Discussion Topics

1. What is wellness?
2. How is wellness addressed through the health plans?
3. Wellness outside of the health plan
4. What tools are available to promote wellness efforts?
5. Wellness in the workplace
6. How to run an effective wellness program
7. Sample success stories
8. How do we measure success?
9. How will the RFP address wellness?
WHAT IS WELLNESS?
What is Wellness?

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

Wellness is the optimal state of health of individuals and groups.

—World Health Organization
What is a Wellness Program?

A Wellness Program is an organized program intended to assist employees and their family members in making voluntary behavior changes which reduce their health risks and enhance their individual productivity.

- Wellness Council of America, 1990

In other words…

Wellness programs are usually designed to do two things:
- Keep healthy people healthy; and
- Help unhealthy people change their behavior to reduce or eliminate their risk factors

Wellness = Health Promotion = Disease Prevention
The Benefits of Employer Sponsored Wellness Programs

• Control Increasing Health Care Costs
• Improve Productivity
• Reduce Absenteeism
• Improve Presenteeism
• Reduce Injuries
• Improve Employee Morale and Retention
• Establish a Healthy Culture
HOW IS WELLNESS
ADDRESS THROUGH
THE HEALTH PLANS?
Preventive Care

Available through all health plans

- Routine exams
- Routine lab work for cholesterol, glucose, etc.
- Flu shots, immunizations
- Preventive Cancer Screenings
  - Mammogram
  - Colonoscopy
  - Cervical Cancer Screening
  - Skin Cancer Screening
Health & Wellness Coaching

• Available to members who want to stay healthy, get healthy and prevent more serious issues…

• Types of Coaching
  • Online (e.g., videos, webinars)
  • Telephonic
  • 24/7 Nurse Line
  • Face-to-Face
    • Individual
    • Group

• Health Coaching is typically offered to a member upon complete of the online health risk assessment.
  • It is intended for members who would like help controlling blood pressure, managing weight, increasing physical activity, lowering cholesterol, eating better, smoking cessation and reducing stress.

* These programs may or may not be available under the City’s current health plans or may be available to varying degrees.
Disease Management

• Available to help members with chronic illness better control their disease.
• Teaches the member to take better care of themselves.
• Teaches them ways to reduce the complications associated with their disease.
• Encourages compliance with medication
• Chronic disease with the end result of uncontrolled health risk factors. Chronic disease is incurable but is controllable.
• Enrollment in disease management programs is typically initiated by outreach from the carrier to the member. Outreach is triggered by medical claims and prescription drug claims.
• Intended for members with chronic conditions such as asthma, cardiac disease, COPD, diabetes and high blood pressure.

* These programs may or may not be available under the City’s current health plans or may be available to varying degrees.
TOWARD DISABILITY/DEATH

TOWARD WELLNESS

Behavior Phase

NO Disease
NO Symptoms
(+ or -) unhealthy habits

Pre-symptomatic Phase

(+) Disease
NO Symptoms

Symptomatic Phase

(+) Disease
(+) Symptoms

Wellness Efforts Directed Here

Disease Management Efforts Initiated Here
Other Tools

- Online Health Risk Assessment
- Fitness Reimbursements
  - Discounted gym memberships
- Weight Loss Reimbursements
  - Discounts at weight loss programs (e.g., Weight Watchers, Jenny Craig, etc.)
- Tobacco Cessation Support
  - ACA mandates coverage for screening and a cessation intervention
- Educational Materials
  - Addressing topics such as: relieving stress, sleeping better, managing depression, eating healthy and increasing physical activity
WELLNESS OUTSIDE
OF THE HEALTH PLAN
Tools Outside the Health Plans

- Biometric Screenings – cholesterol, blood pressure, glucose and body mass index
- Online Calculators – tools to assist in managing process
- Activity trackers – tools to assist in monitoring progress
- Educational Programs
- Onsite Smoking Cessation Programs
- Health Fairs / Awareness Campaigns
- Employee Assistance Program
- Fitness Challenges
- Life Cycle Accounts – employer reimbursement for healthy lifestyle, life events, legal services and financial planning
WHAT TOOLS ARE AVAILABLE TO PROMOTE WELLNESS EFFORTS?
Tools to Promote Wellness Efforts

• Incentives
  • Activity-Centered: rewards people for participating
  • Results-Oriented: rewards people for achieving/maintaining positive results

• Types of Incentives
  • Cash, Gift Cards
  • T-shirts, water bottles
  • FSA, HRA, HSA contribution
  • Reduced health insurance premium

CAUTION: Gift cards, cash are taxable. Premium reduction, FSA, HRA or HSA contribution are Non-taxable.

