

Successful and Innovative University Employee Health & Wellness Programs: A Panel Discussion

The Inaugural Building Healthy Academic Communities National Summit

April 23, 2013 | The Ohio State University

Joni Troester, The University of Iowa

LaVaughn Palma-Davis, The University of Michigan

Rebecca Kelly, The University of Alabama

Patricia Benson, The University of Louisville



Agenda



- Welcome & Introductions
- Health Management Programs
 - The University of Michigan
 - The University of Alabama
 - The University of Louisville
 - The University of Iowa
- Key Factors of Success
- Discussion & Questions/Answers

Your Well-Being. Our Passion

Key Factors for Employer Health & Engagement

1

Leadership – at all levels

2

Alignment of health with the organization's culture

3

Excellent programs & services – based on evidence/best practice

4

Accessibility of programs and services – limiting barriers

5

Strong communications campaigns

6

Leveraging internal and external partners

University of Michigan



- Multiple locations
 - Three academic campuses
 - Health System
- 40,000+ active employees
- 80,000+ family members
- 7,000 retirees
- 58,000 students

Vision: The University of Michigan will be a model community of health where people thrive.



MHealthy Strategic Goals

 To improve the health status and quality of life of the U-M community by:

1. Keeping the well well

2. Identifying those at risk and helping them reduce risk

3. Improving the health management of those with chronic & disabling conditions

4. Building a university culture that supports healthy lifestyles

 To help control the long-term rate of health related cost increases.*

*See Baicker Cutler article in Health Affairs, Dec. 2010



How will we achieve a “community of health”?

- Comprehensive *long-term strategic plan* addressing the continuum of health and targeting our most significant issues
- Leadership and community engagement (e.g. 400 wellness champions)
- Organizational integration and culture/environmental enhancements
- Sustainable funding mechanism
- Incentives and rewards for healthy behaviors to motivate high participation
- Comprehensive evaluation to demonstrate outcomes and continuously



Components of Strategic Plan

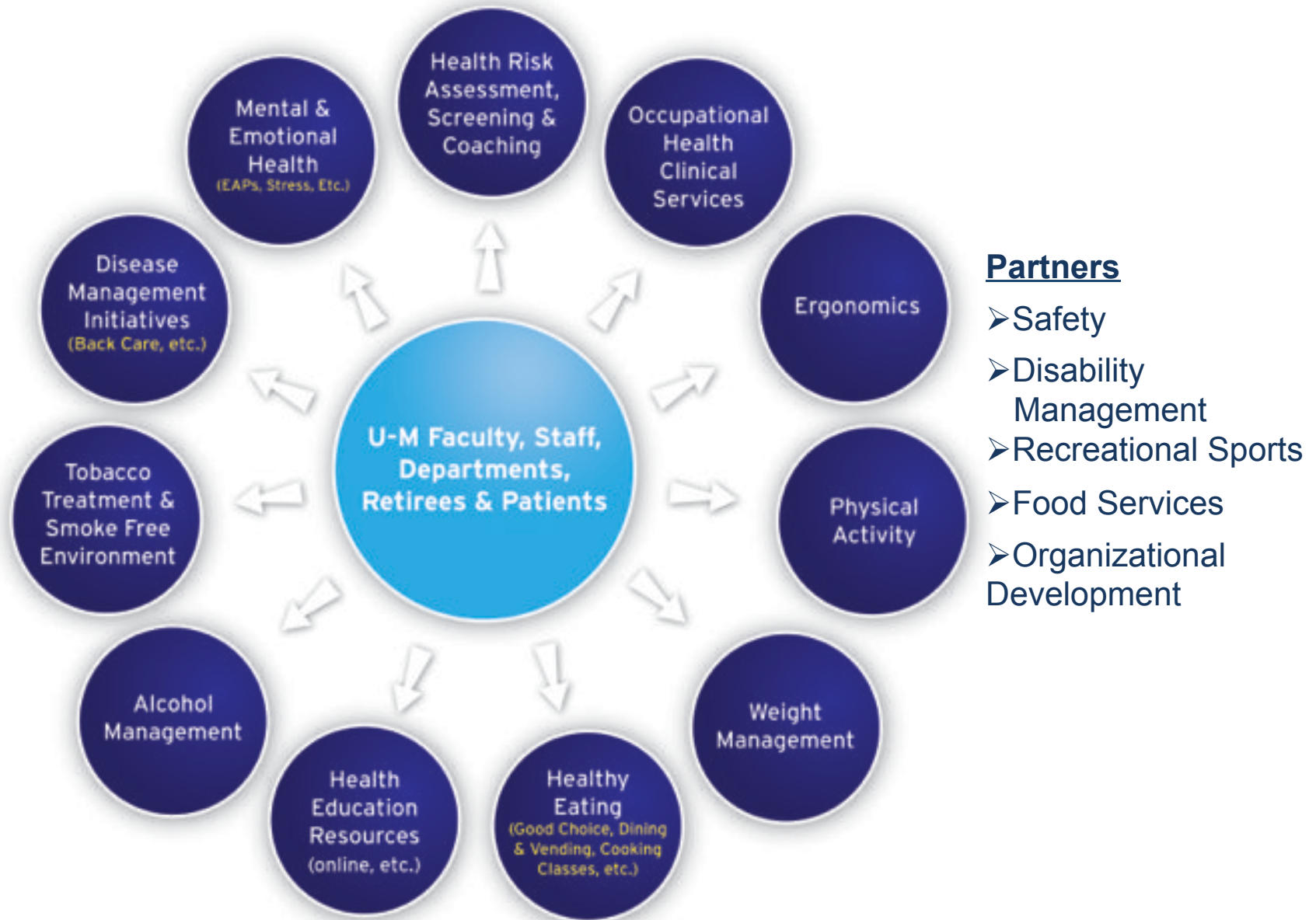
- Leadership support
- Supportive environment, culture, policies & infrastructure
- Communication & marketing
- Program coordination
- Wellness assessments with follow-up coaching
- Population-wide programs
- Targeted risk reduction programs
- Disease management
- Disability management
- Incentives and benefit design
- Data management & evaluation
- Innovation

