



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

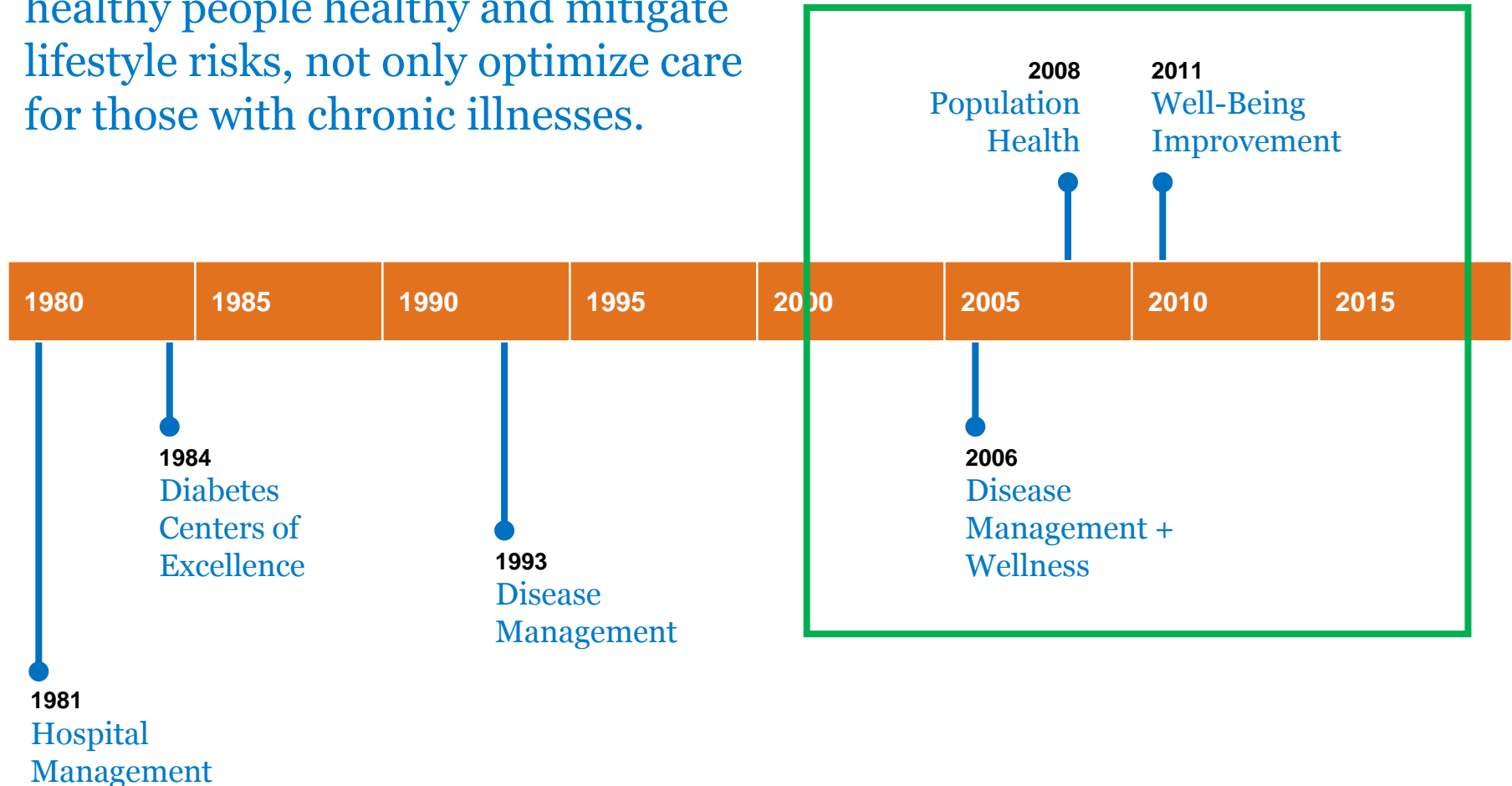
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Healthways

# A 30-Year Journey to Well-Being Improvement

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.

