



Case Studies in Obesity Management:

Moving Employee Populations
Toward a Healthy Weight

CLOSING THE GAP

**A Case Study of the Johnson & Johnson
Family of Companies' Approach to
Employee Weight Management**

[next page](#)



Eisai Case Studies in Obesity Management:

Moving Employee Populations Toward a Healthy Weight

This case study highlights strategies and tactics the Johnson & Johnson family of companies¹ has implemented to improve the health of their employees and control costs by supporting employee efforts to achieve and maintain a healthy weight. The Benfield Group developed this report in collaboration with Eisai, which provided input and sole financial support. The contents are based on interviews with Johnson & Johnson senior corporate health leaders (including medical, health & wellness and health benefits leaders) conducted between December 2013 and March 2014, plus a review of published articles and selected documents provided by these leaders. Eisai wishes to acknowledge Johnson & Johnson's helpful participation in this educational project.

Table of Contents

Lessons for Employers	p 3
A Strategic Business Focus on Obesity	p 4
Comprehensive Obesity Management.....	p 6
Leadership and Culture	p 7
Environment and Programs.....	p 10
Healthcare: Supporting Interventions.....	p 14
Piloting Innovative Solutions	p 16
Results: Better Outcomes, Lower Costs	p 19

¹This report will refer to the Johnson & Johnson family of companies as "Johnson & Johnson."



Lessons for Employers

As you read this case study, look for several important lessons that employers can apply to their own obesity management strategies.



1. Manage employee health like any other mission-critical business process: leadership, goals, strategies and accountability for results
2. Embed weight management programs as an element to building a culture of health
3. Encourage and support healthy behaviors around nutrition and physical activity
4. Provide support for a continuum of interventions—behavioral, medical and surgical—depending on employee needs
5. Empower employees with information to be educated healthcare consumers and provide them access to high-value care options
6. Deploy incentives judiciously, while focusing on intrinsic motivation for achieving a healthy weight and better health
7. Pilot innovative approaches and expand the ones that work

[prev. page](#) | [next page](#)



A Strategic Business Focus on Addressing Obesity and Other Employee Health Risks

A leader in developing innovative solutions.

Johnson & Johnson is a major global corporation that has long had a focus on employee health and wellness. In the U.S. alone, the company employs more than 37,000 employees and provides health benefits to over 100,000 employees and dependents. Worldwide the number of employees exceeds 125,000.

Johnson & Johnson has been a pioneer in employee health for a generation, and continues to be a leader in developing innovative solutions. The company's "Live for Life" program remains a key focus of the corporation. Other leading employers have been modeling their health and wellness programs on Live for Life for many years, but Johnson & Johnson continues to demonstrate leadership in benchmarking studies against peer companies. Its superior results include better health outcomes and a lower medical/pharmacy cost trend for its employees (see "Results" on pages 19-22) .

Promoting healthy behaviors, protecting employee health and preventing injury and illness are integral to Live for Life. Obesity, poor nutrition and physical inactivity comprise 3 of the 11 health risk factors that serve as important success metrics for the initiative. Another 3 metrics consist of obesity-related risk factors: high blood pressure and high levels of blood sugar and cholesterol. Multiple policies and programs focus on supporting employee efforts to achieve and maintain health and well-being.

[prev. page](#) | [next page](#)

Johnson & Johnson's Focus on Obesity as a Key Health Risk



Fikry Isaac, MD, is Vice President of Global Health Services for Johnson & Johnson, as well as Chief Medical Officer for Wellness & Prevention, Inc., a Johnson & Johnson company. Dr. Isaac is recognized for his leadership in Corporate Health & Performance, receiving the 2013 Global Leadership in Corporate Health Award—sponsored by the American

College of Occupational and Environmental Medicine (ACOEM)—recognizing his career as a proponent of workplace health and wellness.²

This is how Dr. Isaac describes the importance of obesity as a health risk:

“Obesity has been a priority at Johnson & Johnson for a very long time. As we look globally at the drivers for employee engagement and productivity, health-care costs (specifically in the U.S.) and the overall picture for employee health and wellness, we see obesity as one of the top areas for us to address. Obesity has a major impact on the global burden of disease and associated conditions such as diabetes, hypertension, etc. Obesity also impacts safety, safety practices and injury illnesses—at home as well as in the workplace.”³

²ACOEM press release, Sept. 25, 2013. <http://www.acoem.org/FIkIsaacGlobal.aspx> Accessed April 2, 2014.

