Health and Productivity Management Guided by a Workforce’s Professional, Social and Emotional Well-Being

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St. Joseph Health

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Vice President, Well-Being Improvement Design
Healthways
To achieve our mission of creating a healthier world, we needed to keep healthy people healthy and mitigate lifestyle risks, not only optimize care for those with chronic illnesses.
“Well-being has migrated from marginal to mainstream, finally coming to be seen for what it is: the best way, indeed the only way, to maximize not just happiness and fulfillment but productivity, creativity and, yes, profit.”

— Arianna Huffington
Gallup and Healthways initiated a 25-year partnership in 2008 to define, measure and better understand how to influence well-being — because health outcomes data doesn’t tell the whole story.

- **Purpose**: Liking what you do each day and being motivated to achieve your goals
- **Social**: Having supportive relationships and love in your life
- **Financial**: Managing your economic life to reduce stress and increase security
- **Community**: Liking where you live, feeling safe and having pride in your community
- **Physical**: Having good health and enough energy to get things done daily
Since we began working together, Gallup has fielded millions of surveys around the world, capturing how people experience and feel about and their lives.

The Gallup-Healthways Well-Being Index has become the most quoted and respected source of insight into what influences individual and population health.
Better insight into what drives lifestyle behaviors helps us design solutions that address those root causes — a more successful approach than addressing the behaviors directly.

- Stress
- Family
- Education
- Safety
- Culture
- Community
- Access
- Motivation
- Finances
- Hope
- Work
- Support
- Purpose
Because this just doesn’t make sense.
The Healthways Network

Leading innovators in this space haveentrusted us with their life’s work.

Dan Buettner
National Geographic Fellow, longevity expert and founder of Blue Zones

Dr. Dean Ornish
Pioneering researcher into reversing disease through lifestyle changes

Dave Ramsey
Author, talk show host and personal finance expert
Ultimately, people with higher well-being are healthier, higher performing and less costly.

It’s good common sense — but also scientifically proven.
The Value of High Well-Being

Performance goes up

On average, an individual with a 10% higher well-being score will have:

- 5% fewer unscheduled absences
- 24% lower presenteeism
- 5% higher reported job performance
- 6% more days of “best work” in a 28-day period

Costs go down

For every point increase in well-being, individuals were:

- 2.2% less likely to have a hospital admission
- 1.7% less likely to have an ER visit
- 1% less likely to incur healthcare costs

Healthways cross-sectional analysis.

Influencing the ENTIRE Population

Well-Being Change Continuous Cohort
(N= 636), ∆ = + 8.4 between 2009 and 2013 (P<0.0001)
Well-Being Is Not Wellness

**PMPM Medical Cost Projection**

- **Base Year**: $300
- **Year 1**: $300
- **Year 2**: $320
- **Year 3**: $340
- **Year 4**: $360
- **Year 5**: $380

**Percent Productivity Loss**

- **Base Year**: 12%
- **Year 1**: 13%
- **Year 2**: 14%
- **Year 3**: 15%
- **Year 4**: 16%

Healthways Study 2014
### Our Client Innovators

<table>
<thead>
<tr>
<th>Category</th>
<th>Logos</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Health Plans</td>
<td>Excellus, Florida Blue, Anthem BlueCross BlueShield, blue of California, MVP, CareFirst, Regence, HUMSA, Rocky Mountain Health Plans, HCSA, CGI, Avalon, Empower Health, Healthcore, Aetna</td>
</tr>
<tr>
<td>Medicare Advantage Plans</td>
<td>Regence, AARP, AvMed, AvMed Health Plans, BlueCross BlueShield, Florida Blue, UnitedHealthcare, Care, CHP, Anthem BlueCross BlueShield, Humana, UnitedHealth Group, CareFirst, Regence</td>
</tr>
<tr>
<td>Large Employer</td>
<td>Ohio.gov, Daimler, Family Dollar, Liberty Mutual, Novitas Solutions, Honeywell, Comcast, FedEx, Hershey's, State of Tennessee, Georgia, Novitas Solutions, COMCAST, FedEx, Honeywell</td>
</tr>
<tr>
<td>International</td>
<td>HEALTHDIRECT Australia, SulAmerica, New South Wales Government</td>
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St. Joseph Health Overview

St. Joseph Health is an integrated Catholic health care delivery system sponsored by the St. Joseph Health Ministry. We provide a full range of care from its facilities, including 14 acute care hospitals, home health agencies, outpatient services, hospital care, hospice care, outpatient services, skilled nursing facilities, community clinics and physician organizations.
St. Joseph Health’s Call to Action

St. Joseph Health recognized an opportunity to change the way that healthcare is delivered in the future and made a bold commitment to innovate and invest in wellbeing both for its own employees and for the communities served.