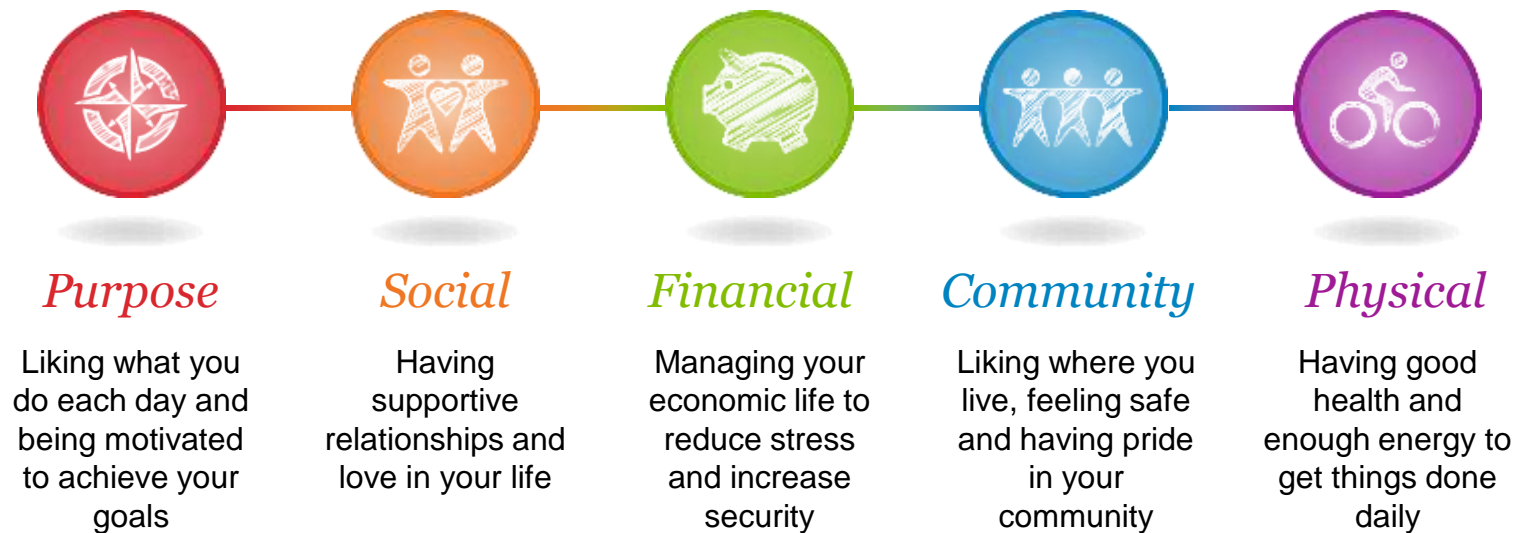





“Well-being has migrated from marginal to mainstream, finally coming to be seen for what it is: the best way, indeed the only way, to maximize not just happiness and fulfillment but productivity, creativity and, yes, profit.”

— 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.







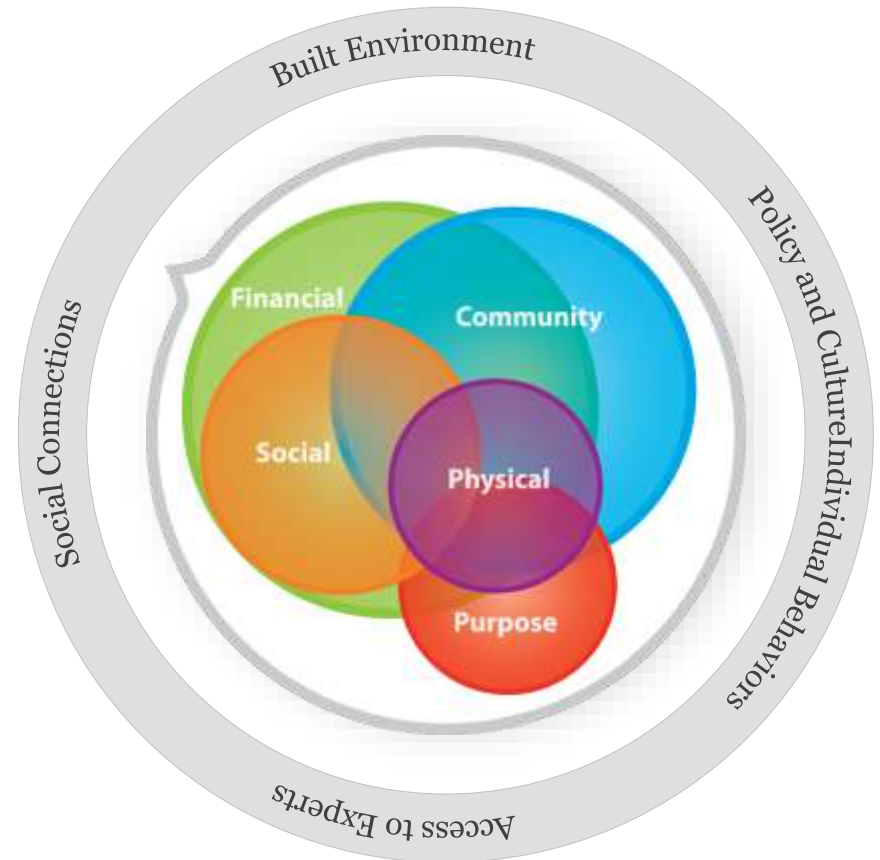
Since we began working together, Gallup has fielded millions of surveys around the world, capturing how people experience and feel about and their lives.

