

2012-
2014

Bridge to Wellness – Strategic Plan

Duluth Joint Powers Enterprise Trust

A strategy to develop and maintain a healthy and productive employee and retiree population.



Bridge to Wellness Strategic Planning Committee
2012-2014



City of Duluth • DAA • DECC• HRA

Table of Contents

Vision and Mission.....	Page 3
Executive Summary.....	Pages 4-5
Situation Analysis	Page 6
Goals and Objectives.....	Page 7
Strategic Plan 2012-2014.....	Pages 8-9
Proposed Calendar of Events.....	Page 10
Proposed Wellness Budget 2012-2014.....	Pages 11-12

City of Duluth • DAA • DECC • HRA**VISION STATEMENT**

To create a supportive environment that will reinforce a safe, healthy and well-balanced lifestyle;
leading to healthier and productive lives.

MISSION STATEMENT

The mission of the wellness program is to enhance our lives through the benefits of life long wellness;
by providing diverse programs that appeal to a wide range of people's preferences and needs.

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EXECUTIVE SUMMARY

Health Care Costs in our Economy

Encouraging a healthier lifestyle and regaining control over health care costs has never been more essential for individuals, employers and our country. Today annual U.S health care expenditures have now topped \$2.5 trillion. That equals 17.3% of our gross domestic product (GDP). The fact is that over 70% of cancer, stroke, heart disease and diabetes is caused by unhealthy lifestyles, and up to 70% of all causes of death are lifestyle related and preventable. The US Centers for Disease Control (CDC) reports that:

- 83% of adults do not have a healthy diet,
- 65% of adults are overweight or obese,
- 20% of adults smoke,
- 67% of adults do not get enough exercise to receive any health benefits, and
- 75% of physician visits are for stress related problems.

The average cost per employee per year has increased 131% in the last 10 years and is forecast to increase 161% over the next 10 years if significant changes are not made to address the problem.

Cost control goes much deeper than benefit coverage, deductible levels or provider networks. Ultimately, it's about developing and maintaining a healthy and productive employee and retiree population to reduce health conditions that fuel claims and premium increases.

Program Overview

The City of Duluth, Duluth Airport Authority (DAA), Duluth Entertainment and Convention Center (DECC) and Housing Redevelopment Authority (HRA) are all part of a self-insured pool through a Joint Powers Enterprise (JPE) Agreement. While one of the outcomes of the Agreement was a plan name change – the Duluth Joint Powers Enterprise Trust – another outcome was a renewed wellness program for all benefit-eligible employees and retiree health plan members. Our new Wellness Committee includes volunteers from each organization and the various City departments, as well as a retiree health plan member.

The Bridge to Wellness program is a complementary service designed to educate employees and retirees about health decisions, and to provide information about living and maintaining a healthy lifestyle. Ultimately, it's about developing and maintaining healthy and productive employees and retirees.

A healthy, motivated employee is vitally important to the workplace as a whole and has a significant impact on the employer's bottom line. Likewise, a healthy, motivated retiree continues to make valuable contribution to society. An investment into our wellness program will:

- Improve employee and retirees' health, productivity and quality of life
- Contribute to the sustainability of benefit programs
- Create a desirable workplace

Return on Investment

Studies show the annual return on investment for worksite wellness programs has been \$1-\$3 saved for every dollar spent or a ROI of 1-3:1. For employers with mature, comprehensive wellness programs (75% participation and engagement and strong leadership support and commitment), an ROI as great as 3-6:1 has been reported.

It is important to note that savings generated from wellness programs are influenced by many factors:

- The medical risks actually found in the employers work force

- The effort the employer puts in advocating the wellness program
- The willingness of the employees to reach out for wellness information
- The willingness of the employees to change their behavior, to manage their current medical conditions and prevent future medical conditions

The strategic planning committee will continuously work to develop the organizational scorecard to demonstrate cost savings. The organizational scorecard will include the following measures:

- Population demographics
- Program participation
- Health Assessment data
- Preventive screening compliance
- Health interventions and advocacy activities
- Major diagnostic groups
- Biometric screenings
- Medication adherence rates
- Behavioral counseling
- Productivity measures (sick time, workers comp, FMLA, short-term disability, etc.)
- Plan financials
- Organizational performance

SITUATION ANALYSIS

The Duluth Joint Powers Enterprise Trust 2011 health claims data suggests that preventable illnesses make up approximately 70% of the entire cost of our group health care expenses. Behind these illnesses are a host of preventable factors including such things as tobacco use, high-risk alcohol consumption, sedentary lifestyles, and poor nutritional habits.