St. Joseph Health’s Transformational Statements

• We will transition our business model to a balance of great hospitals and great community care.
• We will embrace both an illness and a wellness model.
Our Vision:
We bring people together to provide compassionate care, promote health improvement and create healthy communities.

In 2011 SJH leadership realized that to perpetuate its mission to improve health and quality of life of people in the communities they serve, SJH would need to more thoughtfully support the well-being of their own employees, spouses, and dependents.
Choose Well Components

Choose Well is St. Joseph Health’s employee well-being initiative made up of the following elements:

- Comprehensive Communications Strategy
- Heathway's Well-Being Connect portal and Well-Being Assessment
- Health Risk Coaching and High Risk Cost Avoidance
- QuitNet Comprehensive + NRT (Patch, Lozenge, Gum)
- Quest Diagnostics Biometric Screening Events
- Virgin Pulse Activity Tracker and Rewards
- Incentives (Payroll Credit)
St. Joseph Health’s Partnership with Healthways

Process of Selecting a Well-Being Improvement Company

• Evaluated options in the wellness market
• Chose a partner who understood complexity of well-being
• Developed a comprehensive strategy for improving well-being
Developing a Baseline – Well-Being Assessment

Launched Healthways Well-Being Assessment to better understand employees’ current level of well-being in order to improve it.
Choose Well Custom Campaign Collateral

Poster
Email
Overview Brochure
Postcard
Fliers
## Engagement Results – WBA and Screening

<table>
<thead>
<tr>
<th>Program Groups</th>
<th>Screening &amp; Assessment Rate</th>
<th>Reward Models</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Union Ministries</td>
<td>71%</td>
<td>Med-enrolled employees earn $25/pay period for WBA and biometric participation. $200 Virgin Pulse rewards for achieving program levels and WBA/Bio participation</td>
</tr>
<tr>
<td>Union Ministries</td>
<td>17%</td>
<td>No payroll incentives. Rewards only available through the Virgin Pulse program</td>
</tr>
<tr>
<td>Outcomes Based Rewards Pilot</td>
<td>76%</td>
<td>All Eligible earn $200 Payroll incentive for WBA and biometric participation. $200 Virgin Pulse rewards for achieving program levels</td>
</tr>
</tbody>
</table>
Results – Physical Activity Tracker

Engagement

• 63% Enrolled in Virgin Pulse = 63% of eligible

• 43% of eligible are actively engaged (uploading steps, earning points, etc.)

• Rewards earnings per Actively Engaged member = $115

Overall Outcomes

• 5522 employees increased their physical activity levels from their baseline in the past program year. *(Health Risk change for physical activity improvement captured in the Healthways Behavioral Change ROI)*

• Member satisfaction is very positive with 89% reporting moderate to very satisfied. 92% of respondents report that they would feel somewhat to very disappointed if they could no longer use the Virgin Pulse wellness program
Choose Well Outcomes-Based Pilot Program

- Award a total of $650 in payroll wellness incentives for achieving U.S. Preventive Services Task Force recommended biometric targets* Additional $200 available for physical activity.
- Allow for reasonable alternative on a case by case basis – meeting progress based outcome goals or alternative activity for participants for whom it is medically inadvisable or unrealistic to meet the outcome targets. Participants completing reasonable alternative activity will be awarded the full incentive.

