Designing a Comprehensive Worksite Health Promotion Program Using HealthLead™ as a Model

Jennifer Childress, MS, MCHES
Designing a Comprehensive Worksite Health Promotion Program

Learning objectives

- Understand the value
- Identify common elements/practices for designing a program
- Identify common practices using a national accreditation model
DID YOU KNOW?

Only 24% of large companies (>750) have a comprehensive program:

1. Health education
2. Integration
3. Linkage with other programs
4. Supportive social and physical environment
5. Worksite screening
### National Worksite Health Promotion Survey: 2004

#### Worksites Implementing All 5 Elements

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total worksites</td>
<td>6.9%</td>
</tr>
<tr>
<td>50-99 employees</td>
<td>4.6%</td>
</tr>
<tr>
<td>100-249 employees</td>
<td>6.0%</td>
</tr>
<tr>
<td>250-749 employees</td>
<td>11.3%</td>
</tr>
<tr>
<td>&gt;750 employees</td>
<td>24.1%</td>
</tr>
</tbody>
</table>

Worksites Implementing Specific Elements

- 41.3% -- link health programming to related programs
- 29.9% -- offered supportive social and physical environments
- 28.6% -- integrated their programming into organizational structure
- 26.2% -- provided health education
- 23.5% -- provided worksite screenings
An integrated, comprehensive model to employee health management:

- Addresses the entire population
- Disregards risk status
- Facilitates positive risk migration
- Represents a sustainable strategy
- Encourages and facilitates a cross-functional approach
Direct Costs Related to Indirect Costs

- Estimated $6,000 per employee
  Direct Medical Costs

- Estimated $12,000 per Employee
  Medically Related Productivity Costs

**Estimated Total Costs $18,000 PEPY**

Change of Costs Related to Change in Risks

Change in Costs follow Change in Risks

Overall: Savings per risk reduced: $215 ■ Savings per risk avoided: $304
Actives: Savings per risk reduced: $231 ■ Savings per risk avoided: $320
Retirees<65: Savings per risk reduced: $192 ■ Savings per risk avoided: $621
Retirees>65: Savings per risk reduced: $214 ■ Savings per risk avoided: $264

Figure 20

Designing a Comprehensive Worksite Health Promotion Program

The Healthcare Continuum

Goals
- Keep employees healthy
- Avoid migration to higher risk levels

Goals
- Identify risk factors early
- Target risks with appropriate interventions

Goals
- Improve decision-making skills regarding care options
- Improve provider/patient communication

Goals
- Provide appropriate treatment with the greatest benefit at the least risk and cost
- Improve treatment compliance/adherence

Goals
- Assess outcomes
- Reassess total health needs

First Step: How Balanced Are Your Offerings?

Identifying strengths, weaknesses, and gaps along the continuum:

- Review existing program components against continuum
- Identify what needs to be fixed.
- What needs to be added/eliminated?
- “Low hanging fruit?”
First Step: How Balanced Are Your Offerings?

What needs to be done before implementing?

- More data?
- Change goals/objectives?
- Additional resources?
- Change staffing/contracts?
Designing a Comprehensive Worksite Health Promotion Program

The Healthcare Continuum

General Well-Being and Independence

- Keep employees healthy
- Avoid migration to higher risk levels

Predisposing Risk Factors and Behaviors

- Identify risk factors early
- Target risks with appropriate interventions

Health Problem

- Improve decision-making skills regarding care options
- Improve provider/patient communication

Treatment Options

- Provide appropriate treatment with the greatest benefit at the least risk and cost
- Improve treatment compliance/adherence

Outcome and Reassessment

- Assess outcomes
- Reassess total health needs

Promising Practices

1. Align features and incentives with the organization’s core mission, goals, operations, and administrative structures.
2. Operate at multiple levels.
3. Target the most important health care issues.
4. Tailor components to needs of individuals.
5. Achieve high rates of engagement and participation.
6. Achieve successful health outcomes.
7. Evaluate—scorecards and metrics.