* The Affordable Care Act has rules around wellness programs and incentives.
Creating Incentives

“84% of Employers who offer wellness programs use rewards rather than penalties.”*

Rewards can be linked to health achievements:

- Completion of a health risk appraisal
- Participation in a tobacco cessation program
- Attendance at a weight management/nutrition counseling class
- Actually losing weight and keeping it off
- Frequency of talking to a health coach
- Reducing cholesterol to a normal range

* RAND HEALTH: “Work Place Wellness Programs Study” 2013
WELLNESS IN THE WORKPLACE
Foster a Healthy Culture

Organizational Culture
Climate of trust and respect, corporate responsibility, work/life balance, ethics

Behaviors at the Workplace
Behaviors consistent with corporate values to promote a productive and supportive workplace, such as collaborative, fun, dependable, safe

Healthy Workplace

Lifestyle Choices
Behaviors conducive to physical, intellectual, emotional, financial, social and spiritual wellbeing

Source: Segal Consulting
Creating a Healthy Culture – City and PEC Jointly

<table>
<thead>
<tr>
<th>Five Dimensions</th>
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<tbody>
<tr>
<td>Shared Values</td>
<td>Priorities</td>
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<tr>
<td>Cultural Norms</td>
<td>Expectations</td>
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<tr>
<td>Touch Points</td>
<td>Policies &amp; procedures that influence norms</td>
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<tr>
<td>Peer Support</td>
<td>Employees helping each other</td>
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<tr>
<td>Climate</td>
<td>Morale &amp; teamwork</td>
</tr>
</tbody>
</table>

When it comes to workplace wellness programs, unsupportive cultures are the biggest impediment to individual and organization success.

—Judd Allen PhD

Source: Judd Allen, PhD, is president of the Human Resources Institute, LLC – a training and publishing organization that focuses on the creation of supportive cultural environment.
Understanding Readiness for Change

- Some participants are ready for change; others have not contemplated change:
  - For those on the right path toward change, support easy intuitive decisions
  - For those not on the correct path, steer toward rational thinking

<table>
<thead>
<tr>
<th>Readiness for Behavioral Change</th>
<th>Disengaged</th>
<th>Extrinsically Motivated</th>
<th>Intrinsically Motivated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-contemplation</td>
<td>Intervene to capture attention</td>
<td>Advertise to get attention</td>
<td>Inspire with messaging and imagery</td>
</tr>
<tr>
<td>Contemplation</td>
<td>Frame the choice architecture with consequences</td>
<td>Provide rationale and incentives</td>
<td>Provide high-quality resources and support</td>
</tr>
<tr>
<td>Preparation</td>
<td>Reinforce gains and lost opportunities</td>
<td>Provide easy-to-use resources</td>
<td>Allow the patient and practitioner relationship to flourish</td>
</tr>
<tr>
<td>Action</td>
<td>Monitor compliance and enforce accountability</td>
<td>Eliminate barriers during change process</td>
<td>Satisfy basic security and psychological needs</td>
</tr>
<tr>
<td>Maintenance</td>
<td>Advance to new goals</td>
<td>Create new workplace social norms</td>
<td>Invite them to help others</td>
</tr>
</tbody>
</table>

Source: Segal Consulting

What the cell colors above signify:
- Light green: Encourage intuitive thinking
- Dark green: Encourage rational thinking
Can’t tell me what to do
Not proactive but not opposed
Healthy Proactive

Where are you?

15%
70%
15%
## Framework for Successful Wellness Programs

1. **Obtain leadership support**
   - Publicize that leadership support (website, brochures, email announcements)

2. **Identify a Wellness Leader and Champions**
   - Devoted to the success of the wellness program and creating a healthy culture

3. **Target known health risk factors in the population**
   - Here’s the value of Health Risk Appraisal/Biometric Screening results and Data Analytics

4. **Know what’s available to employees for wellness support**
   - The value of a Wellness and Disease Management Assessment Scorecard and then Communicate to employees what’s available to help prevent or reduce risk factors
Framework for Successful Wellness Programs

5. **Remove barriers that impede success of the worksite wellness program**  
   - Time off from work (4 hours) for pre-cancer screenings, access to healthy alternatives, supportive environment, etc.

6. **Use incentives/rewards along with behavioral economics** to maximize participation as well as motivate behavior change.  
   - Consider building into the program design, contribution structure and workplace choices

7. **Keep the program fresh**...Change it up. Spice it up. *Be creative.* This is NOT just a one year adventure....it’s *year after year after year* of worksite support.

**Employers must be committed to create and maintain a healthy work environment to help employees follow-through with lifestyle changes to prevent/reduce risk factors.**
Communications Plan

Consider a **Wellness Communications Strategic Plan** that will provide essential information, **educate** employees and their families about wellness and the programs being offered to ensure that they appreciate and understand the benefits, stress confidentiality, address any language barrier issues, etc.