³Interview with Dr. Fikry Isaac, December 2, 2013.



Comprehensive Obesity Management

Health Care includes health plan support for medical and surgical interventions—as well as services offered through onsite clinics—for those employees that need additional help to achieve and maintain a healthy weight.

Health and Wellness Programs support employees with excess weight and related risk factors and provide them with information, coaching and exercise programs to help them meet their weight management needs.

Organizational Environment includes employee messaging and management expectations, as well as cafeterias and other facility features designed to reinforce healthy behaviors.

Leadership and Culture provide the critical foundation of organizational alignment and support.

The basic model for comprehensive employer obesity management strategies:



Figure 1

Comprehensive Strategies to Promote a Healthy Weight in Your Employee Population



Leadership and Culture

Johnson & Johnson approaches employee health with the same rigor they apply to other mission-critical business processes—with leadership attention, rigorous management standards and shared accountability.

Executive Leadership

Support for a commitment to health has come from the top of the corporation since the 1970s. The current CEO, Alex Gorsky, continues to embody the tradition—not only through his words and management decisions, but through his personal example as a triathlete.

Various corporate initiatives reinforce the cultural value of health. For example, the idea that one can do something good for others by staying active is at the heart of “Do Good Be Well,” a new platform inspired by the CEO for employees across Johnson & Johnson to link like-minded fitness enthusiasts who volunteer their time to plan and participate in charitable activities that make a difference in their communities.



“It’s an investment, not a cost. Spending money before people get sick, to help keep them well, makes sense... It starts with personal accountability for our health. I hope all our employees recognize that and take advantage of the programs we offer for them to get and stay healthy.”

– CEO and Chairman Alex Gorsky



Modelling healthy lifestyles:

CEO Alex Gorsky competes as a triathlete

Reinforcing the cultural value of health:

Initiatives like the “Do Good Be Well” platform

⁴“Johnson & Johnson: Our Commitment to Health.” Johnson & Johnson Global Health Services presentation, Dec. 2013. Reproduced with permission.



Strategic Goals

The starting point for strategic management of employee health is a clear set of measurable goals for providing employees access to health and wellness programs, engaging employees in health risk assessments, and then helping them address their risk factors. The current goals are ambitious, considering that the metrics are global and employee participation is voluntary.

Healthy Future 2015⁵

90% of employees have access to “culture of health” programs

80% of employees have completed a health risk profile and know their key health indicators

80% of measured population health risk will be characterized as low health risk



Johnson & Johnson includes employee completion of health risk profiles as one of the three key measures because the profiles are a linchpin of the system—serving to:

- Educate employees about their health status through personal health summary reports
- Facilitate referral of employees to relevant health resources
- Provide critical data for population health management.

In the U.S., the company has achieved exceptionally high completion rates for the health risk profiles over many years, in part by offering a \$500 annual incentive to employees through a discount to their medical insurance premium. For 2013, the completion rate was 78%.

⁵ From “Johnson & Johnson: Our Commitment to Health.” Johnson & Johnson Global Health Services presentation, Dec. 2013. Reproduced with permission.



Management Infrastructure

Just as important as setting aggressive goals, Johnson & Johnson has put the management infrastructure in place to achieve those goals consistently and sustainably. Figure 2 describes the key elements of the corporate employee health management model. The hallmarks of this

model are (a) the comprehensiveness of the approach, with each element making an essential contribution, and (b) the conscious integration of employee health “into the fabric of the business.”



