



# The Economic and Social Impact of Nebraska Total Care

February 2022



Presented by

**Tripp  
Umbach**

# The Economic and Social Impact of Nebraska Total Care



Economic Impacts

**\$68.1 million**



Total tax revenue

**\$1.1 million**



Indirect and direct jobs

**355 jobs**



Employment engagement

**91%**



Decrease in turnover

**8.6%**



Decrease in voluntary turnover

**7.5%**



New hire failure decrease

**3.5%**



Active presence in Nebraska communities

**37**

**Nebraska Total Care exceeded the national benchmark in nearly every area of the member satisfaction survey.**



In 2019, Nebraska Total Care participated in nearly 400 outreach activities through health fairs, community resource events, inter-agency collaboratives, educational presentations and other support for our partner organizations.



## MISSION

Transforming the health of the community,  
one person at a time.



# INTRODUCTION

Nebraska Total Care requested a proposal from Tripp Umbach to conduct an economic and community impact study of its many programs and services in the State of Nebraska. Tripp Umbach worked closely with Nebraska Total Care representatives to ensure a document that accurately evaluates their integration into the local environment. As a component of the project, Tripp Umbach completed analyses and developed a narrative of the economic and social impact of Nebraska Total Care, along with the multiple benefits associated within Nebraska Total Care.

Nebraska Total Care is a Managed Care Organization and subsidiary of Centene Corporation (Centene). Nebraska Total Care aims to deliver quality health care throughout the state of Nebraska through local, regional, and community-based resources. Nebraska Total Care exists to improve the health of its beneficiaries through focused, compassionate, and coordinated care. Their approach is based on the core belief that quality health care is best delivered locally.

Nebraska Total Care strives to provide high-quality health care to Nebraskans.

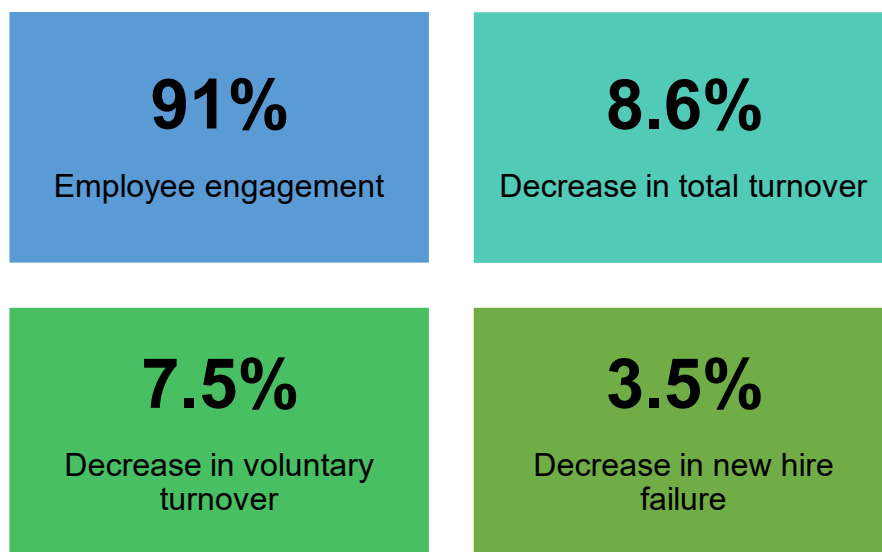
Nebraska Total Care is comprised of over 170 people and strives to be an employer of choice in Nebraska. Engaged employees provide better customer service, drive quality improvement, and invest in company growth. Knowing each engaged team member helps build success, company leadership focuses on improving the employee experience and increasing engagement. Stability in leadership provides a foundation for strengthening the culture of engagement. Nebraska Total Care's employee engagement survey at a decrease of voluntary and total turnover which proves their commitment to the state of Nebraska. Updated processes focus on both hiring strategies and increased support for current employees.

Interview training and inclusive onboarding improved new hire success rates. There was a decrease of 3.5% in new hire failure that can be attributed to these onboarding techniques. Increased communication and consistency provided new opportunities and challenges for employees, as well as education and assistance to address performance concerns.

These changes became even more critical as employees were working from home due to the COVID-19 pandemic.

Nebraska Total Care's employee engagement survey showed a high level of engagement at 91%. This improves commitment by employees to keep moving the company forward.