Organizational Pyramid Model

Level 4 – Special Needs
Disease management, EAP, behavior health, health concierge, prenatal education, work hardening, ergonomics

Level 3 – Risk Reduction
Targeted interventions, health coaching, risk specific online & print applications, topic specific workshops/support groups

Level 2 – Risk Avoidance/Well-being
Screenings, HRA’s, health coaching, benefit education, online resources, benefit education, self-care

Level 1 – Organizational Readiness and Engagement
Business alignment, total leadership support, benefit design, policies, environmental supports, incentives

Pfeiffer, GJ. Worksite Health International. 2011
Business Sustainability Model
Why *HealthLead*?

- Develop a universal standard/model
- Drive consensus on standard metrics and desired outcomes
- Leadership in linking financial incentives
- Impact small and mid-sized employers
What Is HealthLead™?

• Objective evidence-based assessment
• A comprehensive three-step accreditation process
• Ongoing continuous quality improvement strategy
Value Proposition

• Aligns with business sustainability, health, productivity, and financial outcomes

• Creates/reinforces a “culture of health”

• Cross-functional approach to managing human capital

• Fosters continuous quality improvement/learning
Value Proposition

- Provides a management dashboard
- Enhances corporate reputation
- Leadership on potential financial incentives
  - Sustainability/Institutional Investors
  - Premium discounts/Health Plans
<table>
<thead>
<tr>
<th>Organizational Engagement &amp; Alignment</th>
<th>Population Health Management &amp; Well-Being</th>
<th>Outcomes Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Alignment</td>
<td>Primary Prevention &amp; Health Maintenance</td>
<td>Process Outcomes</td>
</tr>
<tr>
<td>Leadership Alignment</td>
<td>Risk Factor Intervention/Modification</td>
<td>Risk Outcomes</td>
</tr>
<tr>
<td>Data Management Alignment</td>
<td>Decision Support/Medical Management</td>
<td>Clinical Outcomes</td>
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<tr>
<td>Policy Alignment</td>
<td>Well-being &amp; Information Support Services</td>
<td>Financial Outcomes</td>
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<tr>
<td>Environmental Alignment</td>
<td>Work Safety</td>
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<tr>
<td>Communications Alignment</td>
<td>Community Engagement</td>
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<tr>
<td>Administrative/Operations Alignment</td>
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<tr>
<td>Benefits Alignment</td>
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</tbody>
</table>
Organizational Engagement and Alignment

- **Business Alignment**
  - Is your program aligned with your organization’s business goals?
  - Specific mission statement and related goals/objectives?

- **Leadership Alignment**
  - “C-Suite”/Senior leadership?
  - Middle-management/Supervisory
  - Lay-leadership
  - Wellness committees?
Organizational Engagement and Alignment

- **Data Management Alignment**
  - Data sources aligned with defined goals/objectives?
  - Standard collection/evaluation processes?
  - Dashboard?

- **Policy Alignment**
  - Tobacco-free, vending?
  - Policies that reduce access/cost barriers?
    - Physical activity
    - On/off the clock
    - Flex-time
Organizational Engagement and Alignment

- **Employee Benefits Alignment**
  - Affordable healthcare?
  - Value-based benefit design?
  - Incentive programs?
  - Well-being: personal leave, education, financial health, retirement?

- **Environmental Alignment**
  - Physical activity?
  - Nutrition?
  - Ergonomics?
  - Lactation rooms?
Organizational Engagement and Alignment

- **Communications Alignment**
  - Branding?
  - Know leverage formal/informal networks
  - Health literacy?
  - Multiple media/channels?

- **Administrative/Operations Alignment**
  - Dedicated staff?
  - Wellness committee?
  - Performance standards internal/external?
  - Quality control?
Population Health Management & Well-Being

- Primary Prevention and Health Maintenance
- Risk Factor Intervention/Modification
- Decision Support/Medical Management
- Well-being and Information Support Services
- Work Safety
- Community Engagement
Primary Prevention and Health Maintenance
- Health risk assessment/biometrics?
- Lifestyle and well-being management?
- Incentives?
- Safety?

Risk Factor Intervention/Modification
- Risk identification/targeting?
- Personalized programming?
- Incentives?
Decision Support/Medical Management
- Health benefit support?
- Health literacy?
- Medical consumerism/self-care?
- Disease management?

Well-being and Information Support Services
- Resiliency?
- Work/life balance information and support
- EAP
- Continuing education?
Population Health Management and Well-Being

- **Work Safety**
  - Culture of safety—job/personal?
  - Compliance with federal/local safety regulations?
  - Ongoing education/cross-training wellness?