Leadership Support and Engagement

- Leadership briefings from President
- Education on the business case
- Leader's role incorporated into existing leadership development programs and leadership competencies
- Reports with department-specific participation levels and risk factors
- Awards recognizing leaders who have met goals or been exemplars in creating cultures of health



MHealthy's Service Integration



Culture/Environment Enhancements

- Large scale team competitions & events (e.g. Active U)
- Wellness champions in each work-unit
- Healthy catering, dining & vending
- Farmers' markets/produce carts
- Smoke-free campuses
- Ergo matching grants and awards
- Walking maps & fitness center discounts

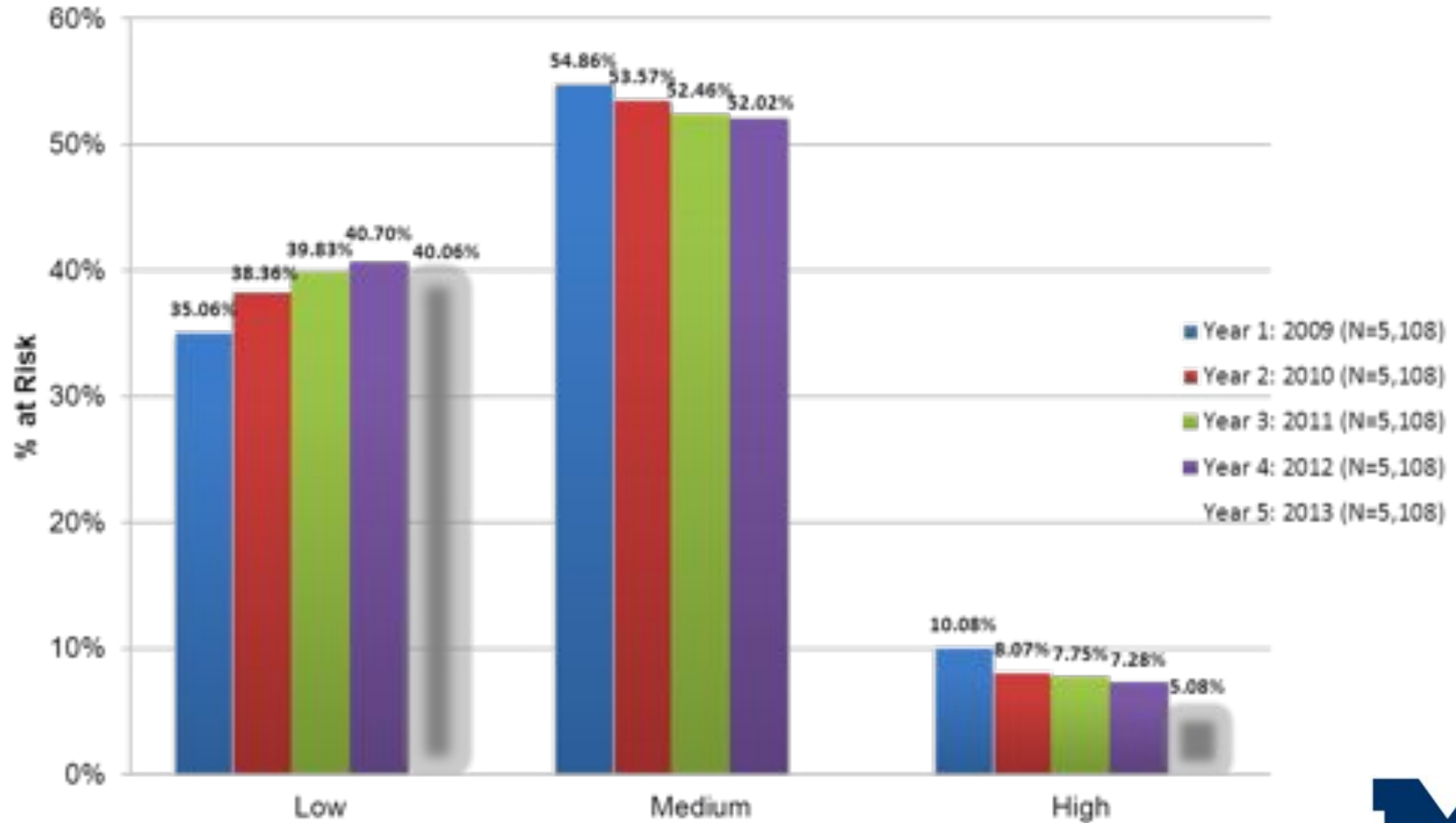


eat smarter.