Figure 1: Employee Engagement



## Project Objectives

The economic impact report requested by Nebraska Total Care and completed by Tripp Umbach accomplished the following objectives:

- Economic Impact - Measure the projected economic, employment, and government revenue impacts of Nebraska Total Care on the Nebraska economy.
- Social and Community Impact - Quantify the community and social benefits of Nebraska Total Care to be communicated to area stakeholders, legislators, and the public.

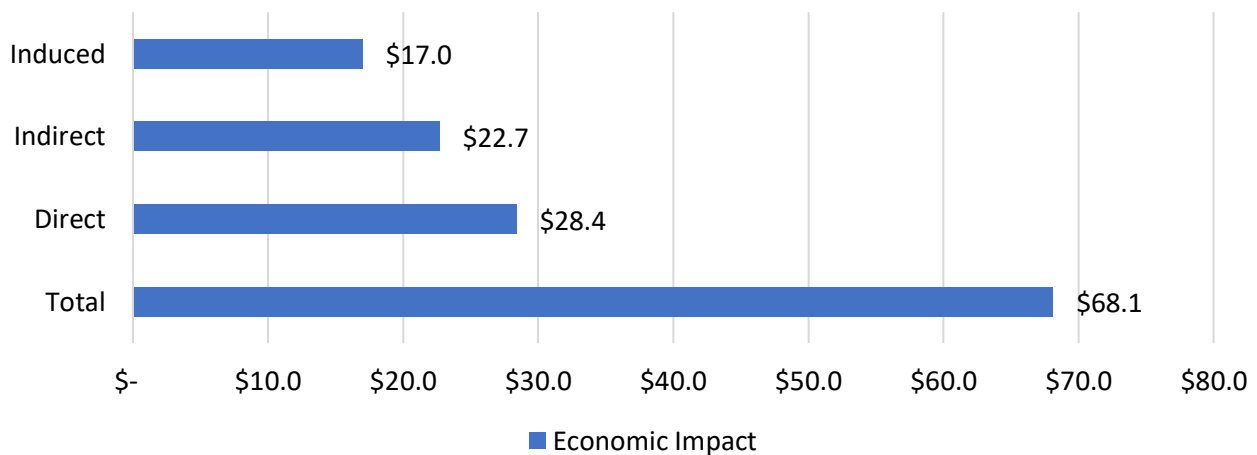
# Key Finding #1



**Key Finding 1: Nebraska Total Care had an economic impact on the state of Nebraska of over \$68 million in 2021.**

Tripp Umbach measured the current economic impact of Nebraska Total Care on the state of Nebraska economy in 2021. Data presented below include direct spending by Nebraska Total Care for staffing, capital purchases, and operational expenses as well as indirect and induced spending that ripple through the U.S. economy on an annual basis (see Figure 2).

Figure 2: National Economic Impact of Nebraska Total Care (in millions)