Leadership & Commitment	Enterprise Programs	Policies & Procedures	Engagement & Participation	Measurement & Outcomes
Management leads by example	Establish effective health strategic plan	Develop and deploy healthy workplace key integrated policies	Implement effective promotion, communication, and campaign strategies	Measure progress & establish accountability toward company-wide health goals
Management establishes organizational health goals	Evaluate participation and retention rates		Continue to evaluate Credo results and end user satisfaction	Demonstrate value through engagement and productivity
Business Leadership integrates goals into business plans	Build a culture of health and incorporate into the fabric of the business			Evaluate to foster continuous improvement

Figure 2
Johnson & Johnson's Strategies to Achieve Employee Health Goals⁶

⁶From “Johnson & Johnson: Our Commitment to Health.” Johnson & Johnson Global Health Services presentation, Dec. 2013. Reproduced with permission.



Environment and Programs

At Johnson & Johnson, the next two layers of the pyramid—environment and programs—are closely aligned. The company believes it is critically important to ensure resources and expectations for employee health—including better nutrition, physical activity and behavioral change—are widely available to employees.

Johnson & Johnson's approach to employee health and wellness is not unique, but it is differentiated in some important ways:

- Multiple layers of tactics seek to build a pervasive culture of health in the organization
- The company has been a leader in pioneering several important innovations, including healthy food services (see “Organizational Environment: eatcomplete” on page 12)
- The approach relies heavily on intrinsic as well as extrinsic motivation (see “Employee Education: Corporate Athletes®” on page 13)



[prev. page](#) | [next page](#)



Engaging Employees with Healthy Offerings, Communications and Support

Figure 3 provides a summary listing of the broad range of programs available to employees. The layout of this

figure underlines one of the important features of the approach: Johnson & Johnson seeks to maximize employee engagement through an array of modalities that meet employees where they are and provide support that can best meet their diverse needs.



Figure 3
Johnson & Johnson Initiatives and Programs that Support Employees' Weight Management and Other Health Goals⁷

⁷"Johnson & Johnson: Our Commitment to Health." Johnson & Johnson Global Health Services presentation, Dec. 2013. Updated version reproduced with permission. Weight Watchers® is a registered trademark of Weight Watchers International, Inc. HealthMedia Move®, HealthMedia Nourish®, and HealthMedia Balance® are registered trademarks of Wellness and Prevention, Inc.



Supporting Healthy Lifestyles: Organizational Environment

eatcomplete

Johnson & Johnson was a pioneer among leading employers in the movement to transform its internal food services (cafeterias, catering and vending machines) to reinforce and support healthy eating habits.

In the early 2000s, the corporate Health Services group began partnering with the “Workplace Solutions” (facilities) team to plan, pilot and roll out “eatcomplete.” While the focus was not just on obesity, reducing obesity was an important part of the business case for this initiative. Deborah Gorhan, Manager of Wellness & Health Promotion for the Americas, equates the effort with a homeowner “clearing out the cupboard and replacing it with healthier foods, making it easier to make the right choices.”⁸

Employees can still purchase burgers and fries if they want to, but the company has increased the share of

“nutritionally dense whole foods” by increasing the number of healthy offerings and encouraging employees to choose them through:

- Preferred placement in the cafeterias (“We want to own the real estate.”)



- Improved preparation to make them tastier and more attractive
- Targeting corporate subsidies to make healthy foods cost the same or less than unhealthy foods

The eatcomplete initiative faced a number of challenges: determining how to define “healthy food”; sourcing foods in each region;

meeting the demands of local palates; developing healthy recipes and training chefs to adopt healthy cooking techniques; and training servers to formally and informally promote the better choice. The initiative continues to meet these challenges by working closely with the company’s U.S. food service vendor, providing extensive guidelines to the vendor on ingredients, cooking methods and customer messaging, and establishing healthy food goals as key performance metrics in its food service contract.



⁸Interview with Deborah Gorhan, December 16, 2013. Corporate Athlete® is a registered trademark of Wellness and Prevention, Inc.



Supporting Healthy Lifestyles Employee Education:

Corporate Athletes®

Like all employers, Johnson & Johnson has faced challenges in engaging employees to change their behaviors and embrace healthy lifestyles. While the company has relied to an extent on common extrinsic motivational tactics like contests and financial incentives, the company has also been a leader in seeking to harness intrinsic motivation.