<table>
<thead>
<tr>
<th>Rationale</th>
<th>Outcomes Incentive Triggers</th>
<th>Minimum Acceptable Thresholds at end of Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>All High Risk Conditions</td>
<td>$200 Body Mass Index (BMI) between 19 – 29</td>
<td>10% reduction in weight within 1 year</td>
</tr>
<tr>
<td>Hypertension</td>
<td>$150 Blood Pressure &lt; 140/90</td>
<td>Reach target blood pressure</td>
</tr>
<tr>
<td>High Cholesterol</td>
<td>$150 Cholesterol/HDL ratio &lt; 5.0</td>
<td>Reach target Cholesterol/HDL ratio</td>
</tr>
<tr>
<td>Diabetes</td>
<td>$150 Glucose &lt; 125</td>
<td>Reach target glucose level</td>
</tr>
<tr>
<td>Benefits Whole Population</td>
<td>$200 Physical Activity Reward - Levels through Virgin Pulse</td>
<td></td>
</tr>
</tbody>
</table>

* The above targets are not intended to be optimal but minimum acceptable thresholds for good health
* Quest Diagnostics will manage tracking and reporting – confidential and fully HIPAA Compliant
Well-Being Assessment Summary

Key Findings:
• SJH exceeds national benchmarks in Life Evaluation, Emotional Health, Healthy Behaviors, Work and Basic Access
• Key opportunity is in the category of Physical Health
2014 Well-Being Domains ranked by SJH score:

1. Basic Access - access to food, shelter, healthcare, safe & satisfying place to live
2. Emotional Health - composite of experiences yesterday, from morning until end of day
3. Physical Health - history of disease and daily health experiences
4. Healthy Behavior - Lifestyle habits with established relationships to health outcomes
5. Life Evaluation - evaluation of present & anticipated life situation
6. Work Environment - job satisfaction & engagement

**Emotional Health** - Reducing stress and worry are areas of opportunity for Northern California. Recommend focused messaging about EAP and Health Coaching may encourage members to participate and get some needed support.

**Physical Health** - A key area for opportunity across SJH. This is the only area that SJH scored lower than the national average. Recommend campaign or incentives to promote Health Coaching and High Risk Cost Avoidance to reduce risk and manage chronic conditions.

**Healthy Behavior** - Region with the lowest score was Texas. Recommendations would be to promote healthy eating and incorporate healthy foods and snack availability at on-site locations. Northern California is more than 2 points higher than all regions in this area, so a review of programs for replication may be of value.

**Life Evaluation** - Region with the lowest score was Texas. Recommend messaging about the benefits available to members through Health Coaching and EAP should increase engagement provide support.

**Work Environment** – Across SJH, compared to 2012, 2014 scores were lower for every question. Region with the lowest score was Northern California. Greatest opportunity is “Superior Treating You Like A Partner Rather Than A Boss”. Recommendations for Work Environment would be to incorporate an employee engagement survey or 360° supervisor feedback which offer additional insight into what is driving issues.
Key Changes to Employee Well-Being Strategy

Healthways robust data enabled SJH to implement the following:

- Environmental changes to curb smoking rates
- Support for high risk populations via telephonic coaching
- Options for improving physical well-being through extensive fitness programming
- Mental health programs for stress management and resiliency training
- Creation of nutrition guidelines for onsite meeting refreshments and food service
- Onsite employee health clinic in select campuses
Smoke-Free Covenant Health: QuitNet Program

St. Joseph Health adopted environmental changes to counter high smoking rates including the creation of a tobacco-free work environment and online and telephonic counseling and coaching

- Smoking rate declined by 6% between 2011-2014
Healthways Coaching

Support of the highest risk population ready for change with direct telephonic outbound health coaching and clinical care management targeted to individuals most at risk for a high-cost medical event

- Driven by WBA and Biometric Screening
- Identifies members with the best opportunity for intervention before health risk triggers disease
- 9 of 12 measured risks reduced as a result

**SJH Aggregate**

<table>
<thead>
<tr>
<th>Category</th>
<th>Time 1 Risk</th>
<th>Net Risk Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol Overuse</td>
<td>158</td>
<td>113</td>
</tr>
<tr>
<td>Blood Pressure</td>
<td>777</td>
<td>565</td>
</tr>
<tr>
<td>Body Mass Index</td>
<td>3,467</td>
<td>3,485</td>
</tr>
<tr>
<td>HDL Cholesterol</td>
<td>818</td>
<td>477</td>
</tr>
<tr>
<td>Illness Days</td>
<td>839</td>
<td>786</td>
</tr>
<tr>
<td>Life Satisfaction</td>
<td>2,577</td>
<td>2,074</td>
</tr>
<tr>
<td>Medication for Relaxation</td>
<td>1,701</td>
<td>1,796</td>
</tr>
<tr>
<td>Overall Perception of Health</td>
<td>1,241</td>
<td>1,174</td>
</tr>
<tr>
<td>Physical Activity</td>
<td>3,965</td>
<td>3,595</td>
</tr>
<tr>
<td>Stress</td>
<td>1,143</td>
<td>994</td>
</tr>
<tr>
<td>Tobacco Use</td>
<td>510</td>
<td>349</td>
</tr>
<tr>
<td>Total Cholesterol</td>
<td>467</td>
<td>491</td>
</tr>
</tbody>
</table>
Onsite Fitness Clinics