In 2011, the Joint Powers Enterprise Trust spent \$14,734,723 on medical claims and another \$4,298,653 on prescription drugs for a total medical spend of \$19,033,376. That equates to \$10,173¹ per employee or retiree per year, or \$ 439.79² PMPM (per member per month).

Of the \$14,734,723 on medical claims, approximately \$4,102,000, or 30%, was spent on life-style related claims, such as diabetes, high blood pressure, stress, obesity, kidney and respiratory. In addition, the top therapeutic class for prescriptions is Lipotropics, which are used to treat high cholesterol.

The data also shows that employees and retirees are not getting the recommended preventive exams and age appropriate cancer screenings.

This information, and additional data that will be available upon the completion of the Health Assessment and Biometric screenings, will enable the Wellness Committee to recommend the appropriate programs and interventions that will target the specific needs and areas of concern within our population.

DULUTH JPE WELLNESS PROGRAM INTEREST SURVEY

The JPE Wellness Committee in conjunction with CBIZ conducted a Wellness Interest Survey to discover the programs of interest employees and retirees are interested in to achieve their wellness goals. Approximately 280 employees and retirees participated in the survey.

While the response rate was low, the leading health topics of interest for employees and retirees are weight management, physical activity and exercise, and stress management. The respondents also indicated a desire to eat properly and achieve physical activity goals if provided the time and tools to keep them motivated.

¹ Assumes 1871 employees and retirees

² Assumes 3607 members

GOALS AND OBJECTIVES

Goal: Host an annual Health Fair for employees and retirees, and participate in Duluth's annual Community Wellness Day event

Objective: Organize Health Fair on October 3, 2012. Biometric screening will be available for employees and retirees to collect data needed for health assessment.

Objective: Continue annual health fair event.

Objective: Offer volunteers and wellness educational material at the annual Duluth Community Wellness Day event in the spring.

Goal: Develop health awareness programs and activities for employees and retirees

Objective: Programs to be decided by results of health assessment and biometric screenings which will be conducted in October/November 2012. Results will be available from HealthPartners in January/February 2013.

Objective: Achieve 30% health assessment participation in 2012; increase health assessment participation to 40% in 2013; increase health assessment participation to 50% in 2014.

Goal: Develop targeted interventions strategies for moderate and high risk groups

Objective: Use results of health assessment to identify and stratify health risk.

Goal: Develop wellness communication strategy

Objective: Make employees and retirees aware of online programs.

Objective: Incorporate the following topics in the communication strategy (using results from employee/retiree interest survey):

- Weight management
- Physical activity and exercise
- Stress management
- Stretching/strength and flexibility
- Tips and recipes for healthy eating
- Nutrition
- Improving sleep
- Controlling blood pressure
- Women's health
- Heart disease prevention
- Management and reducing cholesterol
- Eating healthy fast food and at restaurants

Objective: Issue quarterly wellness newsletters.

Objective: Bi-monthly email blasts on health-related topics which will also be posted on the wellness website; and the inclusion of wellness material with the Open Enrollment packets.

Goal: Incorporate a physical activity and nutrition challenge in 2013

Objective: Lose Weight in Eight nutrition challenge – January 2013; achieve 10% participation.

Objective: Walk to Key West physical activity challenge – May 2013; achieve 25% participation.

Goal: Include healthy snack choices in vending machines

Objective: By October 2013; 50% of vending machines at City of Duluth locations will include healthy snack choices.