The Gallup-Healthways Well-Being Index has become the most quoted and respected source of insight into what influences individual and population health.

# Addressing the Root Causes of Poor 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





# Changing the Paradigm

Because this just  
doesn't make  
sense.



# The Healthways Network

Leading innovators in this space have entrusted 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

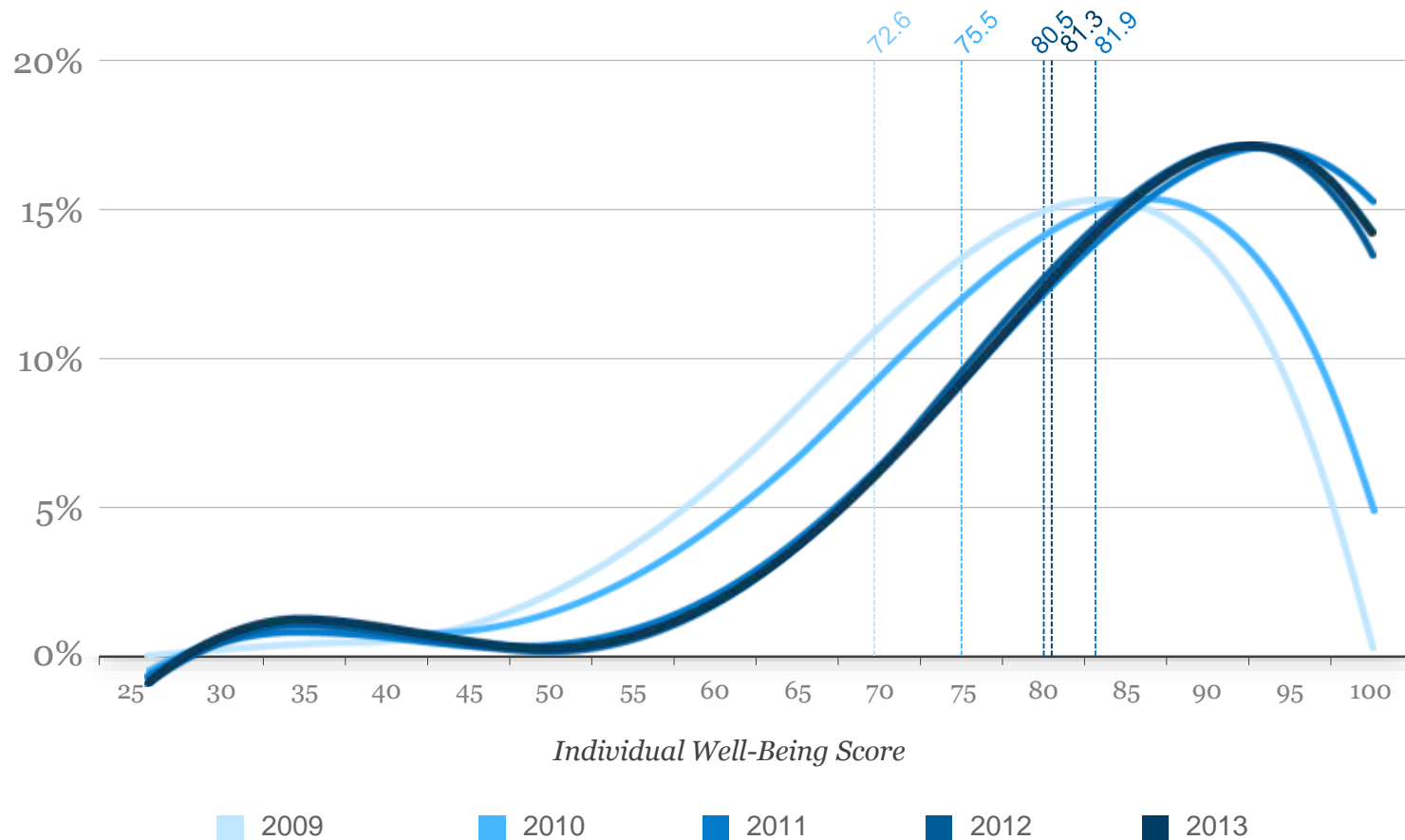
For every point increase in well-being, individuals were:

- 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.

Harrison PL et al., “Evaluation of the Relationship Between Individual Well-Being and Future Health Care Utilization and Cost,” *Population Health Management*, 2012.