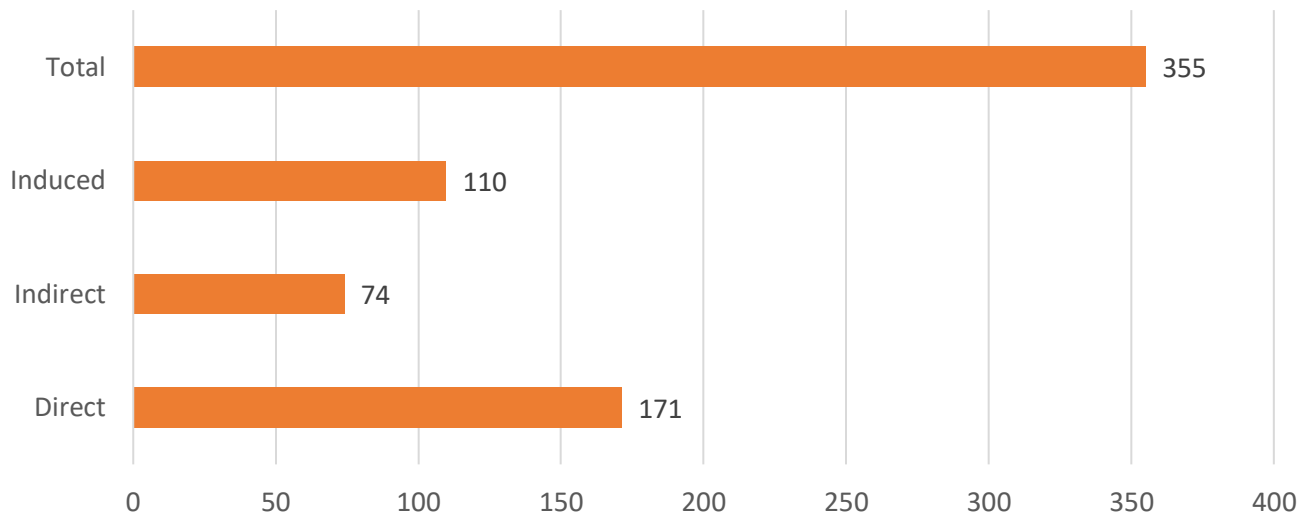


# Key Finding #2

## Key Finding 2: Nebraska Total Care supported 355 indirect and direct jobs in 2021.

Tripp Umbach measured the current employment impact of Nebraska Total Care on the United States economy. Data presented below include direct employment by Nebraska Total Care as well as indirect and induced employment throughout the United States (see Figure 3).

Figure 3: Current National Employment Impact of Nebraska Total Care



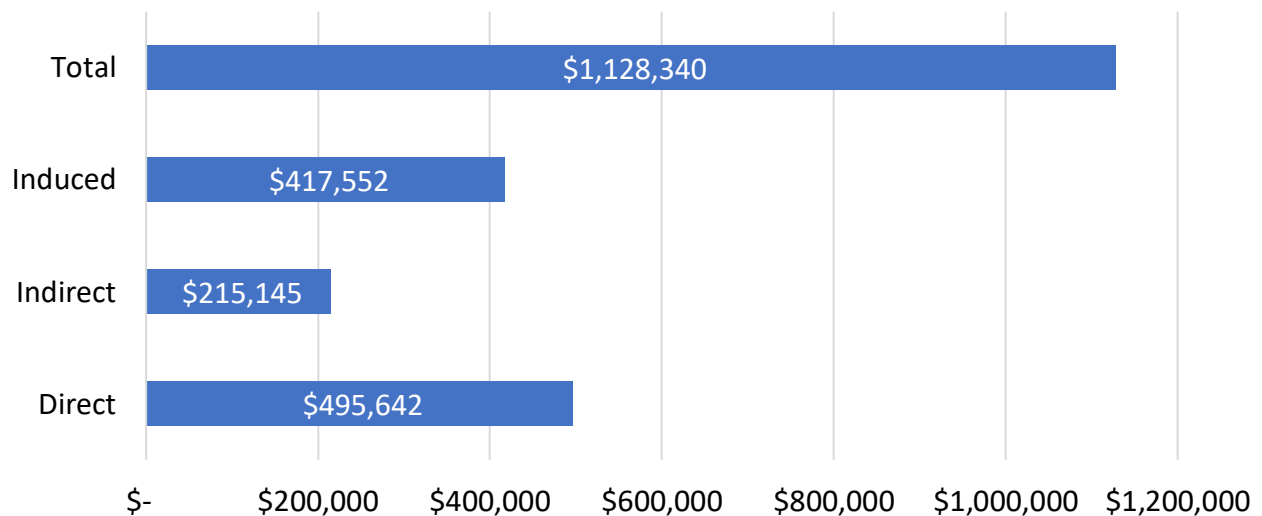
# Key Finding #3



**Key Finding 3: Nebraska Total Care generated \$1.1 million in total tax revenue for the state of Nebraska in 2021.**

Tripp Umbach measured the current tax revenue impact of Nebraska Total Care on the state of Nebraska, and local economies. Data presented below include direct employment by Nebraska Total Care as well as indirect and induced employment throughout the United States (see Figure 4).

Figure 4: Tax Revenue Impact of Nebraska Total Care (in millions)





# Key Finding #4

## **Key Finding 4: Nebraska Total Care focuses on delivering culturally sensitive health care to their members.**

In order to deliver culturally sensitive healthcare to their members, Nebraska Total Care depends on the diverse ideas, experiences, and cultures that employees bring to the workplace.

To further enhance their inclusive workforce culture, Nebraska Total Care cultivates company-wide Employee Inclusion Groups (EIGs). Open to all employees, EIGs are voluntary, employee-led groups that drive impact by supporting the attraction, development, and retention of the best talent at all levels. EIGs provide professional and leadership development opportunities, contribute to community engagement initiatives, and support business innovation and corporate best practices. Because of their significant value, Nebraska Total Care supports the EIGs through leadership involvement, work time and space, resources, and executive mentors.

