financial results
- Employee satisfaction data
- Clinical outcomes

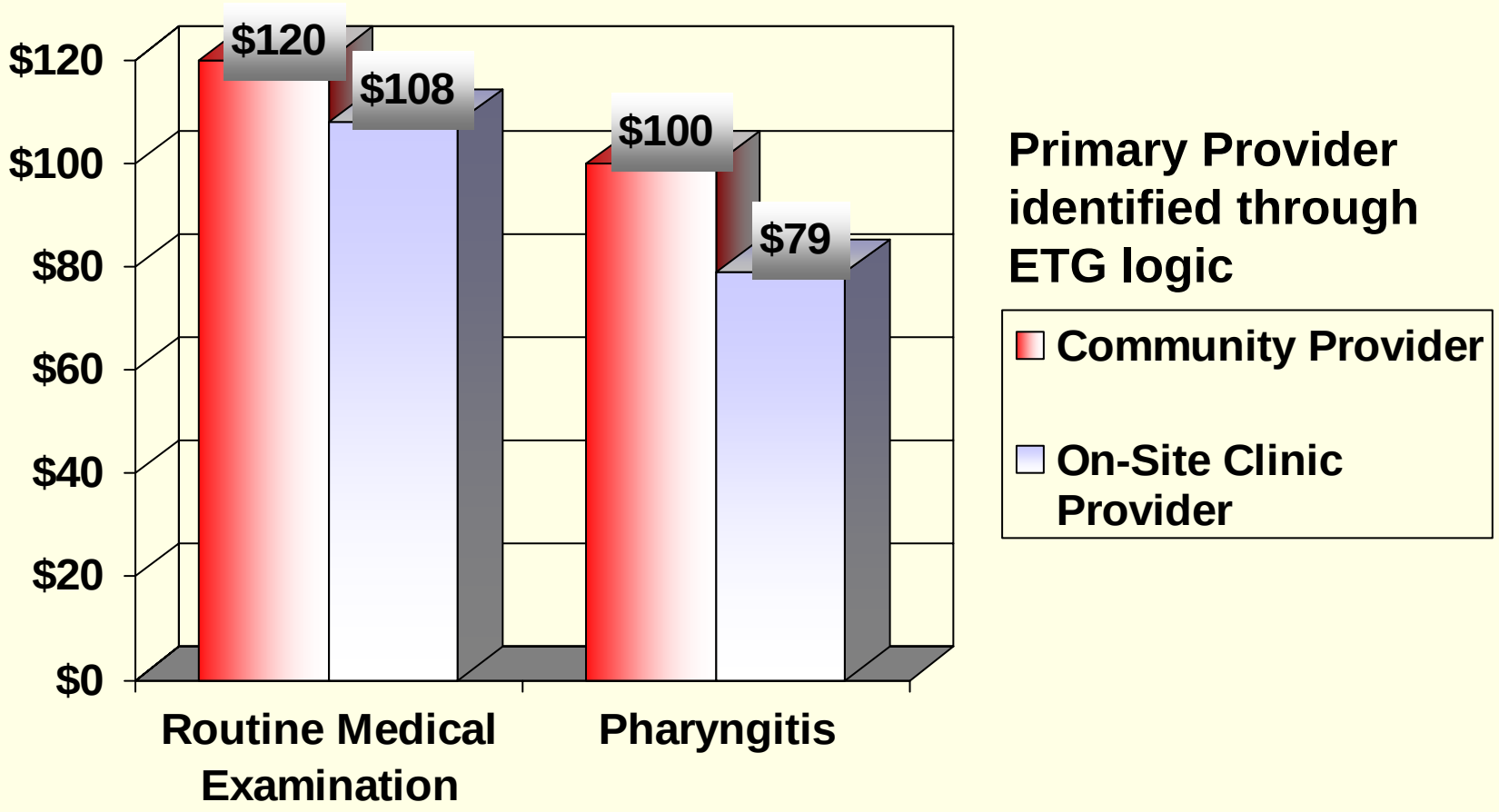
Outcomes: Cost Effectiveness

- Evaluated 5 Months of Clinical Data
- Noted reasons for Primary Care Visits
- Computed Olin's costs for those Services had they been rendered by community providers (net discounts and co-pays)
- Identified actual costs of those services (laboratory charges, X-rays, Salaries for 2.5 FTE positions, etc.)
- Annualized the difference, which represented cost avoided by providing on-site services... $777,000.00

Primary Care Outcomes
All Service Categories
October 2004 – September 2005



Average Covered Charge per Episode of Care



Outcomes: Employee Surveys

Satisfaction Surveys are distributed to individuals upon registering with the Medical Department receptionist. The proportion of responses rated “good” or “excellent” is indicated for each question:

- Were you helped within 15 minutes or less? **89%**
- Was the nursing staff courteous and helpful? ……**96%**
- Did you feel the nursing staff was knowledgeable about your problem? **96%**
- Did the medical professional seeing you spend enough time with you? ……**96%**
- Would you recommend this office to your coworkers for care? ……**95%**
- Would you return to this office for future care?……**96%**

Outcomes: Time

Average Wait Time……**8.2 minutes**.

The average total time that elapsed from registration to the completion of the examination and discharge from the clinic.

- Primary Care……**36 minutes**
- All other visits……**28 minutes**

HEDIS Effectiveness of Care Measures

Measure	Olin Clinic Enrollees	Commercial Health Plans
Breast Cancer Screening	85.7%	73.4%
Cervical Cancer Screening	95.3%	64.7%
Colorectal Cancer Screening	89.8%	49%
Controlling High Blood Pressure	87.1%	66.8%

Diabetes Management : Innovative Approaches

Access database

- ✓ To identify patients for appointment reminder calls
- ✓ Summarizes outcome metrics for quarterly performance reviews

Diabetic Care flow sheet in patient charts

Routine and Specialty Evaluations on-site

Targeted Physician lead educational programs

HEDIS Effectiveness of Care Measures

Comprehensive Diabetes Care			
Measure	**Olin Clinic Enrollees**	**Local Community Providers**	**Commercial Health Plans**
HbA_1C test	100%	31%	86.5%
HbA_1C > 9%	21%	NA	30.7%
LDL-C Screening	100%	49%	91.0%
LDL-C < 100mg/dl	58%	NA	40.2%
Eye Exam	76%	40%	51.0%
Microalbuminuria test	92%	12%	52.0%

Conclusions

- **On-site primary care services are well-received by Olin employees**
- **On-site primary care does not compromise patient privacy or confidentiality**
- **On-site primary care can be performed within measurable standards of quality**
- **On-site primary care is a convenient and cost-effective alternative to community medical care for employees, family members, and retirees.**