Johnson & Johnson took a big step forward in this direction in 2008, when they acquired the Human Performance Institute (HPI), a pioneer in Energy Management Technology. HPI is comprised of expert performance coaches, exercise

physiologists, and nutritionists that together have trained countless elite performers in high stress arenas, from Olympic medalists, professional athletes, CEOs, Hostage Rescue Teams, and military Special Forces. As part of the Wellness and Prevention business. HPI's products and services underscore the company's commitment to promoting health and wellness as a way of reducing healthcare-related costs, improving overall employee health and increasing productivity.

Johnson & Johnson has invested significantly to expose its employees to the HPI training course, providing the organization with a common framework and vocabulary for encouraging healthy behaviors.

⁸Interview with Deborah Gorhan, December 16, 2013. Corporate Athlete® is a registered trademark of Wellness and Prevention, Inc.

[prev. page](#) | [next page](#)

Healthcare:

Providing Full Support for Medical and Surgical Interventions

For all the emphasis the company places on programs and incentives that promote healthy lifestyles, Johnson & Johnson recognizes that some of their employees may need medical and/or surgical interventions to help them achieve and maintain a healthy weight.



The company deploys the following approaches to provide access to appropriate therapies and enhance their effectiveness:

- The pharmacy benefit plan covers FDA-approved weight loss medications and its medical plan covers physician-directed weight management programs and bariatric surgery⁹
- Company-sponsored “Health Advocates” assist employees with healthcare access and decisions
- The company also coordinates its healthcare benefits with health & wellness activities, e.g., by encouraging communication among health coaches, employee assistance program (EAP) advisors and primary care physicians.

In late 2013, Dr. Fikry Isaac shared his view that “currently the main impediment to greater use of weight loss medications is physician experience and comfort with prescribing them.” As prescriptions for these medications become more prevalent among its employee population, corporate Health Services “will work to reinforce the importance of combining medical therapy with lifestyle interventions focused on nutrition and physical activity to provide an integrated solution for weight management.”¹⁰



⁹ Coverage may vary in certain HMO plans.

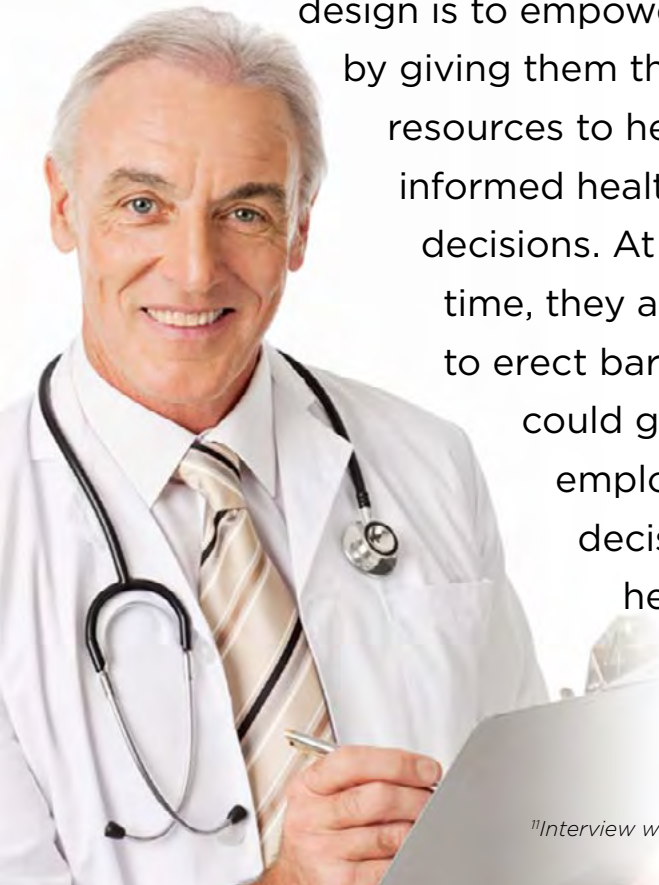
¹⁰ Interview with Dr. Fikry Isaac, December 2, 2013