- **Community Engagement**
  - Leverage community resources?
  - Engaged in health-related issues?
  - Support employee volunteerism?
  - “Leading by Example”—locally, nationally, internationally?
What percentage of your population:

- Eligible?
- Complete HRA?
- Complete biometric screening?
- Know your program by name/logo?
What percentage of your population:

- Are considered low-risk?
- Continue to be low-risk after second HRA?
- Are engaged in targeted risk interventions?
What percentage of your population:
- Comply with preventive screenings?
- Medication adherence for leading chronic conditions?
- Comply with minimum health measures regarding:
  - Activity, BMI, Fruits/Vegetables, Tobacco Free, Alcohol?
What is your organization’s three-year trend?

- Direct medical costs
- Medical-related sick-days
- Short-term disability
- Workers compensation
Designing a Comprehensive Worksite Health Promotion Program

CHECKLIST

- We address our entire population.
- We address all levels of risk.
- We address the “total worker.”
- We have a “total leadership” model.
- We work cross-functionally.
- Our program is aligned with our business: mission, goals, and objectives.
Designing a Comprehensive Worksite Health Promotion Program

CHECKLIST

- We attempt to integrate our services and data rather than segmenting our services.
- We align policies, benefits, and environmental supports.
- We continually communicate.
- We try to identify and reduce barriers to participation and engagement.
- We provide meaningful data to our key stakeholders.
Leadership in Employee Health and Wellness
www.ushealthlead.org

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Comprehensive Programming: DTE Energy Case Study
energize your life!

Susan M. Bailey, MS, CHES, CIC®, SPHR
Manager, Wellness & Health Promotion
• DTE Energy Co. is a Detroit-based, diversified energy company involved in the development and management of energy-related businesses and services nationwide.

• DTE Energy has more than 10,000 diverse and dispersed employees in utility and non-utility subsidiaries involved in a wide range of energy-related businesses.
Long, Healthy History
Purpose Driven

We serve with our energy, the lifeblood of communities and the engine of progress.

Highly Engaged Employees

Ensure that DTE has an extremely engaged, high quality workforce where each employee willingly brings their energy and focus to their job every day.

EYL Purpose

Empower all individuals to live with high energy, good health and passion for life.
Energize Your Life

• Founded in 2004

• 22,000 eligible participants
  (All DTE Energy employees, pre-65 retirees and their spouses)

• 100% of locations served
Energize Your Life

Empower all individuals to live with high energy, good health and passion for life.

**Educate & Communicate**
Connect & communicate with employees, retirees & their families

**Environment - Culture**
Develop a high energy health-supportive environment & culture

**Health Stewardship**
Encourage personal accountability for health

**Support & Guidance**
Provide support & guidance for health improvement

- Home-mail communications
- Online education
- In-person education and training
- Onsite Wellness Zones

- Onsite Physical Activity Resources & Support
- Nutritious Food Choices
- Health-Supportive Environment
- EYL Ambassador Program

- Health Assessment
- Healthy Living Plan Design
- Preventive Screening & Gaps in Care Messaging
- RedBrick Health Portal
- Business Unit Specific Strategies

- Lifestyle and Condition Management Coaching
- 24/7 Nurseline
- Subsidized Support for Weight Management Programs

**Leadership engagement and visible support for Health & Wellness initiatives**
Environmental Support

Make Your Sandwich

Steps
1. Choose multigrain bread
2. Add any of the following:
   - Low sodium lunch meat or tuna/chicken salad
   - Cheese
   - Leaf lettuce, extra cucumber and tomato slices
   - Low-fat mayo, mustard or hummus spread
3. Enjoy your meal

Health Advantages
Meeting 2/3 or your fiber goal helps prevent diabetes
Calcium strengthens your bones
Antioxidants help inflammation
Healthy choices add or subtract
Dessert with moderation

Made To Order Deli
Basic Deli Sandwich
Submarine Sandwich
EZ Sandwich

Make It & Eat Combo
Add fresh greens and waitress theVuey your $5 & 9 combo
Make It & Compu
Add a check green salad option to your $5 & 9 combo

energize your life!
POWER PICK
Environmental Support

NEED ENERGY?
Choose POWER PICK items to give you energy to power you through your day.