- Communications tools can help individuals set, reach and maintain their goals
- Even the Wellness Program name, logo, and color scheme are important to facilitate a positive “eye-catching” recognizable message to your employees
- Communications tools may include:
  - Brochure listing all the wellness services uncovered by the Wellness Inventory.
  - “Announcing the program” with launch-type communications,
  - “12-month Communications plan of action”
  - Short, descriptive brochures, e-mail messages, newsletters
  - Testimonials about the wellness program
  - Posters/postcards/brochures/Z-cards/table tent cards highlighting what's available
  - Messages from top management in support of wellness efforts
  - Satisfaction surveys, focus groups
  - Enhancements to the benefits website with wellness information, etc.
Develop a brand...

- Look and feel for all benefits/wellness/Disease Management communications
- Tagline that is credible, coherent and relevant
- Will your vendors let you use your brand with their materials?

“Brand” Your Programs:
HOW TO RUN AN EFFECTIVE WELLNESS PROGRAM
The “Splatter Technique”

**Typical Wellness Program:** NO written plan, just throw out some wellness services and see if anyone is interested in them.

*Currently, the City of Boston offers some form of wellness to their employees including:*

- Onsite flu shots
- Employee Assistance Program
- Tuition Reimbursement
- Annual Health Fair
- Fitness Reimbursement
- Paid time off for cancer screenings

*However, these programs would be much more effective with branding related to a larger, more robust, Wellness Program.*
Establishing a Healthy Culture

Collaboratively establish a shared “vision” of a healthy workplace with a strategy to achieve the vision and aligns with the business strategy.

**Step 1:** Envision the Desired State
**Step 2:** Assess the Current State Relative to Vision
**Step 3:** Establish Metrics
**Step 4:** Develop an Action Plan
**Step 5:** Implement
**Step 6:** Monitor

Create a clear roadmap to achieving your vision for a healthy workplace and a metrics scorecard for evaluating success.

A successful initiative needs to think in terms of collective success at the initiative level, leadership level, as well as the individual level.

Source: Segal Consulting
Develop a Multi-Year Plan

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Level of Effort: planning/exploring, substantial, moderate, low, maintenance

Source: Segal Consulting
SAMPLE SUCCESS STORIES
Engaging Employees and Leadership

Situation
- A large institution with a health system, which had already made extensive investments in various health initiatives, requested assistance to measure the maturity and impact of its efforts.

Approach
- Researched best practices and went through a “visioning process” which included the input of the clinical and administrative leaders.
- Metrics were developed to measure the current state along with the institution’s progress along its stages of maturity toward its desired state.

Result
- Among the various outcomes:
  - Over 60% became risk free for cholesterol and hypertension.
  - Absence was reduced by 17% over a four year period.
  - $36 million of health care savings over 3 years.

Lessons Learned
- Healthy people cost less and are less likely to be absent.

Source: Segal Consulting
Impact of Integrated Wellness

**Situation**
- A large institution wanted to develop a customized wellness initiative to support changes in behavior.

**Approach**
- Developed a customized wellness/coaching RFP to coordinate with extensive work/life programs and internal resources.

**Result**
- 30% to 40% of coaching participants reduced risk for 80% of risk factors.
- Rate of long-term disability dropped by more than 50% over two years for wellness participants.
- Rates of hospitalizations and ER visits dropped for wellness participants.
- Relative average health care costs reduced by $1,150 for wellness participants.

**Lessons Learned**
- Healthy people are less likely to become disabled.

Source: Segal Consulting
HOW DO WE MEASURE SUCCESS?
### Measuring Program and Communications Effectiveness

<table>
<thead>
<tr>
<th>Costs</th>
<th>Desired Behaviors</th>
<th>Employee Perceptions and Satisfaction</th>
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</thead>
<tbody>
<tr>
<td>Plan costs</td>
<td>Preventive</td>
<td>Turnover</td>
</tr>
<tr>
<td>Utilization</td>
<td>Engagement in wellness incentives/benefits</td>
<td>Focus groups</td>
</tr>
<tr>
<td>Productivity measures</td>
<td>Workforce health measures</td>
<td>Surveys</td>
</tr>
<tr>
<td>Return on investment (ROI)</td>
<td>Optimal plan decisions</td>
<td>Ongoing feedback</td>
</tr>
</tbody>
</table>

Effective benefit design and behavioral communications drive program performance against target measures.

Source: Segal Consulting
Academic Studies on Wellness ROI

- **Harvard University Study**: For every dollar invested in creating and maintaining a healthy workplace there is the potential for a $6 return in direct and indirect savings or benefits\(^1\)
  - Medical costs fall $3.27 for every dollar spent
  - Absence costs fall $2.73 for every dollar spent
- A meta-study of 56 peer-reviewed journal articles\(^2\)
  - Recent studies document ROI in the range of 6:1
  - Older studies document ROI at 3:1
  - The study reports it takes three to five years for wellness programs to realize their full impact

---

ROI can only be achieved over time with a properly designed wellness program and supportive culture, but there are still no guarantees.