Health Risk Level By Year: 2009-2012

4-year cohort

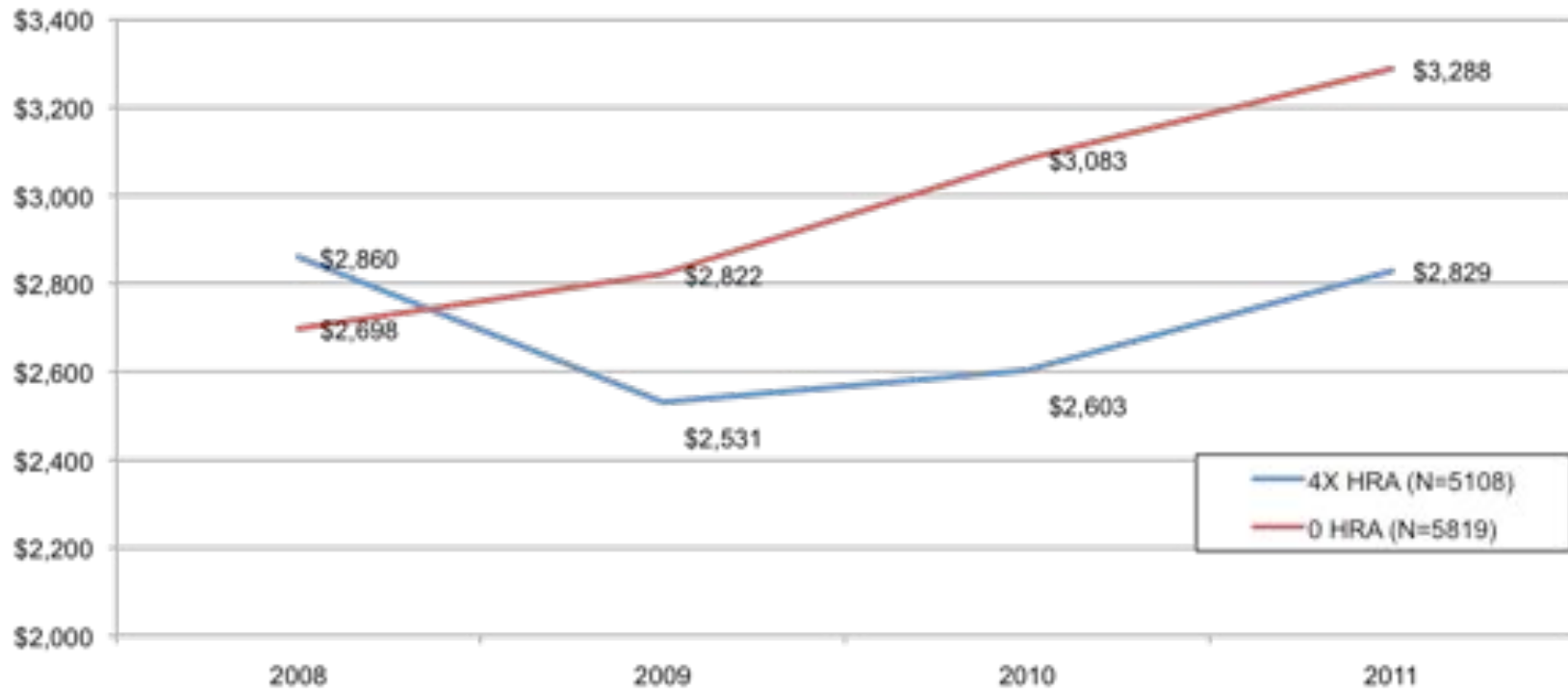


Note: Differences between 2009 and 2012 are statistically significant for all variables ($p < 0.05$)



Healthcare Cost Trend-Adjusted for Age, Gender, Race and Job Class

Healthcare Paid Costs Adjusted for Age, Gender, Race, Job Class



Note: Costs for 2010 are statistically significantly different at $p < 0.05$.



The University of Alabama



Since 1831

- The University of Alabama was founded as Alabama's first public college, a major, **comprehensive, student-centered research** university
- Dedicated to excellence in **teaching, research, and service**, we provide a **creative, nurturing campus environment** where our students can become the **best individuals** possible, learn from the best and brightest faculty, and make a **positive difference in the community, the state and the world.**
- 5,000 employees with 25% faculty and over 33,500 students
- Located in Tuscaloosa, Alabama

Health Promotion & Wellness Reports to the Top



THE UNIVERSITY OF ALABAMA
Health Promotion & Wellness

THE UNIVERSITY OF
ALABAMA

Welcome

WellBama

Strive for 5

Programs

Resources

Tobacco

12 Days of

FROM DR. KELLY / FROM PROVOST / OUR TEAM / OUR MISSION

Register for WellBama



Log in to myBama, go to "Employee" tab and select "WellBama" in the right-hand column.

A message from our President

Dear Faculty and Staff:

As we all know, it can be challenging to balance the many aspects of daily living. As a member of our campus community, I want all our faculty and staff to be able to work in an environment that promotes and enhances a culture of health and wellness.

To support the goal of healthy, well-balanced employees, I am pleased to announce that we have created the Office of Health Promotion and Wellness at The University of Alabama. This office provides resources that can help you improve your quality of life by adopting healthier lifestyle behaviors. Programs focus on six key areas of health improvement and maintenance: Team Based Wellness; Food and Nutrition; Fitness and Recreation; Life Balance; Well University Classes; and integrated Health Services.