Look for this symbol or the green clips.

energize your life!

POWER PICK

Baked!
Smart
Welch's

48
Environmental Support
Environmental Support
Environmental Support
Policy Alignment

- Tobacco-free Workplace Policy
- New Mothers Room Policy
- Flexible Work Arrangements
- Seat Belt Policy
- No Texting and Driving Policy
- Alcohol and Drug Policies
- Healthy Living Program Design
Primary Prevention

• Healthy Living Program
  • See a physician for an annual physical

• Complete the RedBrick Health Assessment

• Participate in a RedBrick Health phone coaching program or track physical activity if recommended

53
Primary Prevention

THIRSTY?

Then You’re Already Dehydrated!

75% of Americans are chronically dehydrated

Know the Warning Signs:
- Headache
- Dizziness
- Trouble concentrating
- Dark urine (see chart below)
- Constipation
- Muscle cramps

HYDRATE

FOR LIFE

- Energizes Muscles
- Keeps Skin Looking Youthful
- Helps Keep Off Unwanted Weight
-Flushes Harmful Toxins
- Helps You Be More Alert
- Improves Digestion and Reduces Bloating

H₂O GOAL = 8-12 cups of water per day (64-96 oz)

Drink Based on a Schedule, Not by Thirst Alone

- When you work
- On your drive to work
- Before each meal
- At desk in the field
- Before bed

Rethink Your Drink
Water is convenient, inexpensive, and calorie-free!
Other drinks may hydrate but may also provide unwanted calories, chemicals, and sugar:

- Water (Refillable bottle): 8 ounces (0 calories)
- Regular Soda: 20 oz. (140 calories, 14 teaspoons of sugar (40 grams))
- Coffee Drink: 20 oz. (180 calories, 18 teaspoons of sugar (48 grams))
- Energy Drink: 1 can = 8 oz. (190 calories, 7 teaspoons of sugar (27 grams))

Dehydration can be a serious condition so use this water bottle, compliments of Energize Your Life, to Hydrate for Life!
Primary Prevention

- Subsidize access to Weight Watchers® programs 50%

- RedBrick Health
  - Phone Coaching
  - Online Coaching
  - Onsite Coaching

- Support Groups
  - Eldercare
  - Disability
Primary Prevention

It may be small, but the Fitbit is making a BIG difference in people’s lives—turning everyday life into a SOCIAL, ACHIEVABLE and REWARDING path to a BETTER QUALITY OF LIFE!

Special Discount Price for DTE Energy Employees! Buy up to 3

**NEW**

- **Fitbit Flex™**
  - Slim, stylish and comfortable
  - Multiple colors and sizes
  - Water resistant
  - You Pay Only $59.50 (retail price $99)

- **Fitbit One™**
  - You Pay Only $59.50 (retail price $99)

- **Fitbit Zip™**
  - You Pay Only $50 (retail price $99.95)

Get Started!
Visit www.fitbit.com/store/dte OR use your barcode reader app on your smartphone to scan this code:

DTE Energy employees must create an account with a valid DTE email address. You’ll then receive an email from Fitbit to verify your account and receive discount pricing.

**TRACK YOUR DAY**
Track steps, distance and calories burned (and track sleep patterns with One™ and Flex™ models)

**KEEP IT SIMPLE**
Automatically syncs your stats to your computer and select mobile devices

**SEE REAL-TIME PROGRESS**
Set goals, view progress, see your leaderboard and earn badges online and on mobile devices

**SHARE & COMPETE**
Connect on Fitbit to share and compete with friends & family—root for one another, compare stats and see how your progress stacks up

**GET THE FULL PICTURE**
Log food, weight and more on Fitbit’s website or apps and even export your Fitbit data to other popular apps
• MoveWell Program
  – Collaboration with Michigan Institute of Human Performance (MIHP)
  – 5-minute screen to access imbalance in body
  – Assigned 6-12 exercises to correct imbalance
  – Targeted to reduce risk of injury, reduce pain and improve job performance
  – Piloted at 3 locations in 2012
    • 77% showed improvement in mobility
    • 22% eliminated pain completely
  – Company-wide rollout in 2013
Initiatives to manage prevalent chronic health conditions and other serious medical events:

• RedBrick Health Online and Phone Coaching
  – Asthma
  – Blood Pressure Management
  – Cholesterol Management
  – Chronic Obstructive Pulmonary Disease
  – Diabetes
  – Heart Disease
  – Heart Failure
  – Healthy Back

• Condition Management Programs through Health Plans

• Employee Assistance Program

• Occupational Health Programs
Initiatives to assist informed decisions:

- Nuts & Bolts of Healthcare
- IN Charge Newsletter
- Asset Health Education Modules*
- RedBrick Health Webinars
- Self Care Guide
- Benefits Resources
  — People Like Me
  — Medical Expense Estimator
  — Health Plan Comparison Charts
  — Flexible Spending Account Estimator
  — Life Insurance Estimator
  — Webisodes
- Health Plan Websites
We put the health and safety of people first …and know this responsibility rests with each of us.

- We act with integrity and show respect.
- We see our work through the eyes of those we serve.
- We bring our best energy and focus to work.
- We believe that improvement is our daily responsibility.
- We play to win as a team.
- We are passionate about the success of our company.
Employee Work Safety Initiatives:

- Continuous Improvement Program
- Safety Audit Program
- Automated External Defibrillator (AED) Program
- Excavation, Trenching and Shoring Program
- Fall Protection Program
- Hearing Conservation Program
- Job Safety Analysis Program
- Prescription Safety Glasses Program
- Personal Protective Equipment Program
- Pre-Job Brief Program
- Respirator Protection Program
- Safety Orientation Program
- Safety Training for Supervisors Program
## Program Results

### Biometric Comparisons to Norms - Biometric Screening Results

<table>
<thead>
<tr>
<th></th>
<th>2011 n=2123</th>
<th>2012 n=6310</th>
<th>1Q12 Norm</th>
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</thead>
<tbody>
<tr>
<td><strong>BMI</strong></td>
<td></td>
<td></td>
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<tr>
<td>Underweight 18.5 or Less</td>
<td>0.2%</td>
<td>0.5%</td>
<td>1.0%</td>
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<tr>
<td>Normal 18.5 - 24.9</td>
<td>15.0%</td>
<td>17.5%</td>
<td>28.5%</td>
</tr>
<tr>
<td>Overweight 25.0 - 29.9</td>
<td>29.1%</td>
<td>33.7%</td>
<td>35.0%</td>
</tr>
<tr>
<td>Obese 30.0 or greater</td>
<td>55.7%</td>
<td>48.3%</td>
<td>35.5%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
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<th>2011 n=2123</th>
<th>2012 n=6310</th>
<th>1Q12 Norm</th>
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<tbody>
<tr>
<td><strong>Cholesterol</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normal &lt; 200 mg / dl</td>
<td>49.3%</td>
<td>59.8%</td>
<td>23.9%</td>
</tr>
<tr>
<td>Borderline High 200 - 239 mg / dl</td>
<td>41.6%</td>
<td>30.2%</td>
<td>27.2%</td>
</tr>
<tr>
<td>High &gt; 240 mg / dl</td>
<td>9.0%</td>
<td>10.0%</td>
<td>6.5%</td>
</tr>
</tbody>
</table>

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Glucose</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normal (fasting) &lt; 100 mg / dl</td>
<td>67.2%</td>
<td>68.0%</td>
<td>71.7%</td>
</tr>
<tr>
<td>Pre-Diabetes (fasting) 100 - 125 mg / dl</td>
<td>23.0%</td>
<td>24.5%</td>
<td>24.1%</td>
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<tr>
<td>Diabetes (Fasting) &gt; 126 mg / dl</td>
<td>9.8%</td>
<td>7.5%</td>
<td>4.2%</td>
</tr>
</tbody>
</table>
Program Results

Total Screening and Compliance Rates: Incurred '11 and '12 - Left Columns are Fully-Insured, Right Columns are Self-Insured.

Cholesterol Screening After CAD Event:

Asthma Medication Management:

Colon Cancer Screening:

Diabetes - HbA1c Testing:

Mammogram:

General Cholesterol Screening:
Questions?

“Real success isn’t always measured by the scale. It is often getting in touch with what is creating stress in your life and figuring out how to manage it.”

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