---

\(^1\) *Workplace Wellness Programs Can Generate Savings*, Katherine Baicker, David Cutler, and Zirui Song. Health Affairs, 2010

A Healthy Workplace Achieves Better Outcomes

Segal’s Healthy Enterprise study demonstrates substantial differences in outcomes for organizations with a comprehensive strategy, multi-year operating plan and shared vision.

**COMPARISON OF AVERAGE ADJUSTED OUTCOME METRICS FOR THE TOP QUARTILE**

<table>
<thead>
<tr>
<th></th>
<th>Top Quartile</th>
<th>All Others</th>
<th>Percentage Difference</th>
</tr>
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<tbody>
<tr>
<td>Healthy Enterprise Index</td>
<td>78</td>
<td>50</td>
<td>56%</td>
</tr>
<tr>
<td>Annual Health Cost (PMPY)</td>
<td>$3,431</td>
<td>$3,769</td>
<td>-9%</td>
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<tr>
<td>Annual Health Cost Increase</td>
<td>$235</td>
<td>$302</td>
<td>-22%</td>
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<tr>
<td>Turnover</td>
<td>8.1%</td>
<td>12.1%</td>
<td>-33%</td>
</tr>
<tr>
<td>Extended Absence</td>
<td>3.9%</td>
<td>6.1%</td>
<td>-36%</td>
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<tr>
<td>Workers Compensation Cost</td>
<td>0.74%</td>
<td>0.89%</td>
<td>-17%</td>
</tr>
</tbody>
</table>

Source: Segal Consulting
HOW WILL THE RFP ADDRESS WELLNESS?
The RFP Process Will

• Determine where the carriers fall within the continuum of maturity
  • Ascertained what carriers are doing
  • Determine what carriers are able to do – now vs. future
  • Identify partnerships within the health plan
  • Ability to coordinate with wellness vendors outside of the health plan
• Provide information that can be part of the City’s long-term wellness initiative.
Potential Evaluation Criteria

The RFP will help to identify the tools and resources available within the health plans to support a more proactive approach to optimizing the health and well-being of the City’s workforce.

### Continuum of Maturity

<table>
<thead>
<tr>
<th>Category</th>
<th>Focus on Treatment</th>
<th>Focus on Prevention/Management</th>
<th>Focus on Optimal Behavior</th>
</tr>
</thead>
<tbody>
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<td>Health Plans</td>
<td>• Discounts/disruption</td>
<td>• Incentive programs</td>
<td>• Fitness programs</td>
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<td></td>
<td>• Ability to coordinate</td>
<td>• Health assessment</td>
<td>• Nutrition counseling</td>
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<td></td>
<td>• Centers of excellence</td>
<td>• Health coaching</td>
<td>• Activity trackers</td>
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<td>Workplace Support</td>
<td>• Provide/coordinate</td>
<td>• Screening/support</td>
<td>• Group challenges</td>
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<td></td>
<td>• Occupational health</td>
<td>• Health fair support</td>
<td>• Social support tools</td>
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<td>• Health records</td>
<td>• Coaching/counseling</td>
<td>• Fitness assessment</td>
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<tr>
<td>Behavioral Health</td>
<td>• Available specialties</td>
<td>• Screening tools</td>
<td>• Work/life support</td>
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<td></td>
<td>• Coordination</td>
<td>• Counseling</td>
<td>• Resilience coaching</td>
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<td></td>
<td>• Management approach</td>
<td>• Support programs</td>
<td>• Complementary services</td>
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<td>Communications</td>
<td>• Treatment alternatives</td>
<td>• Engagement materials</td>
<td>• Recognition</td>
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<td>• Transparency tools</td>
<td>• Health risk education</td>
<td>• Promotion</td>
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<td>• Quality tools</td>
<td>• Preventive care materials</td>
<td>• Supportive outreach</td>
</tr>
</tbody>
</table>

Where does the City want to focus its efforts?
What services and outcomes should be expected of the service provider?

Source: Segal Consulting
Wellness Program Options
Outside of the Medical RFP

• Some employers that want a more comprehensive wellness program and consistency across all health plan offerings may want to:

  • **Rent:** Subcontract/partner with an independent vendor(s) to manage the wellness program; or

  • **Build:** Create a wellness program using the City’s own internal staff, community resources, incentives in the plan design, etc.

    **Either option would require more internal staffing/resources.**

• Further considerations must be made for employees who are not insured through the City or who are not benefit eligible. As well as variances between what is offered by each health plan.
Questions