Benefit Design Philosophy: Engage and Empower Employees

According to Rosa Sexton, Director
of Benefits Planning, Johnson &
Johnson's philosophy of benefit

design is to empower employees
by giving them the tools and
resources to help them make
informed health care
decisions. At the same
time, they are careful not
to erect barriers that
could get in the way of
employee/physician
decisions on
healthcare.¹¹



**Johnson & Johnson pursues a variety
of tactics to control costs and
improve outcomes in alignment with
this philosophy. For example, the
company has taken steps to:**



- Provide high-quality, cost-effective medical plans that cover evidence-based, medically-appropriate therapies
- Support informed decision-making through patient education and tools to help ensure the selected therapy or procedure is right for the employee
- Encourage use of Centers of Excellence (COEs) for bariatric surgery and other selected medical/surgical interventions to achieve better outcomes at lower total cost
- Provide customized care management support for high-risk employees

Along with the focus on promoting healthy lifestyles, these tactics have been very successful in helping the company achieve its cost-management objectives. (See “Results” section beginning on page 19.)

¹¹Interview with Rosa Sexton, December 20, 2013.

[prev. page](#) | [next page](#)



Piloting Innovative Health Benefit Solutions for Weight Management

Like other employers, Johnson & Johnson recognizes that weight management involves special challenges. Because one-size solutions will not meet the needs of all employees, the company's benefits group continuously works to develop and pilot a variety of innovative solutions to engage employees and support their efforts to achieve and maintain a healthy weight.



At the same time, they know that employee adoption is as critical as the solutions themselves. They deploy extensive messaging and organizational support to ensure that employees are comfortable using the services that the company makes available.

Two tactics that Johnson & Johnson has tested may be of particular interest to other employers:

- (1) the use of financial incentives for weight loss; and
- (2) offering physician-directed weight management programs through the company's onsite clinics.



Pilot Programs



Financial incentives for weight loss

From 2010 through 2012, they piloted an incentive for weight loss for employees with BMI of 25 and above, offering them a \$150 HRA contribution for losing 10% of body weight. The tactic was modeled on other targeted incentives that the company has used successfully to enhance employee participation/engagement in preventive screening, care management and maternity care programs. The company discontinued the weight loss incentive in 2013 because it was not achieving a significant impact. However, they remain open to trying a similar incentive if they come up with a design that they believe would produce a greater impact.

Onsite Physician-Directed Weight Management Program

A more recent experiment was to offer a physician-directed weight management program within their on-site occupational health clinics (managed by Take Care Health). The initial pilot ran from February through December 2013 at one onsite clinic in New Jersey.

The focus of the pilot was on enrolling employees with BMI ≥ 30 and comorbid conditions such as diabetes. Although the program operated under physician supervision, no incremental resources were required at that stage because it was based in an onsite clinic. (See table 1 on p. 18 for the program components.)





Physician-Directed Weight Management: Program Components

Johnson & Johnson considers the pilot to have been very successful, and they have expanded it in 2014 to encom-

pass two additional sites and a broader target population (comorbid conditions are no longer required), doubling the enrollment. If the 2014 pilot is also successful, the company plans to roll the program out more broadly in 2015. At that point, the benefits group will engage in proactive communications to recruit participants.



	2013	2014	2015
Stage	Initial Pilot	Expanded Pilot	Rollout
Locations	One onsite clinic in New Jersey	Adding 2 sites	All U.S. onsite clinics
Target Population	BMI≥30 plus comorbidities (18 participants)	BMI≥30 (comorbidities not a requirement)	No changes planned
Program Design	<ul style="list-style-type: none">• Baseline physical and lab work• Monthly meetings with a physician and a registered dietician• Weekly weigh-ins with a registered nurse• Primary focus was on diet, plus referrals to the onsite fitness center• Prescription medications are an option for future use for employees that need more help	Same as initial pilot	Add communications support to help drive participation
Results	<ul style="list-style-type: none">• Group lost a total of 255 lbs. over 10 months• Group lost a total of 31.5 inches from their waistlines• Five participants lost at least 10% of their body weight• Improvements in participants' blood pressure, lipids, and HbA1c levels	<div>Johnson & Johnson determined pilot was successful and decided to expand it</div>	

Table 1

Onsite Physician-Directed Weight Management Program



Results



Ultimately, all of the effort that Johnson & Johnson puts into improving employee health produces value only if it leads to better health outcomes and better financial results. Fortunately, the results have been strongly positive.