Employee Inclusion Groups include:

- Veterans and Military Families (CenVet)
- Multicultural (MOSAIC)
- Women (I.N.S.P.I.R.E.)
- People with Disabilities (ABILITY)
- LGBTQ+ (cPRIDE)



# Key Finding #5

## **Key Finding 5: Nebraska Total Care exceeded the national benchmark in nearly every area of their member satisfaction survey in 2021.**

Customer service scores include questions related to the behavior of plan representatives and their ability to give the assistance the member was requesting. Customer service scores were over 90%. Members also consistently reported that they can access the care they need quickly. In a state as geographically large and diverse as Nebraska, access to care can be challenging and high scores reflect a robust provider network.

Figure 5: Member Satisfaction Responses 2021

Measure	2021 Score	National Benchmark
Rating of Health Plan	72.2%	64.5%
Rating of Health Care	67.4%	59.4%
Rating of Personal Doctor	78.9%	70.4%
Rating of Specialist	74.8%	69.7%
Getting Needed Care	91.4%	84.1%
Getting Care Quickly	92.4%	82.6%
Coordination of Care	91.6%	84.4%
Customer Service	92.3%	89.7%

# Community Benefit Highlights

Recognizing the health impact of non-medical barriers, the Nebraska Total Care Population Health team proactively address Social Determinants of Health (SDOH) for members.

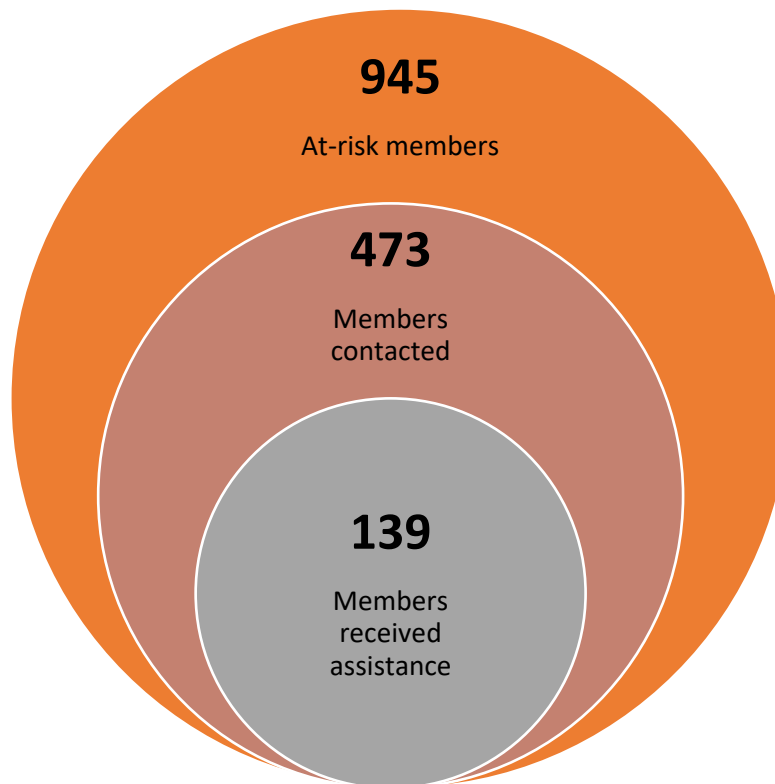
- The World Health Organization (WHO) defines social determinants of health (SDOH) as the economic and social conditions that influence individual and group differences in health status. Social and physical environment have strong impacts on overall health aside from traditional health care settings. Social and environmental factors include race, income, education level, and livable home environment (i.e., community), etc.
- Whole Health Solutions Poverty, food insecurity, housing instability, education, employment, transportation, and other circumstances contribute to health disparities among underserved and vulnerable populations. Using a Centene algorithm, the plan identifies the likelihood that adverse health outcomes are being impacted by social, economic, and environmental conditions.
- Poverty, food insecurity, housing instability, education, employment, transportation, and other circumstances contribute to health disparities among underserved and vulnerable populations.