Dr. Judy Bonner

Program Overview



WellBAMA Rewards

WellBAMA Defined –

A program that ‘moves’ people through the coordinated efforts of an awareness and educational outreach that touches them, provides a level of recognition **Crimson, Gold, Silver or Bronze Club Status**, connects them to resources, encourages goal setting and allows for personal growth in areas of health and wellness - at the workplace, with colleagues – with a financial incentive and documented success.

WellBAMA CLUB SCORE SHEET

	Your Results	Bronze (3 pts)	Silver (5 pts)	Gold (10 pts)	Crimson (15 pts)
Height _____ Weight _____					
Waist Circumference _____					
Flexibility _____					
Body Mass Index (BMI) _____					
Body Fat Measurements _____					
Male _____	275	30-34.9	25-29.9	18-24	
Female _____	26.1	24.7-28.4	18.5-23.2	14-20	
Systolic Blood Pressure _____					
at 1st visit _____	<120*	<120	120-139	>140	
at 2nd visit _____					
Diastolic Blood Pressure _____					
at 1st visit _____	<80*	80-89	90-99	>100	
at 2nd visit _____					
LDL Cholesterol _____					
WHD 0-1 risk factors _____	200	160-199	100-159	<100	
WHD 2+ risk factors _____	200	160-179	120-159	<100	
WHD Diabetes, CVD, or HDL risk _____	200	160-179	120-159	<100	
at 1st visit _____					
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TOTALS

Range for Club Category

Follow-up Times

To Do:

- Physical Exam
- Cholesterol Exam
- Eye Exam
- Blood Pressure
- Blood Sugar
- Urine
- COPD
- Health Assessment
- Participant to pull members

Health Coaching

- MD referred
- Self-referred

WellBAMA
Check in. Live Well.

Office of Health Promotion & Wellness
The University of Alabama
301 Russell Hall
Box 870194
35884-0194
wellbama@uab.edu

WellBAMA Rewards Incentive Program – 2012/2013



2012

- **\$25** VISA gift card upon completion of WellBAMA health screening (Jan-July 2012).
- Annual/every 2 years physical exam – age and gender specific
- WellBama participants from Aug. - Dec. 2011 will be 'grandfathered' and awarded gift card April 2012.
- Twice annual check-in by health coach and participation in two wellness programs/spring & fall
- Monthly drawings – beginning in May 2012