The most robust evidence for Johnson & Johnson's success comes from a rigorous benchmarking analysis that the company conducted in collaboration with Truven Health Analytics. The study, which was published in Health Affairs in 2011, compared Johnson & Johnson's U.S. results against those of similar employers in Truven's database—presenting an “apples to apples” comparison of employee health risk outcomes and benefit cost trend during the study period (2005-2008).¹²

The data presented on the next three pages include the study findings along with Johnson & Johnson's own results since the study period ended. The data show that Johnson & Johnson has achieved superior results for employee obesity levels, related health risk factors and benefit cost savings.

**More Effective
Weight
Management** + **Better
Health
Outcomes** + **Lower
Cost
Trend**

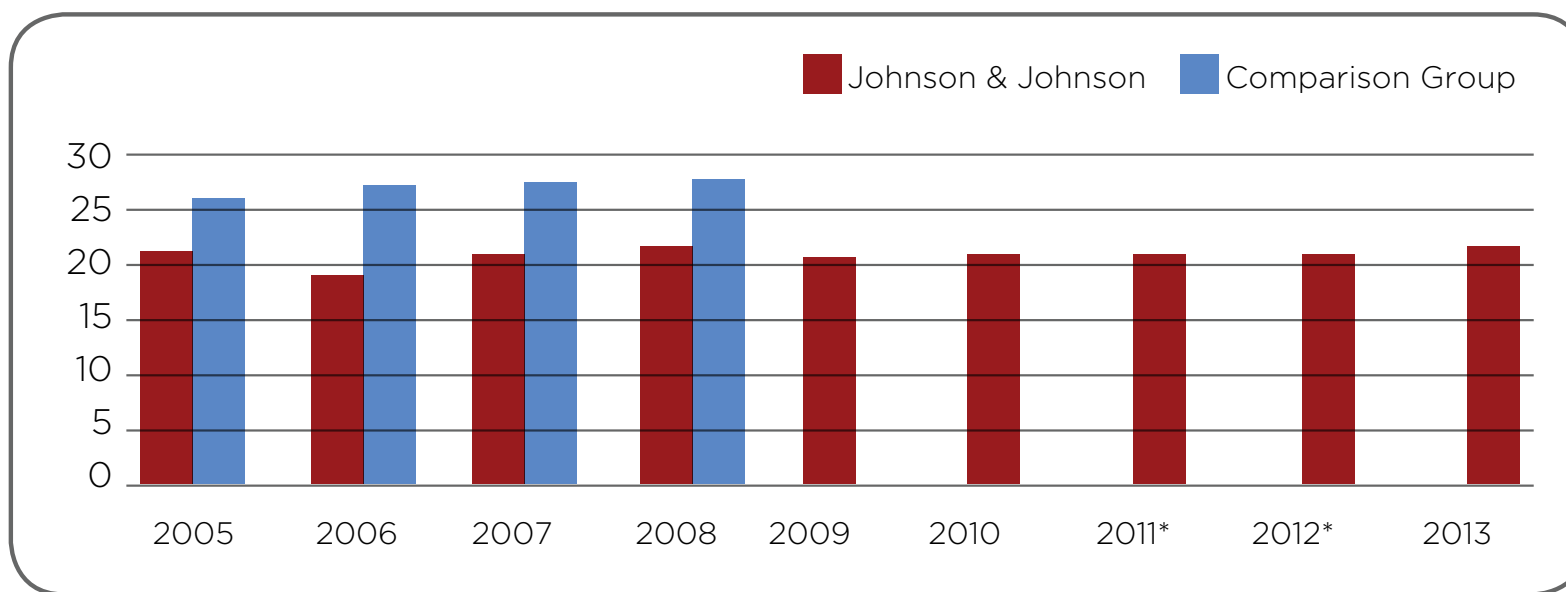
¹² Recent Experience In Health Promotion At Johnson & Johnson: Lower Health Spending, Strong Return On Investment. Henke, R. et al. Health Affairs, 2011;30 (3):490-499.