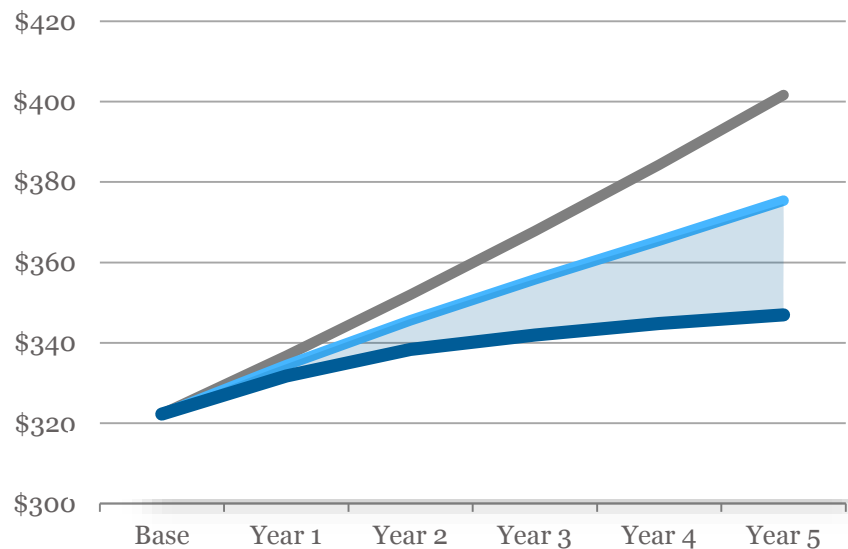
# Influencing the ENTIRE Population



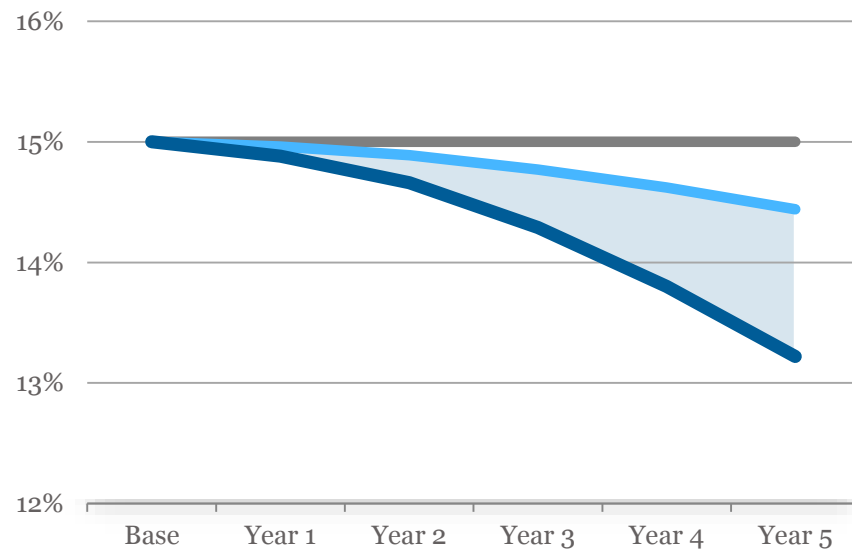
Well-Being Change Continuous Cohort  
(N= 636),  $\Delta = + 8.4$  between 2009 and 2013 ( $P < 0.0001$ )

# Well-Being Is Not Wellness

*PMPM Medical Cost Projection*



*Percent Productivity Loss*



— Unintervened    — Physical-Only Approach    — Full Well-Being Approach    Added Value of Well-Being Approach



# Our Client Innovators

Commercial Health Plans	        
Medicare Advantage Plans	          
Large Employer	           
Systems / Hospitals / Physicians	        
International	     

# St. Joseph Health Overview

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St. Joseph Health is an integrated Catholic health care delivery system sponsored by the St. Joseph Health Ministry. We provides a full range of care from it's 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

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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.

# St. Joseph Health's Visionary Leadership Team

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## **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

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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