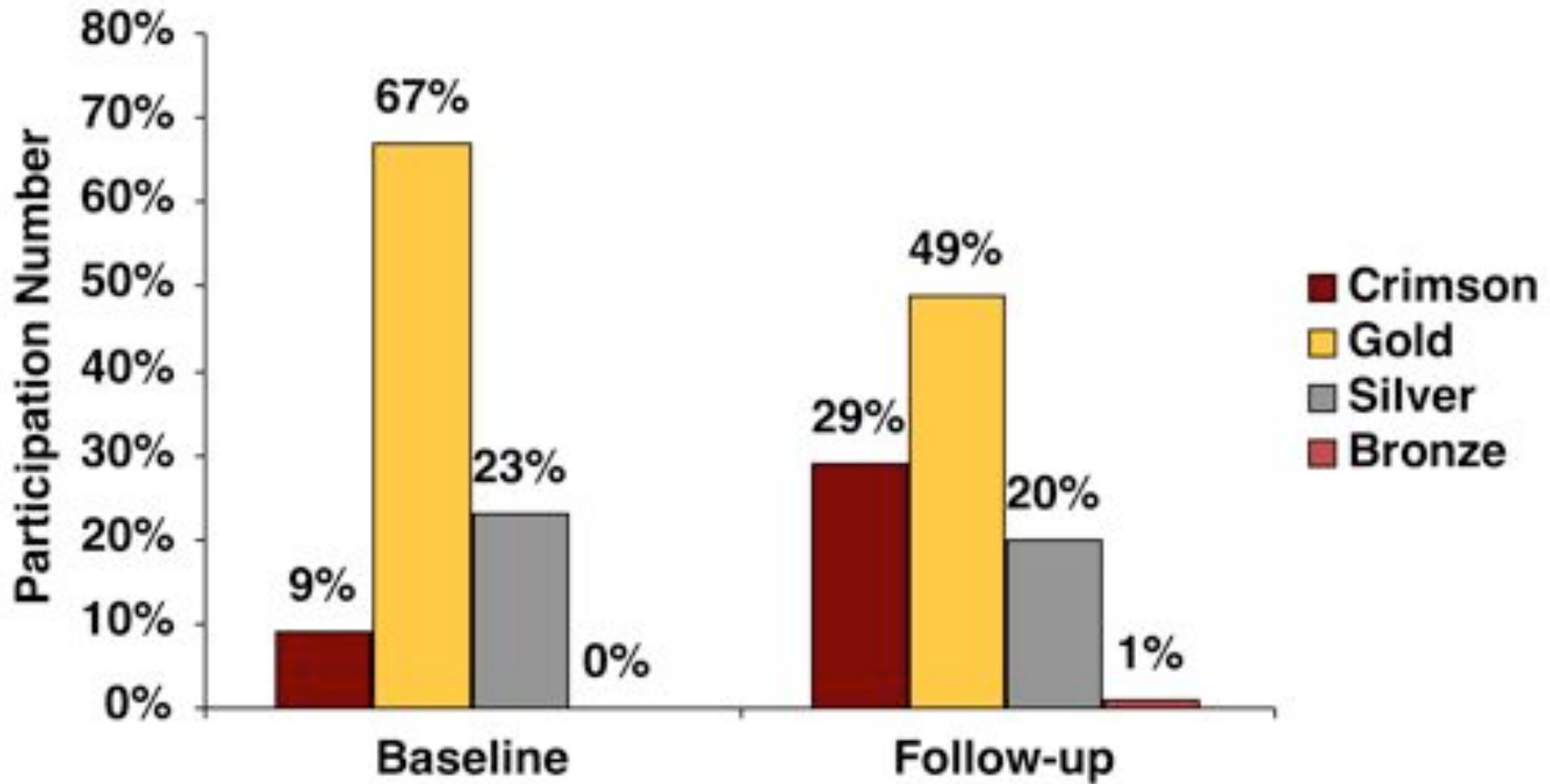
2013

- **\$25/\$50** at the end of each year based on participation in WellBama to include–
- Annual WellBama physical exam
- Twice annual check-in by health coach
- Twice annual participation in wellness program
- Monthly drawings

- **\$75/\$200** at the end of the year based on participation to include–
- Annual/every 2 years WellBama physical exam – age and gender specific
- Annual check-in with health coach
- Participation in one wellness program annually
- Monthly drawings.

Personalized health screening, health coaching every 6 months, on-line, on site and telephonic resources

WellBama Club Status Improvements: Health Improvements with the Rewards Program



Measures of Success: Employee Feedback



It is an excellent program and it helped so many start an easy physical activity. The Couch to 5K was geared to those who never knew where to start and added just enough to keep them motivated. I was lucky enough to be "volunteered" to be a trainer and enjoyed seeing the growth in endurance, fun and positive attitudes of those who walked/jogged together. And it didn't matter how you were dressed - since we ran around the fields, sneakers and shorts were optional. You know, when we were kids, laughing, being barefoot, wearing a dress and t-shirt were perfectly acceptable. To sum it up, it's all about having fun, moving forward and taking that first step towards the finish line. Thomas Struthwolf

This was the best event so far from Health and Wellness. I like having a goal of participating in a 5k. I always had wanted to do something like this, but wasn't sure how to get started. The Health and Wellness team did a great job giving information on how to train (i trained individually) for the 5K. I would have liked to have had more weigh-ins and measurements taken. That type of accountability helps me stay motivated and i enjoy the time I get to spend with my team. We work in different areas so this helps us check in with each other on our progress. I hope you will have another 5K in Spring 2011!! Thanks for all you do and for this wonderful program!



University of Louisville: Employee Health Management Program, Get Healthy Now

Delivering Positive ROI through Health Management

State-funded research university in Louisville, Ky.

Three campuses with 6,000+ employees

Primarily white-collar, salaried

Health care costs outpacing national average

Adopted self-insured plan in 2002

The people to bring it to life. | It's Happening Here.

Get Healthy Now



- Launched in 2005 as voluntary incentive-based program
- Designed to:
 - Nurture culture of health
 - Incent and engage employees as part of total rewards
 - Contain health care costs
 - Decelerate rate of increase in overall cost of coverage



Get Healthy Now



- Program Components:
 - eHealth platform
 - HRA
 - Health and wellness checks and classes
 - Challenges/programs
 - Employee-dedicated fitness facility
 - Dedicated coaching
 - Incentives for participation



The people to bring it to life. | It's Happening Here.

Get Healthy Now—Design



- Use of incentives

**Low-risk
employees**

Complete HRA

**Moderate/
High-risk
employees**

Complete HRA, participate in coaching

- \$40/month premium incentive for participation
- Leadership support—e.g., Weekly 3-mile jogs with the President
- First year: 50% participation; current 74%

Disease (Condition) Management



- Research began in 2008
- First target: Diabetes
 - 20–70% not receiving preventive care
- Integrated team:
 - RN appointed director of DM for outreach
 - DM protocol with UofL physicians
 - Dedicated pharmacist for drug/disease management
 - Get Healthy Now lifestyle programs



UofL Health Integration Team

Disease Management Engagement



- Year one for diabetes:
 - Incentives for participation (e.g., 100% payment of diabetic medications and supplies)
 - Approximately 40% enroll
 - 98.5% retention
 - 15% year-over-year savings
 - Reducing health costs from participant



2008 ROI: Health Management



Category	PMPY Savings	ROI
A. Coaching Plus other Services	\$448	2.50
B. Incentive	\$234	2.31
C. Health Management	\$238	2.67

- 2.5% increase for participants vs. 19.5% for non-participants
- Annual savings of more than \$1 million in health care-related expenditures

more...