More Effective Weight Management

Johnson & Johnson has achieved significantly better results in managing obesity levels in its employee population, compared with similar employers. Chart 1 shows the percentage of employees that were obese (BMI \geq 30), based on health risk assessment data. The share of the

company's employee population that were obese was unchanged over the study period. The average for the other employers started significantly higher and continued to increase during the same period. Since 2008, the company has continued to hold the line on employee obesity rates, even as the general U.S. adult population has steadily gotten heavier.



*HRA conducted only once for 2011-2012.

Chart 1

Benchmarking the Percentage of Employees with BMI \geq 30 (Johnson & Johnson vs. Comparison Group, using adjusted HRA data. 2011 peer-reviewed benchmarking study)¹³

¹³ Recent Experience In Health Promotion At Johnson & Johnson: Lower Health Spending, Strong Return On Investment. Henke, R. et al. Health Affairs, 2011;30 (3):490-499. In Chart 1, data for 2009-2013 are from Johnson & Johnson Global Health Services all-employee high risk reports (unpublished).



Better Health Outcomes

Johnson & Johnson has also achieved better outcomes for a range of other obesity-related risk factors. Table 2 on page 14 shows that the company reported lower rates of unhealthy behaviors—specifically, poor nutrition and

physical inactivity—as well as lower rates of high blood pressure and high cholesterol. Particularly notable are the company's better nutrition and blood pressure measures. Furthermore, the company has sustained these strong results in the five years since the study period.



Benchmark study data

Johnson & Johnson employee HRA data

Risk Factors	2005	2006	2007	2008	Average Difference 2005-2008	2009	2010	2011/2012	2013
Nutrition (<5 servings fruits & vegetables per day)	77.2 73.2	75.6 67.5	73.9 66.5	72.6 65.1	-6.7%	60.1	57.4	56.7	55.5
Physical Inactivity (<2-3 days/week of moderate exercise)*	31.9 37.2	35.9 31.4	33.0 31.8	32.2 29.8	-0.7%	20.5*	20.8*	21.2*	21.2*
Blood Pressure (>140/90)	11.6 11.1	12.7 6.5	12.3 6.7	11.1 7.0	-4.1%	6.1	6.4	6.3	6.9
Cholesterol (Total >240)	8.8 8.3	7.9 6.8	7.3 6.8	6.8 7.6	-0.3%	5.3	5.7	5.8	5.5

*After the study period, the definition changed to <150 minutes of moderate exercise per week.

Table 2

Benchmarking the Percentage of Employees with Selected Risk Factors
(**Johnson & Johnson** vs. **Comparison Group**, using adjusted HRA data, 2011 peer-reviewed benchmarking study¹⁴)

¹⁴ Recent Experience In Health Promotion At Johnson & Johnson: Lower Health Spending, Strong Return On Investment. Henke, R. et al. Health Affairs, 2011;30 (3):490-499. Data for 2009-2013 are from Johnson & Johnson Global Health Services all-employee high risk reports and internal benefits cost trend analysis (unpublished).



Better Cost Trend

For Johnson & Johnson, lower employee health risks have also translated into a better cost trend. Chart 2 shows the company experienced a 1% growth in medical and pharmacy costs during the study period, compared with 4.8% average trend for comparable companies. Over five years, that difference in trend accumulated to a \$1000 difference in per employee per year (PEPY) costs by 2008. We are

not able to show cost data since 2008 that is directly comparable with the Truven analysis, since Johnson & Johnson does not normally split out costs for its employee population separately from all covered lives. However, based on on-going benchmarking analyses, the company has continued to record a better-than-industry-average cost trend in the years since the study period.