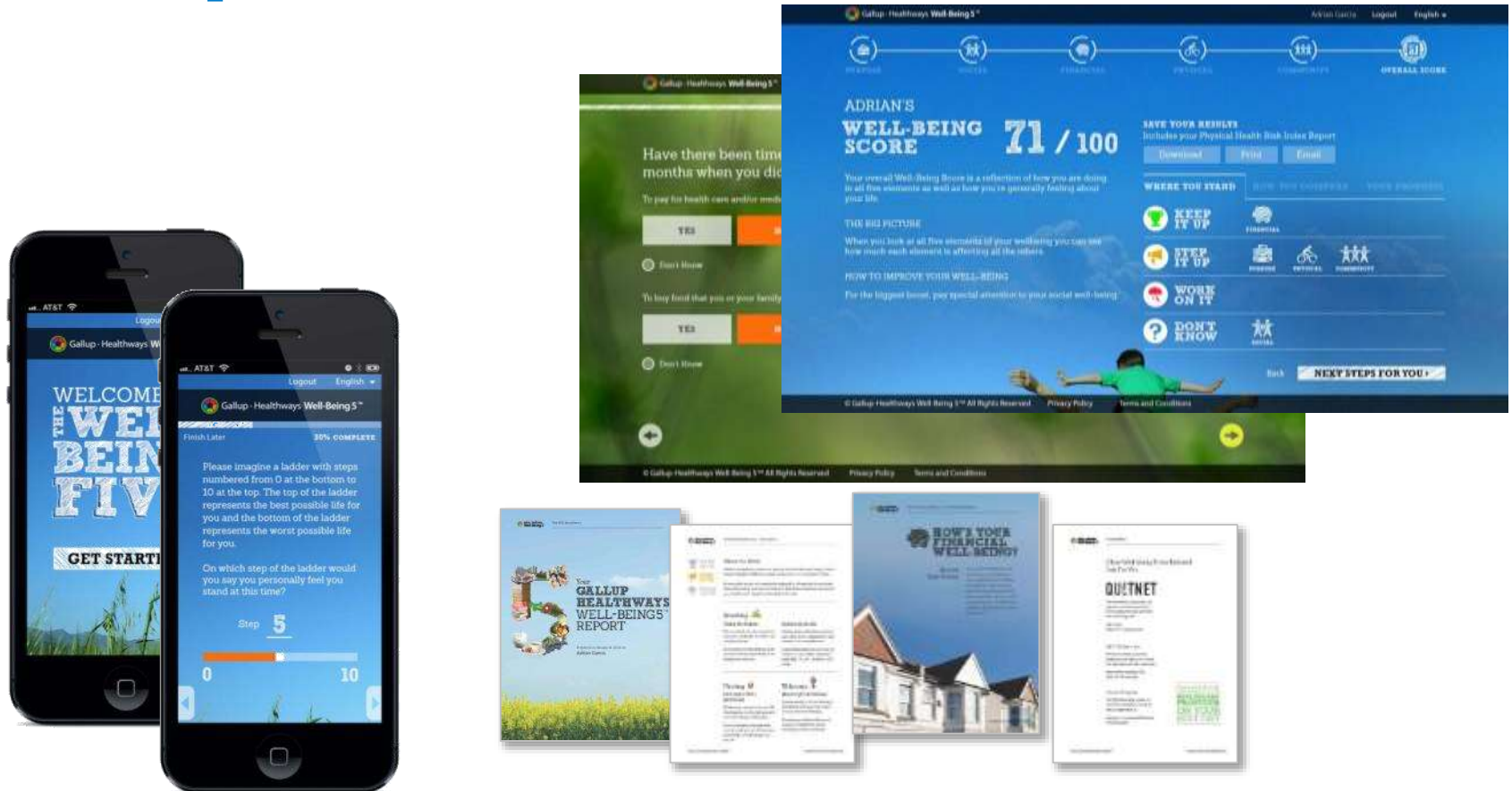
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## Process of Selecting a Well-Being Improvement Company

- 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

Program Groups	Screening & Assessment Rate	Reward Models
Non-Union Ministries	71%	Med-enrolled employees earn \$25/pay period for WBA and biometric participation. \$200 Virgin Pulse rewards for achieving program levels and WBA/Bio participation
Union Ministries	17%	No payroll incentives. Rewards only available through the Virgin Pulse program
Outcomes Based Rewards Pilot	76%	All Eligible earn \$200 Payroll incentive for WBA and biometric participation. \$200 Virgin Pulse rewards for achieving program levels

# Results – Physical Activity Tracker

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## 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

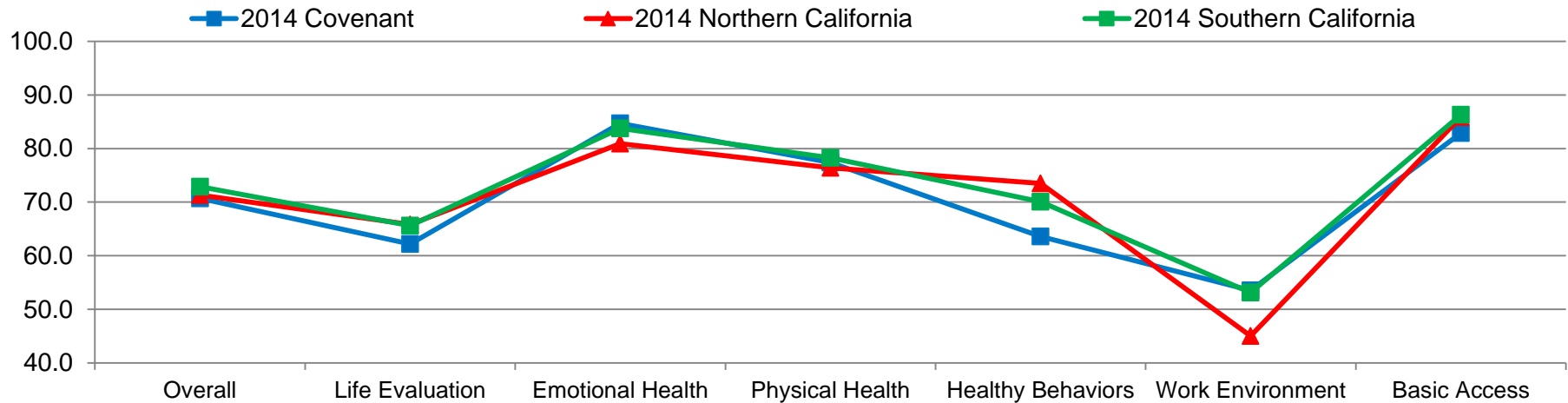
- Award a total of \$650 in payroll wellness incentives for achieving U.S. Preventive Services Task Force recommended biometric targets\* Additional \$200 available for physical activity.
- Allow for reasonable alternative on a case by case basis – meeting progress based outcome goals or alternative 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.