2012 ROI: Health Management



Table 1: Overall ROI by Program

Category	Sample Size	Average Expense *	Program Savings	ROI
A: A&T Only Services for 3-4 program yrs.	806	\$182	\$1,948	10.73
B: EMPOWERED® Health Coaching 1-2 program yrs.	2,533	\$182	\$1,102	6.07
C: EMPOWERED® Health Coaching 3-4 program yrs.	552	\$182	\$1,259	6.93
D: Health Management (A:B)	3,891	\$182	\$1,300	7.16

**Average expense are based on the average cost per participant regardless of the degree of participation. Note: A&T services include Web Platform Utilization, HRA and Health Advising.*

Health Management: ROI



- From Table 1, the total ROI for only the wellness elements (D) is 7.16 after four Program Years.
- **Those who participated in HealthFitness services have fared better in holding claims increases to a minimum and reducing the trend.**

Keys to driving success with HM, DM

- Removing silos
- Leadership Support
- Partnering with campus and community constituents

Thanks for Joining Our Session

LaVaughn Palma-Davis, M.A.

Senior Director of University Health & Well-Being Services
University of Michigan | www.mhealthy.umich.edu

Rebecca Kelly, Ph.D., RD, CDE

Director, Health Promotion and Wellness & Assistant Professor
The University of Alabama | www.wellness.ua.edu

Patricia Benson, M.Ed.,

Director, Health Management
The University of Louisville | www.louisville.edu/hr/gethealthynow

Joni Troester, MBA, CEBS

Director, Human Resource Services,
Organizational Effectiveness/Health and Productivity
The University of Iowa | www.uiowa.edu/livewell

Lessons Learned

- Leadership at all levels of an organization are essential
- A long-term commitment with clear expectations is important
- Make certain you know your direction - be data driven
- Communicate a clear value proposition compared to other investments (tie to business and academic success)
- Communication and marketing are constant and critical to ongoing engagement
- Culture and environment are key to enabling and sustaining improvements
- Rewards/incentives can “get people on the bus” but be cautious to avoid unintended consequences

What does the Future hold?

- Targeting specific high risk populations (e.g. nursing, service maintenance)
- Engaging and impacting spouses & families
- Partnering with our health care providers on population health management (ACA)
- Increasing participation with limited incentives
- Demonstrating effective interventions that make a difference
- Sustainable change both at the individual and organizational level
- Building cultures of health at the work unit level and in the community
- Continuing to develop/improve policies, facilities and environment to support health

Integrated Health Management The University of Iowa

*Building Healthy Academic Communities National Summit
The Ohio State University
April 23, 2013*

Human Resources
The University of Iowa

Core Programs and Services

PHA and on-line programs

- Online 15-minute survey
- Individualized written report
- Lifestyle Management Programs

Health Coach Service

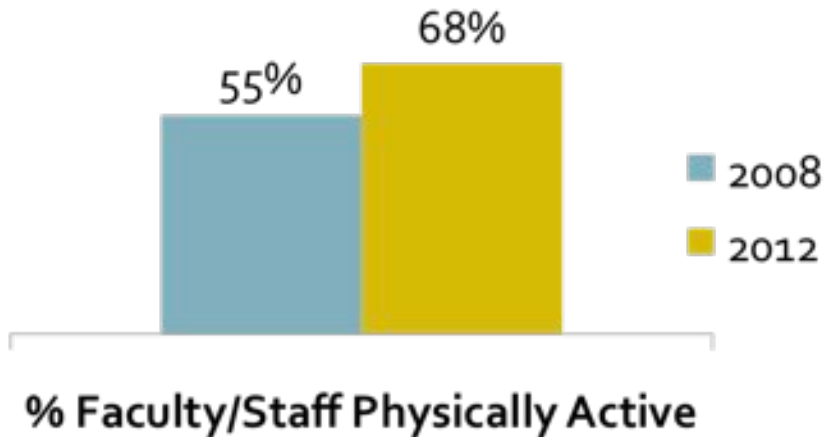
- Ready to Change health-related behavior
- Free, voluntary, confidential
- One or more risk factors (i.e. poor nutrition, unmanaged stress..)
- Individual or Group Setting

Additional Programming

- Primary Care Provider Referral
- Support Service or Program for specific condition
- Up to \$300 reimbursement for Nicotine Replacement Therapy
- Referral to internal University programs (UI pays program fee)

Leveraging Internal Partnerships

Recreation Membership Incentive



“The incentive program really made the decision to join something I couldn’t pass up. I’ve see health improvements in all aspects of my life. This program is an incredible advantage that is hard to put a value on.”



Mark Nidey
Facilities Management



Leveraging External Partnerships

Live Healthy Iowa Challenge

WEIGHT LOSS	3% of total body weight lost during 2012 challenge
PHYSICAL ACTIVITY	366 hours = average activity time per team 25 minutes = average minutes per employee per day
ENGAGEMENT	59% entered information (weight or exercise mins.) 12 of 16 weeks
REWARD	743 reimbursed \$15 registration fee based upon participation



Live Healthy
IOWA
UNIVERSITY OF IOWA

Healthy Culture and Supportive Environment: **Wellness Ambassadors & Wellness Grants**



Ambassadors

- 130 Wellness Ambassador volunteers campus-wide
- Local-level champions for a healthy work culture


Wellness Grants


- Grass-roots, locally-owned
- Up to \$500 for events, programs, items




Division of Sponsored Programs /
Office of the Vice President for Research

Healthy Culture and Supportive Environment Campus Nutrition

Look for the  on items that are **U CHOOSE** approved.