<sup>1</sup> World Health Organization: [www.who.int](http://www.who.int)

# Community Benefit Highlights

- Using proprietary analytics tools, **945** at-risk members were identified for direct outreach. The team was able to speak with **473** of these members, and of those, **139** members received assistance in 2021 (see Figure 6).
  - The most frequently assisted needs were for food, utilities, and transportation. There were also opportunities to aid with accessing medical services and to enroll members with complex needs in active Care Management. Care management helps community members and patients deal with chronic or complex conditions to better manage their health.
    - Nebraska Total Care’s care management model is designed to help members obtain needed services, whether they are covered within the Nebraska Total Care array of covered services, from community resources, or from other non-covered venues.
  - Many of these members simply did not know how to access help and would have continued to struggle without this outreach.
  - Because of the success of the initiative, Nebraska Total Care will repeat the process quarterly to remove barriers to health and wellness.

Figure 6: Addressing Social Determinants of Health



# Community Benefit Highlights



**Nebraska Total Care has created a partnership with Hastings Middle School and Fork Farms to meet a critical need for food stability and access to fresh produce for children and families in the Hastings area.**

- Close to 60% of Hastings Middle school students receive free or reduced lunch. The closing of local grocery stores in recent years has caused a food desert in parts of the community, so even when families are able to afford fresh produce it is not always available for purchase. Fork Farms is an agriculture technology company that helps health care and hunger relief organizations improve health outcomes by growing produce indoors year-round. Their Flex Farm units were serving communities in 22 states and Canada, but none in Nebraska.
- With Nebraska Total Care's shared commitment to providing adequate and healthy food options, a Flex Farm hydroponic garden was purchased for the Hastings Middle School community garden. Installation included a year's supply of seeds and plants, and K-12 curriculum that included STEM, innovation, and health-oriented lesson plans. With the support of teachers, students, and the community it can:
  - Grow up to 25 pounds of food every month
  - Harvest up to 3,400 plants annually
  - Produce 45x more food than traditional agriculture
  - Circumvent seasonal limitations, such as freeze, drought, and pests
  - Provide students opportunities to develop teamwork skills and network with the community
  - Hastings Middle School is already growing approximately 280 starter plants each month. The remaining starter plants are shared with members of the community to create their own gardens at home, allowing others to produce their own food for an entire season.
- A second Fork Farm installation has been initiated in Bayard, NE, another community with limited access to fresh groceries.

# Community Benefit Highlights

After floods devastated many communities throughout the state of Nebraska in the spring of 2019, Nebraska Total Care decided to do something to help. Prescription eyeglasses can be very difficult to replace without vision insurance. Nebraska Total Care wanted to put services in place to serve more people in Nebraska who don't have the benefit of their coverage to help Nebraskans recover from the floods.

Nebraska Total Care, a part of Centene Corporation, brought Envolve's Vision Van to Bellevue and Fremont in order to provide free vision screenings, exams, and glasses to individuals who may have lost their glasses in the flood.

Over the course of two days, the Vision Van did vision screenings for 178 individuals. For 68 of those screenings, an additional exam was deemed necessary, and they met with a doctor and were provided prescription glasses. Nebraska Total Care also provided over 100 pairs of reading glasses and sunglasses to people that attended.

Learn more about Nebraska Total Care and the Vision Van [here](#).



# Community Benefit Highlights



**Nebraska Total Care has a Care Management team that specializes in serving members involved in the foster care system.**

- The individuals on the team have experience and training in working with the child welfare and juvenile justice systems, children’s health, families, and the results of trauma children in foster care often experience. They can:
  - Ensure transition of medical care and medication when the child changes placement or guardianship
  - Coordinate physical and behavioral health care
  - Arrange follow-up care after psychiatric hospitalization
  - Identify additional non-medical services to support development and overall wellbeing
  - Guide members through the transition to adulthood, teaching self-advocacy and encouraging lifelong health habits
  - Provide free training resources for foster parents
- This team coordinates all of the individuals caring for each child - doctors, mental health providers, child welfare employees, biological parents, and substitute caregivers.
- Coordination allows the team to understand and evaluate the full medical history, identify gaps in care, and arrange the care that will lead to the health of each child
- Nebraska Total Care is engaged in continuous outreach across the state. In 2019, they participated in nearly **400** outreach activities, including health fairs, community resource events, inter-agency collaboratives, educational presentations, and other support for their partner organizations. They reached every corner of the state and have an active presence beyond provider and member support in **37** different Nebraska communities. Their local connections offer us additional opportunities to show their support for their neighbors.