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

\* 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



	2014 National	2014 Aggregate	2012 Aggregate	2014 Covenant	2012 Covenant	2014 Northern California	2012 Northern California	2014 Southern California	2012 Southern California
<b>Well-Being Index</b>	<b>68.3</b>	<b>72.2</b>	<b>72.5</b>	<b>70.7</b>	<b>71.6</b>	<b>71.3</b>	<b>70.2</b>	<b>72.9</b>	<b>72.4</b>
Life Evaluation Index	54.5	64.7	64.3	62.2	64.4	65.8	61.1	65.6	65.5
Emotional Health	80.7	83.7	86.8	84.7	87.3	80.9	80.1	83.8	83.2
Physical Health Index	80.4	77.9	85.8	77.4	84.9	76.4	77.1	78.3	78.8
Healthy Behaviors Index	62.9	68.8	72.1	63.6	67.4	73.5	71.3	70.1	69.1
Work Environment Index	48.0	52.4	38.1	53.5	39.7	45.0	45.8	53.1	51.4
Basic Access Index	83.3	85.4	87.9	82.9	85.6	85.9	86.1	86.3	86.2

## 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



# Data Analytics Identified Key Priority Areas

## 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

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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

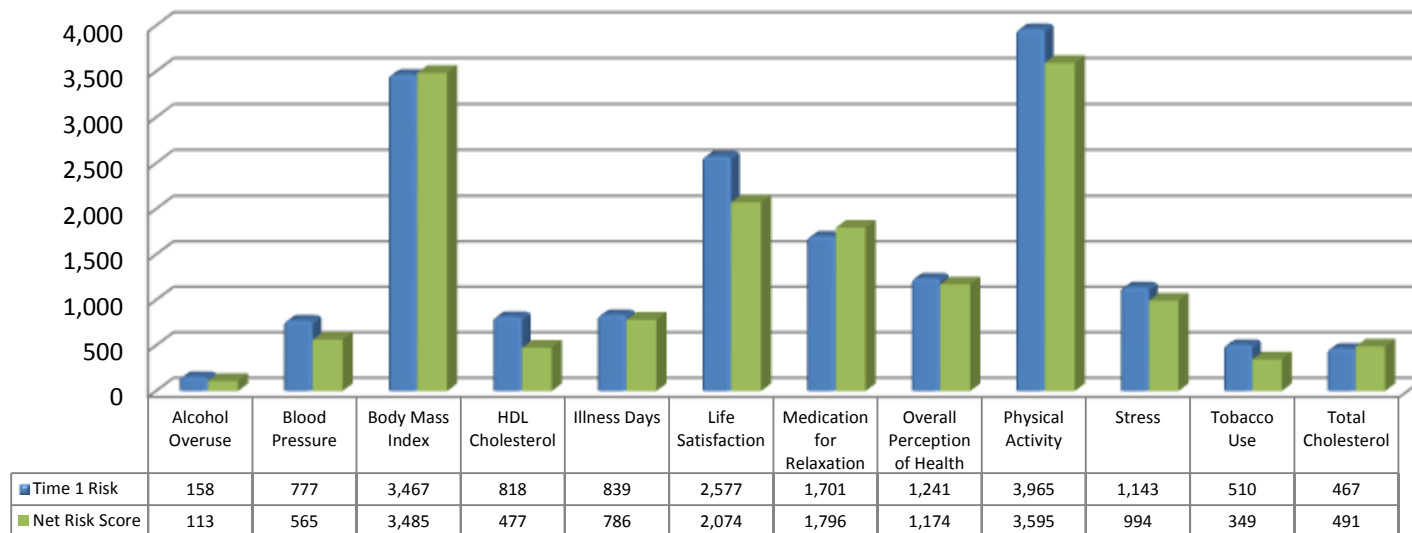


# Healthways Coaching

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



# 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.





# Nutritional Guidelines & Onsite Farmers Market

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

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- 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.