Items denoted with  meet one or more of these criteria:

- ✓ Low Fat
- ✓ Zero Trans Fat
- ✓ Low Sugar
- ✓ Low Sodium
- ✓ Whole Grain
- ✓ Whole Fruit and Fruit Juice

For more information about  and Healthy Campus Nutrition Guidelines visit www.healthcare.uiowa.edu/uchoose

■ Healthy Campus Nutrition Advisory Group

- Increased awareness and education around healthy eating
- Collaborative campus partnership
- Leadership Support



Communication

Tailored Messaging, Design, Delivery



Thinking about quitting smoking?
What are **your** reasons?

Save money?
Reduce health risks?
Set an example for kids/grandkids?
Free-up time for other things?

UI Wellness is here to help.
The liveWELL Program offers:

- Free and confidential smoking cessation counseling for University faculty and staff
- Reimbursement (up to \$300) for patches, gum or prescription medications to help you quit.

Call (319) 353-2973 for an appointment or visit www.uiowa.edu/livewell/



In The University of Iowa
liveWELL



liveWELL
COMMUNITY • WELLNESS • SUPPORT

IN THIS ISSUE

- LOSING IT!
- SMOKING CESSATION
- TEXT YOUR WAY TO BETTER HEALTH

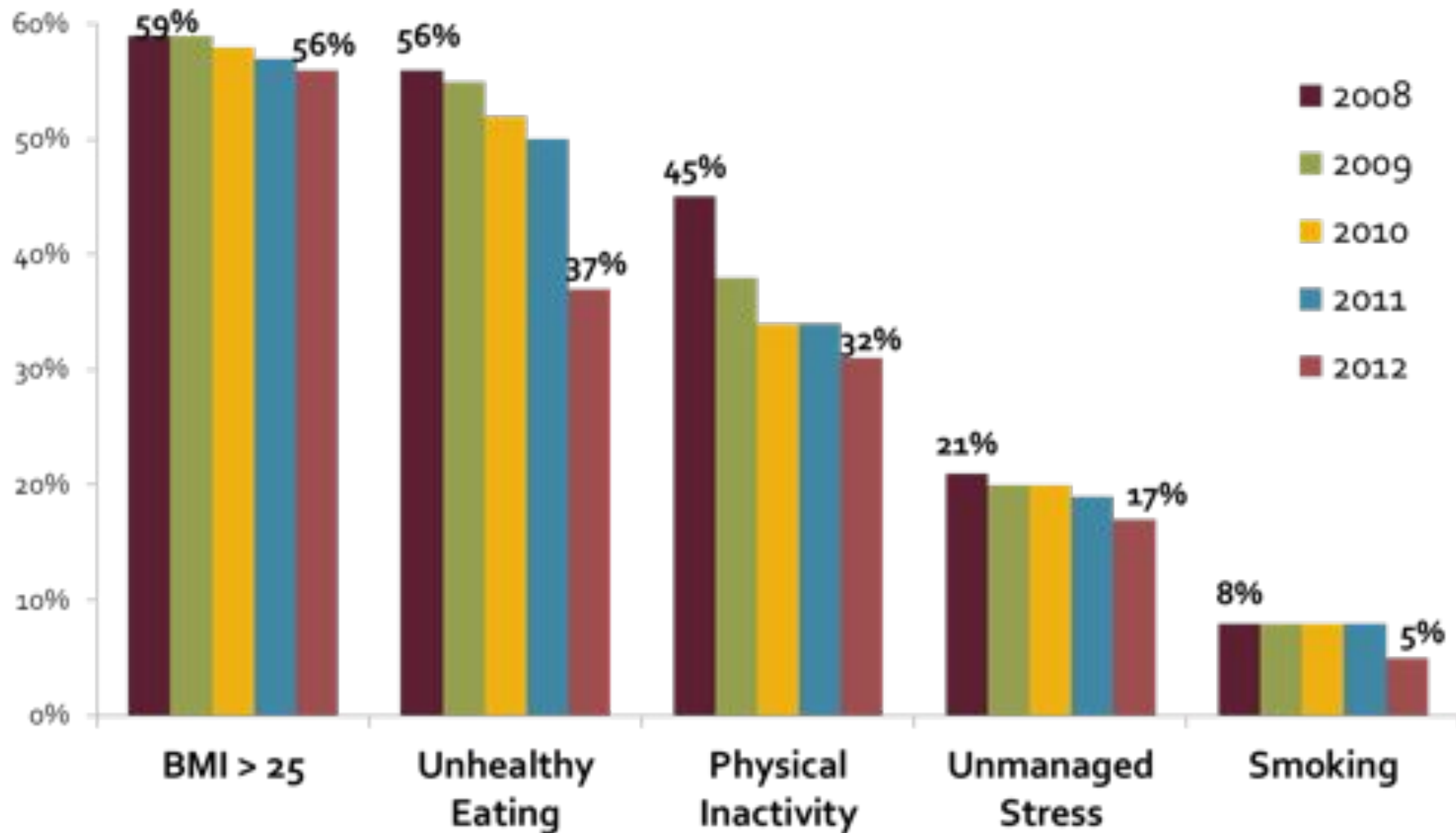
THE UNIVERSITY OF IOWA

UI Wellness
A UNIT OF UI HUMAN RESOURCES

Focus on Outcomes



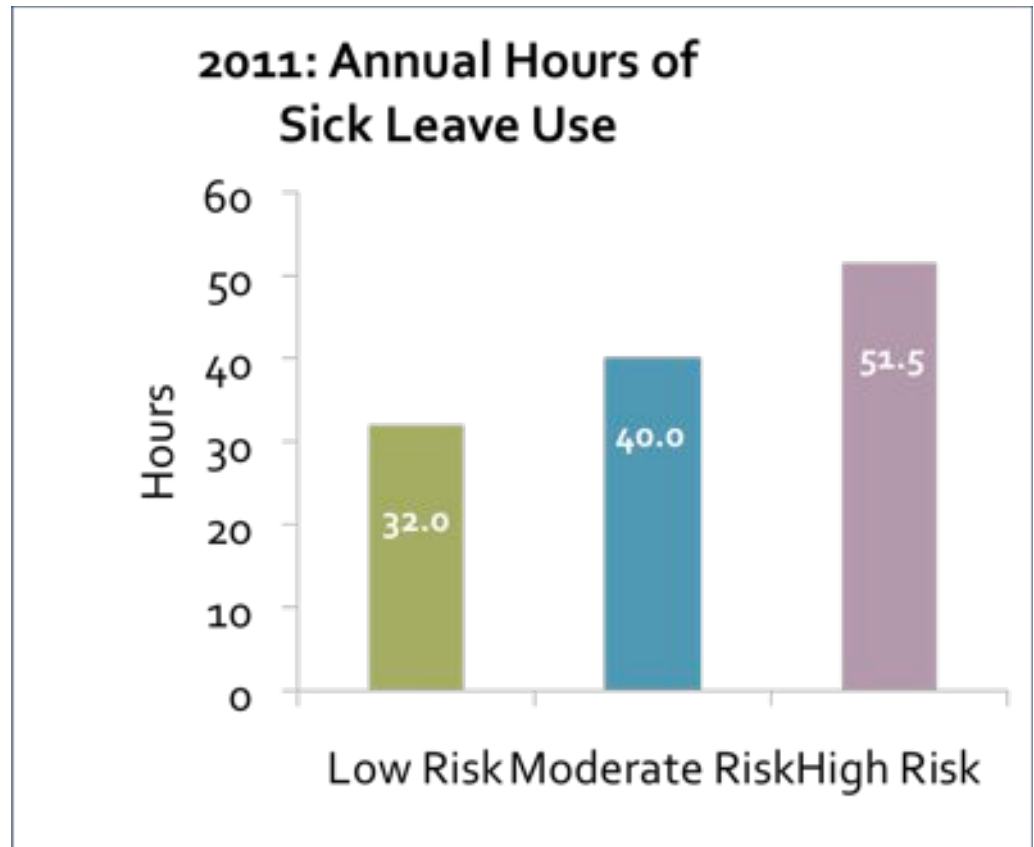
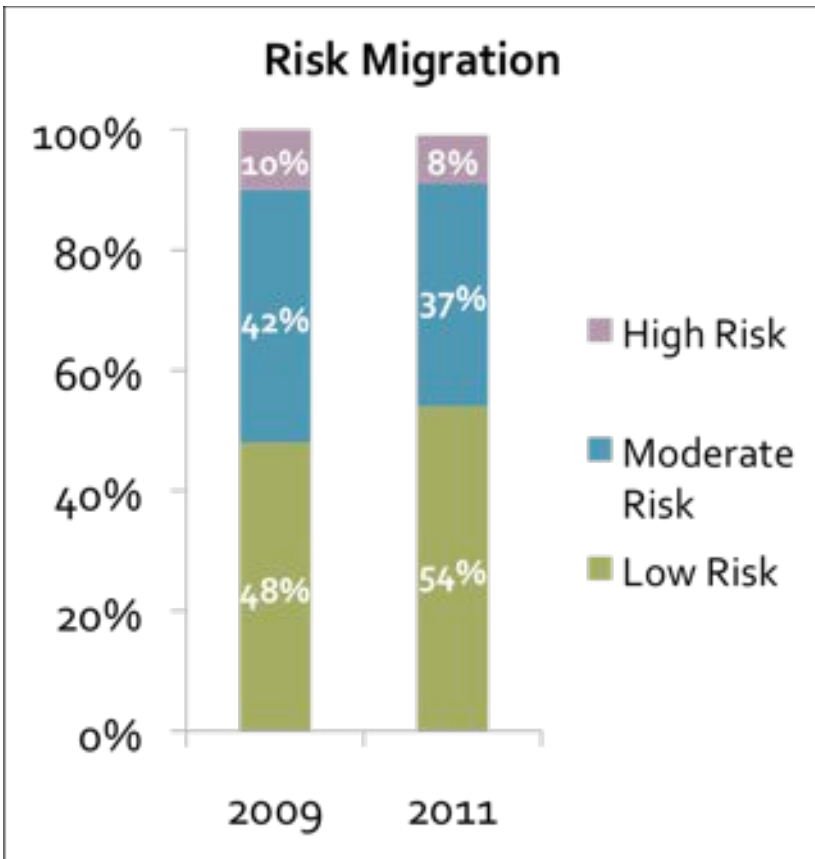
Health Risk Reduction 2008 - 2012



Focus on Outcomes



Impact on Absenteeism 2009-2011



Estimated Annual Cost Savings: \$90,000 - \$100,000 (*Migration from high risk to low risk*)
Estimated Annual Cost Avoidance: \$900,000 - \$2,000,000 (*Maintaining low risk @ low risk*)

Focus on Outcomes

Health Care Cost Containment



3 Year Trend (PMPY claims cost)