Options for employees to improve their physical well-being, including the creation of several onsite fitness and employee clinic facilities at various campus locations featuring an extensive schedule of group fitness classes and more convenient access to health care services.
Formation of policies to create a culture of well-being improvement that included the pilot creation of nutritional guidelines for food brought in for company meetings and the implementation of a farmer’s market on-site for employees.
St. Joseph Health – 2014 Screening Results

- 25% of the 2014 participants were at risk for Metabolic Syndrome, down from 28% in 2011.
- 77% of cohort participants with Hypertension in 2011 had improved into the pre-hypertensive or normal range by 2014.
- 64% at high risk for LDL in 2011 reduced their risk from high to moderate or low by 2014.
- 63% at high risk for Glucose in 2011 reduced their risk from high to moderate or low by 2014.
- 82% of those who started with three or more risks, and had moved from that risk level by 2014, had reduced risk.
- 43% of all cohort participants with three or more risks in 2011 had reduced their risks to less than three by 2014.
Year 3 Results: Positive Financial Impact

✓ Total Savings = $2,928,362
✓ WBA score of 72.2 (69.2 in 2011).
✓ Net Claims Based Savings of $1,801,592
  ✓ 3.34 ROI for High Risk Cost Avoidance
✓ Net Behavior Based Savings of $385,792
  ✓ 1.57 ROI for Health Risk Coaching
✓ Total Productivity Savings of $2.5M
  ✓ Estimated Impact on Value $740,980

“Bottom line – SJH understands investing in well-being is an investment in human capital and, quite simply, the right thing to do.”
Claims-Based Savings
Combining Savings Components

<table>
<thead>
<tr>
<th>Component</th>
<th>Savings (in $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Savings From Change in Episode Severity</td>
<td>580,192</td>
</tr>
<tr>
<td>Savings From Change in Episode Frequency</td>
<td>1,115,700</td>
</tr>
<tr>
<td>Savings From Change in 30-Day Readmit Rate</td>
<td>105,700</td>
</tr>
<tr>
<td><strong>Gross Savings</strong></td>
<td><strong>1,801,592</strong></td>
</tr>
<tr>
<td><strong>Program Fees</strong></td>
<td><strong>540,034</strong></td>
</tr>
<tr>
<td><strong>Net Savings</strong></td>
<td><strong>1,261,558</strong></td>
</tr>
<tr>
<td><strong>Return on Investment</strong></td>
<td><strong>3.34</strong></td>
</tr>
</tbody>
</table>
Behavior Change
Savings & ROI

Total Behavior Based Savings

- Total Savings: $303,135
- Implied Non-Returning Savings: $82,657
- Total Savings: $385,792

*See Appendix for fee adjustment detail

<table>
<thead>
<tr>
<th>Total Members Measured</th>
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<tbody>
<tr>
<td>Returning Members</td>
</tr>
<tr>
<td>Non-Returning Members</td>
</tr>
</tbody>
</table>
Productivity

Total Savings

**Absenteeism Savings**
- Change in lost work days: 3,466 days
- Average daily wage: $265/day
- Absenteeism savings: $918,543

**Presenteeism Savings**
- Change in lost work days: 5,854 Days
- Average daily wage: $265/Day
- Absenteeism savings: $1,551,391

Grand Total Value for Reporting Period
- Total Savings: $2,469,934
- Estimated Impact on value: $740,980
As we improve well-being, we will see positive impacts in other areas

- Moving from a focus on ROI to a focus on the well-being of employees
- Measuring well-being in correlation with employee engagement
- Measuring well-being in correlation with patient satisfaction results
- Investing in human capital
Investment in Lifestyle Medicine

Offering the Dr. Dean Ornish Program for Reversing Heart Disease™ embodies our commitment to improving the lives our employees and the citizens of the communities we serve.

St. Jude Medical Center, Fullerton, CA
Thank you!