# Community Benefit Highlights

## **Dineshee's Story**

At 26 weeks gestation, Dineshee's baby girl was diagnosed in utero with Turner's Syndrome. This rare genetic disorder affects growth and development in females. Nebraska Total Care worked consistently with Dineshee, providing support and education as she prepared for the birth. An Obstetric Care Manager ensured that she understood Turner's Syndrome and the extra care her daughter, Brooklyn, would need long term.

Learn more about Dineshee's story [here](#).

## **Spencer's Story**

While in high school, Spencer suffered a traumatic brain AVM (arteriovenous malformation). A brain AVM is when there is blood on the brain. After a lengthy hospital stay, he moved to a residential care away from his community and family for rehabilitation. After a year in residential care, he was able to return home. With support from his Nebraska Total Care team, Spencer is learning how to advocate for himself and be the facilitator of his own care. He is learning to manage his own personal care staff and building social relationships all while maintaining his independence.

Learn more about Spencer's story [here](#).

## **Joe's Story**

A truck driver, Joe, was driving when suddenly his vision became blurry and he could no longer see in front of him. Suddenly, complex health issues and extreme anxiety physically brought him to a halt. Long roundtrips for medical care in rural Nebraska presented new challenges, as Joe needed regular emergency room care. Nebraska Total Care stepped in to help Joe with his debilitating anxiety by teaching him to give himself medical injections at home.

Learn more about Joe's story [here](#).

To learn more about some of Nebraska Total Care's member success stories, go to their [website](#) or [YouTube channel](#).





## Conclusion

Nebraska Total Care is committed to the development, strengthening, and sustaining of healthy provider/member relationships. Nebraska Total Care's culture, systems and processes are structured around its mission to improve the health of all enrolled members.

Through analysis, evaluation, and improvement in the delivery of healthcare provided to all members, the member and provider satisfaction is high ranking in the Nebraskan community as well as their community involvement.

Nebraska Total Care recognizes its obligation to provide members with a level of care that meets recognized professional standards and is delivered in the safest, most appropriate settings. To that end, they will provide for the delivery of quality care with the primary goal of improving the health status of its members all while economically giving back to the state of Nebraska.

# Appendix A: Methodology

Tripp Umbach will collect internal data from Nebraska Total Care. Tripp Umbach will require the assistance of Nebraska Total Care representatives in generating basic data such as number of employees, capital investments, and operational budgets.

- Data to be supplied by Nebraska Total Care may include, but are not limited to, capital expenditures (5-year average), operational expenditures, pay and benefits, number of employees, and patient outcome data. Nebraska Total Care will also provide Tripp Umbach with data as requested to meet the project objectives of this assignment.

Tripp Umbach has performed hundreds of economic impact studies in other localities throughout the United States. Data generated by these previous workforce studies will be made available for use in the secondary data process, if appropriate, in the Nebraska Total Care analysis. Their sizable national experience will provide us with variables for data extrapolations that cannot be supplied by Nebraska Total Care.

Tripp Umbach's economic impact analysis measures the direct, indirect, and induced business volume and government tax revenue generation of Nebraska Total Care's operations throughout the state of Nebraska.<sup>1</sup>