# St. Joseph Health: Healthways Results

*Igniting a Well-Being Movement by Starting at Home*

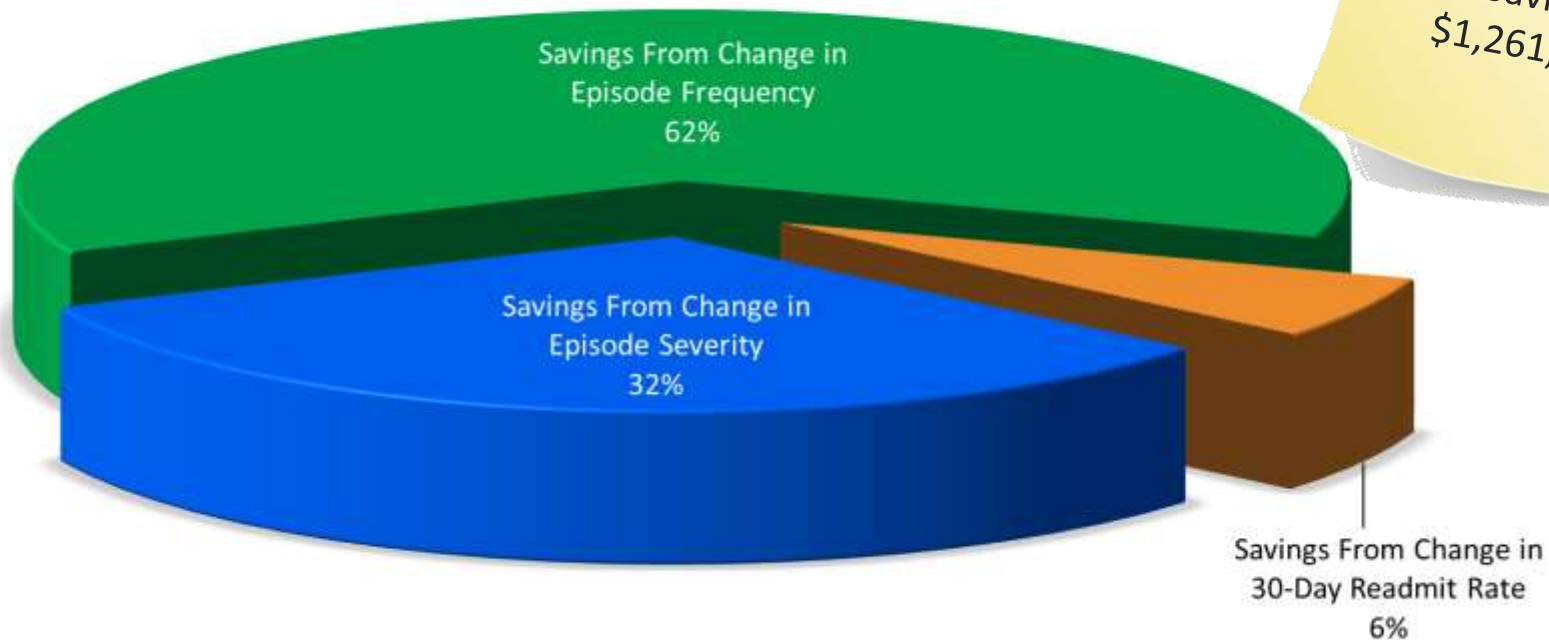
## Year 3 Results: Positive Financial Impact