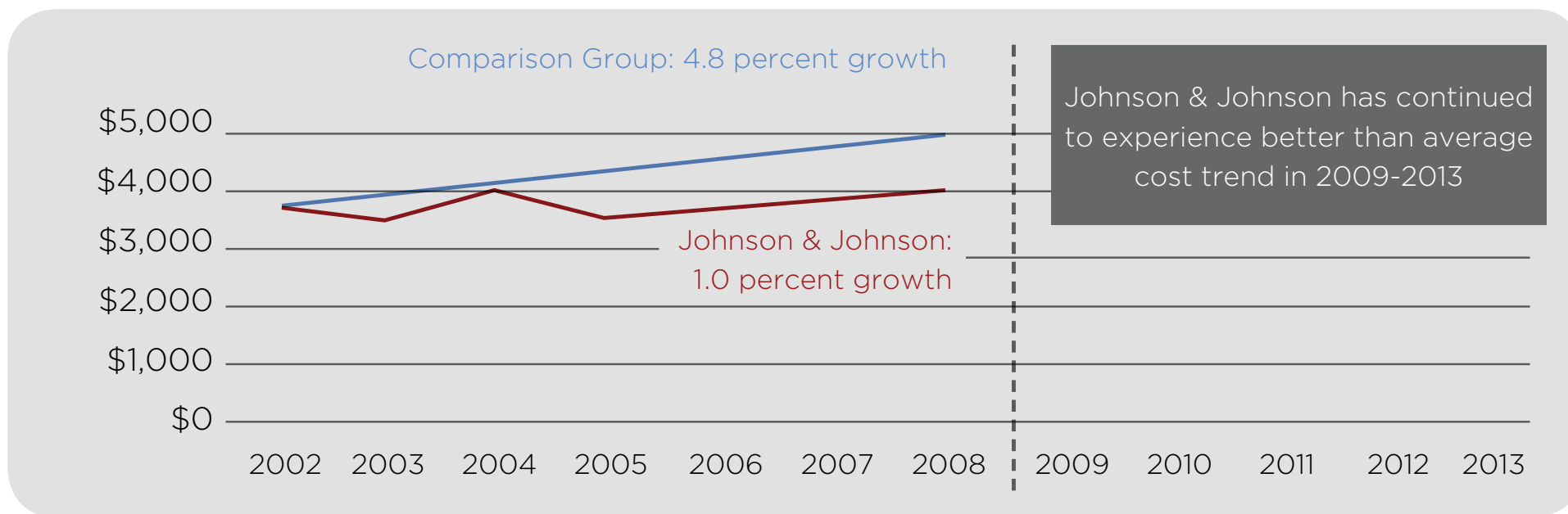


Chart 2

Benchmarking Annual Medical and Pharmacy Costs Per Employee (**Johnson & Johnson** vs. **Comparison Group**, 2011 peer-reviewed benchmarking study¹⁵)

¹⁵ Recent Experience In Health Promotion At Johnson & Johnson: Lower Health Spending, Strong Return On Investment. Henke, R. et al. Health Affairs, 2011;30 (3):490-499. Data for 2009-2013 are from Johnson & Johnson Global Health Services all-employee high risk reports and internal benefits cost trend analysis (unpublished).



This report was prepared by The Benfield Group in collaboration with Eisai Inc., which provided sole financial support.

About Eisai

Eisai Inc. was established in 1995 and began marketing its first product in the United States in 1997. Since that time, Eisai Inc. has rapidly grown to become a fully integrated pharmaceutical business. Eisai's key areas of commercial focus are neurology, oncology, and metabolic disorders. The company serves as the U.S. pharmaceutical operation of Eisai Co., Ltd., a research-based human health care (hhc) company that discovers, develops and markets products throughout the world.

Eisai has a global product creation organization that includes U.S.-based R&D facilities in Massachusetts, New Jersey, North Carolina and Pennsylvania, as well as manufacturing facilities in Maryland and North Carolina. The company's areas of R&D focus include neuroscience; oncology; vascular, inflammatory and immunological reaction; and antibody-based programs.

For more information about Eisai, please visit www.eisai.com/US.



Eisai Inc.
100 Tice Blvd.
Woodcliff Lake, NJ 07677

Copyright © 2014 Eisai Inc. All rights reserved. 2024



[prev. page](#)