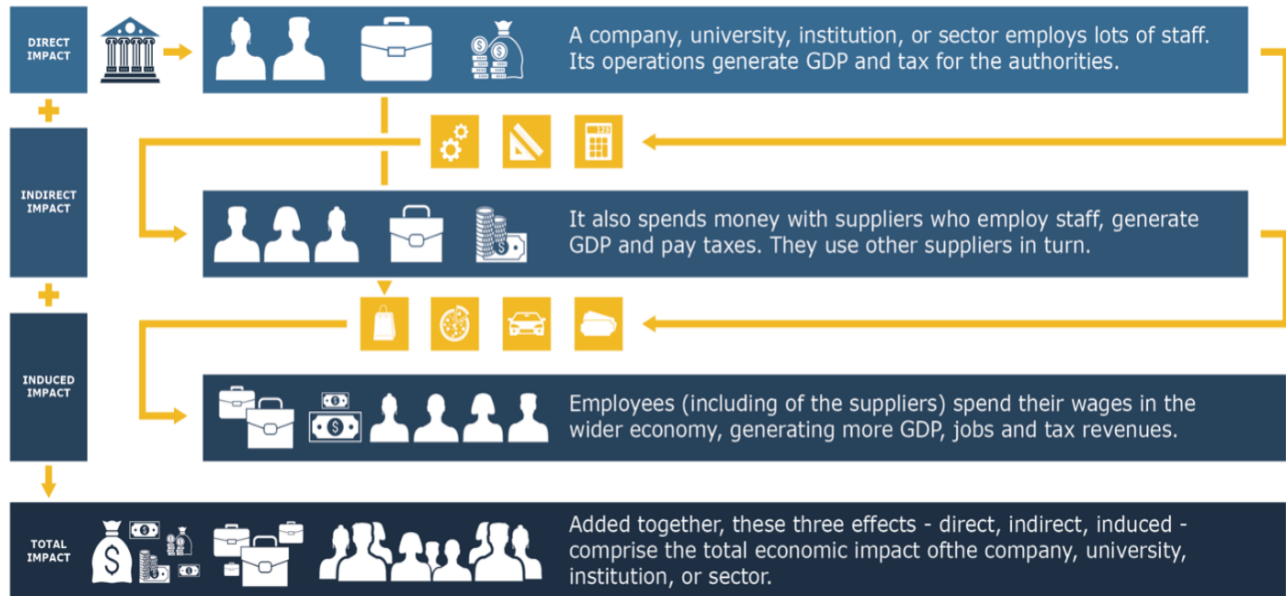
Tripp Umbach utilized IMPLAN to complete the economic impact analysis. Economic impact begins when an organization spends money. Studies measuring economic impact capture the direct economic impact of an organization's spending, plus additional indirect and induced spending in the economy due to the direct spending. Spending in the region is a considerable component of the economic impact of an organization. When money is spent, it funnels into the economy and supports local jobs, for retail purchases, lodging, restaurants, and other goods and services.

The total economic impact of Nebraska Total Care includes spending on goods and services with a variety of vendors; the spending of the faculty, staff, and members; and the business volume generated by affiliated organizations within the regions and the state.

---

<sup>1</sup> Minnesota IMPLAN Group Inc. (MIG) is the corporation that is responsible for the production of IMPLAN (IMpact analysis for PLANning) data and software. IMPLAN is a micro-computer-based, input-output modeling system. With IMPLAN, one can estimate Input-Output models of up to 528 sectors for any region consisting of one or more counties. IMPLAN includes procedures for generating multipliers and estimating impacts by applying final demand changes to the model

Not all dollars spent by an institution remain in the institution’s home state. Dollars that go out of the state in the form of spending with out-of-state organizations or people are not included in Nebraska Total Care’s economic impact. The economic impact values presented in this report are generated by direct, indirect, and induced operational spending, capital spending, and payroll within the state of Nebraska.



Following the economic impact analysis, Tripp Umbach utilize client outcome data, key findings, and relevant reports and secondary data to develop a compelling narrative that highlights the community and social impacts of the client’s programs and services highlighted.

# Appendix B: Tripp Umbach

Founded in 1990, Tripp Umbach is among the most established and respected private consulting firms in the United States. Tripp Umbach has a rich history rooted in community assessment, economic impact assessment, and economic development.

The firm is credited for pioneering economic impact assessment for colleges and universities and was the first private consulting firm to complete Community Health Needs Assessments for hospitals and health systems. Beginning with the completion of the nation's first higher education economic impact study for Washington & Jefferson College in the late 1980s, Tripp Umbach has grown to be the gold standard for college and university impact studies and has completed studies for hundreds of leading universities throughout the United States and globally.

In 1991, the firm completed the nation's first Community Health Needs Assessment for Butler Memorial Hospital. This project, a pilot program for VHA, led to Tripp Umbach's leadership of more than 400 community assessments in nearly every state in the nation, as well as in Trinidad and Tobago.