- ✓ 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*

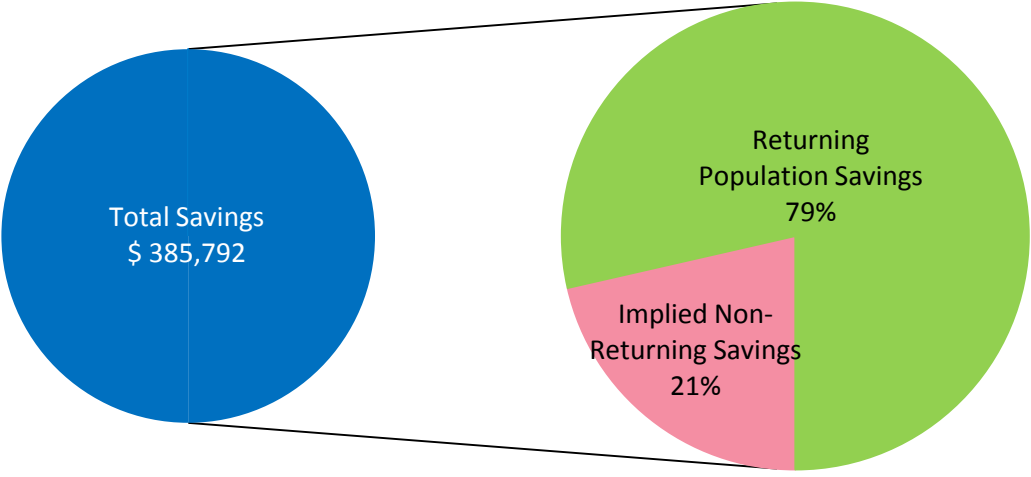
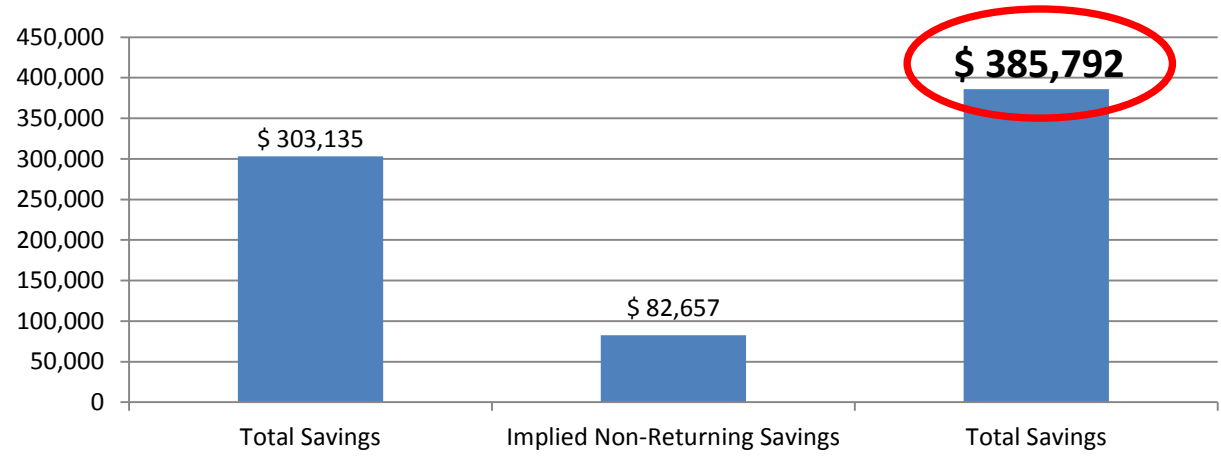


Savings From Change in Episode Severity	\$ 580,192
Savings From Change in Episode Frequency	\$ 1,115,700
Savings From Change in 30-Day Readmit Rate	\$ 105,700
Gross Savings	\$ 1,801,592
Program Fees	\$ 540,034
Net Savings	\$ 1,261,558
Return on Investment	3.34

# Behavior Change

## Savings & ROI

Total Behavior Based Savings



	Total Members Measured
Returning Members	10,049
Non-Returning Members	2,958

\*See Appendix for fee adjustment detail



# Productivity

## Total Savings

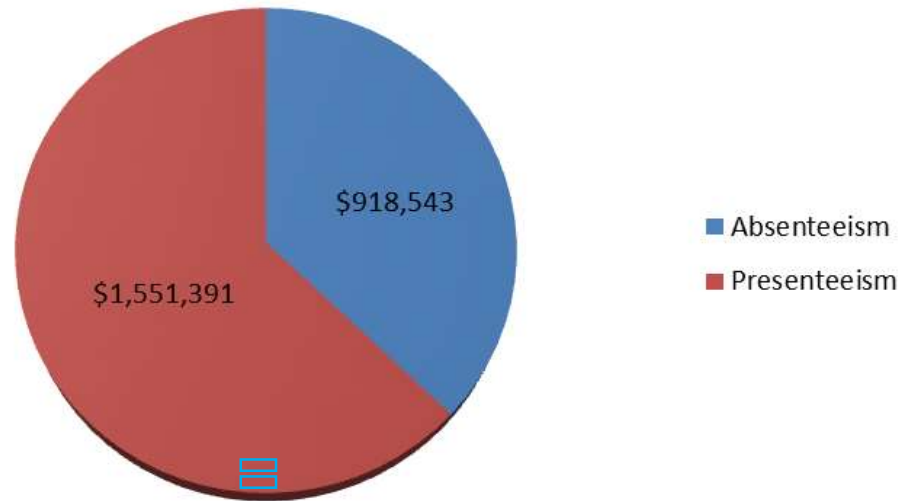
### Absenteeism Savings

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:	<b>\$740,980</b>

# St. Joseph Health's Vision for the Future

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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.



undo it  
with ornish

St. Jude Medical Center, Fullerton, CA

Thank you!