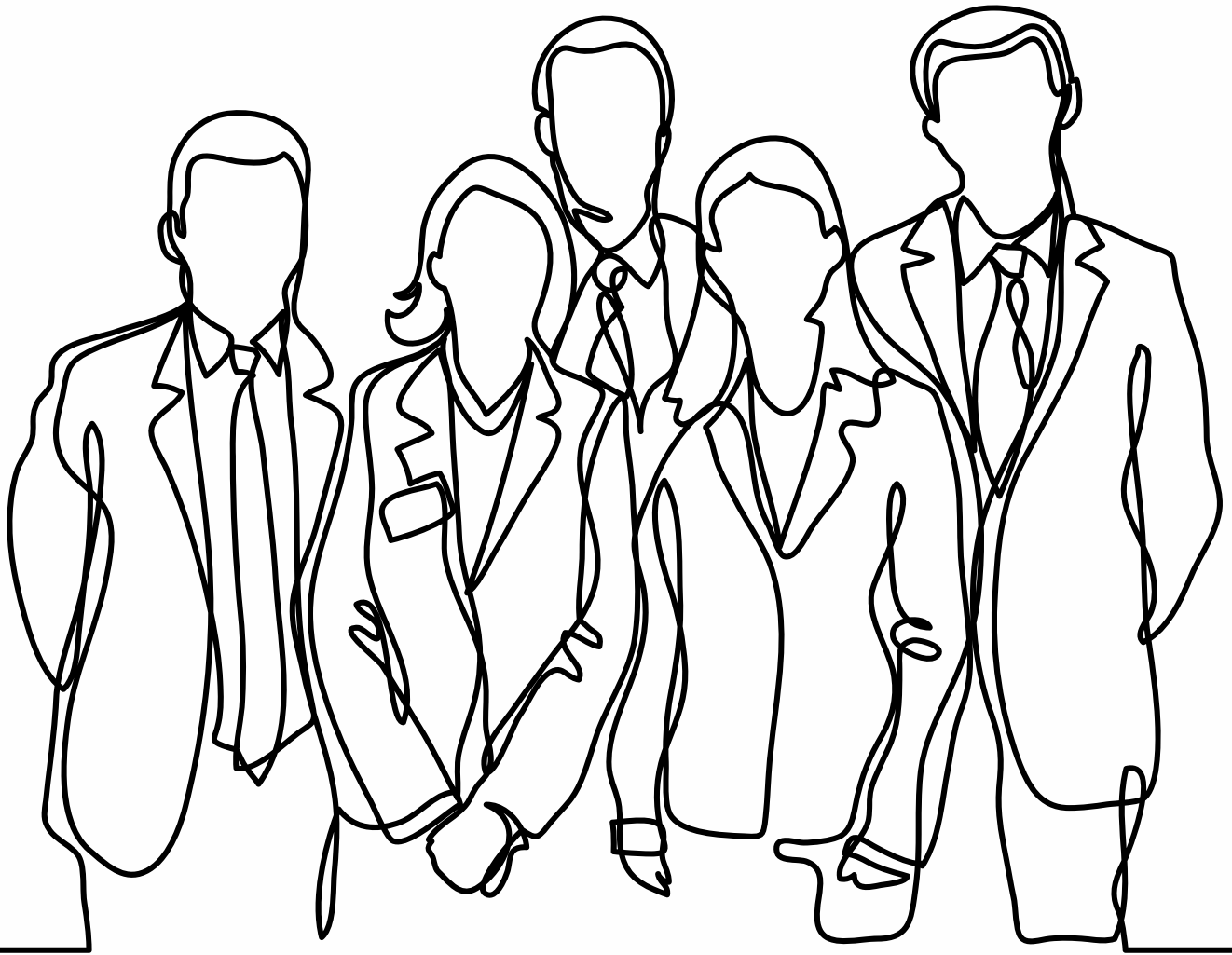
In 1995, Tripp Umbach completed the first national economic impact study of all U.S. allopathic medical schools for the Association of American Medical Colleges (AAMC). Since then, Tripp Umbach completed more than 1,000 economic impact studies for organizations such as the American Hospital Association (AHA), the Association of Public Land Grant Universities, and the National Park Service.

During the early 2000s, Tripp Umbach conducted feasibility studies and implementation plans for a new generation of U.S. medical schools. Today, Tripp Umbach has completed projects for the majority of newly established or expanded medical schools and health science centers and is the national leader in consulting for academic medical centers.

Working in partnership with healthcare, education, government, and corporate clients to improve the economic, social, and physical well-being in communities throughout the world, Tripp Umbach is a force in economic and community development. With more than 1,000 clients throughout the U.S. and Canada, Tripp Umbach is a leading provider of community health needs assessments, economic impact studies, feasibility studies, economic development, and strategic planning all with the philosophy of turning ideas into action.

Tripp Umbach continues to expand its consulting services at the intersection of healthcare, higher education, community health, economic development, and real estate development. Tripp Umbach applies advanced Economic Design Thinking tools to solve the most complex problems facing organizations, communities, and society at large.





[NebraskaTotalCare.com](http://NebraskaTotalCare.com)



[TrippUmbach.com](http://TrippUmbach.com)