WELLNESS STRATEGIC PLAN – 2012-2013**Status****Organizational Commitment**

Form Wellness Committee, define roles and responsibilities	Completed
Create wellness brand – Name the program	Completed
Establish a wellness strategy vision and mission	Completed
Announcement to all employees of Bridge to Wellness news and upcoming events	Completed
Publish and disseminate the Wellness Strategic Plan to leadership	In process
Program launch – Kickoff event	Completed
Announcement of multi-year wellness plan	In process
Orient and educate JPE Committee on Wellness strategies	Ongoing

Sustainable Operating Environment

Conduct an employee wellness/culture interest survey	Completed
Provide time during work day for wellness event attendance	Completed
Hold a Wellness Summit Forum of internal stakeholders and external service providers to review and endorse strategic direction in Wellness and identify opportunities for collaboration and program integration (safety, HR, disability, EAP, Workers Comp)	Date TBD

Data Analysis and Strategic Plan

Compile data for analysis (claim reports, assessments, screenings, disability, workers comp, EAP, etc.)	Partially completed
Discuss and develop multi-year strategic plan	Ongoing
Define and adopt a deployment process model and proposed timeline	Ongoing

Wellness Plan Design and Interventions

Develop annual calendar of interventions, programming and events for a two-year time period which aligns with the Strategic Plan and accomplishes the established goals	In process
Roll out Health Assessments, Know Your Numbers Campaign and Biometric Screenings with goal of 30% participation	November 2012
Implement two HealthPartners challenges: Physical activity and healthy eating/nutrition	Jan and May 2013
Promotion of HealthPartners online resources	Ongoing
Organize and Implement other Bridge to Wellness programs and/or challenges	In process
Evaluate the results of any internally administered programs	Ongoing

Engagement and Recognition

Enhance communications for greater impact at annual open enrollment	In discussion
Announce incentive for health assessment and biometric screenings to reach targets for participation	Oct/Nov 2012
Evaluate modes of communication media; explore social networking and technology applications	Ongoing

Outcomes and Quality Assurance

Review and discuss available market benchmarks, and decide on relevant benchmarks	September 2012
Discuss and define evaluation methods and data sources for the Organizational Wellness Scorecard	Ongoing
Measure employee awareness/ follow-up to 2012 Employee Interest Survey	Q3 2013

WELLNESS STRATEGIC PLAN – 2014**Status****Organizational Commitment**

Establish senior leadership and manager “champions”. Senior Management team must be committed to improving the overall health of the workforce and set the tone for a culture of health.	TBD
Continue to create and publish communication materials	Ongoing
Announce expectations for participation/active engagement for the year and incentive/recognition awards	Fall 2013

Sustainable Operating Environment

Feasibility study of designating an on-site, internal wellness coordinator to be responsible for overseeing the annual calendar of interventions, programs and events, communication coordination and gathering the internal data/participation rates for the Wellness Scorecard.	TBD
Establish employee “Wellness Champions” in each department/location. Develop a training /certification process and visible recognition to build affinity to the program and gain support for becoming an active advocate.	TBD
Identify employee and retiree barriers to accessing program elements (physical, social, timing, weather, location, administrative) and create action plans and timeline for addressing barriers	TBD
Establish and implement healthy food guidelines for meetings or events	TBD
Explore possibility of designating space for activity in all locations/promote use of stairs	TBD

Data Analysis and Strategic Plan

Review and update annual calendar of interventions and programs that align with Strategic Plan	TBD
Evaluate data reports to establish a first year baseline for population health. Determine actionable steps	
Evaluate internally administered programs and on-line coaching programs	Ongoing

Wellness Plan Design and Interventions

Conduct the Wellness Fair, HA, Biometric screenings with goal of 40% employee and retiree participation.	October 2013
Consider spouses participation in the HA, Biometric Screenings with a goal of 25% participation	In discussion
Discuss implementing routine physical exams/preventive screening to the qualifying events for an incentive	In discussion
Use absence management program data to evaluate workplace behavior (sick, FMLA, leaves, disability, WC)	Q4 2013
Continue HealthPartners challenges and other Bridge to Wellness programs and/or challenges	In discussion
Continue the behavior change strategy in developing the education and awareness efforts	Ongoing

Engagement and Recognition

Determine incentives for HA, biometric screening and qualified programs to reach target for participation	In process
Promote programs for participation in local based, community charitable programs (Grandmas Marathon, Community Wellness Day)	Q1 2014
Campaign that focuses on intrinsic vs. extrinsic (gift cards, cash) motivators to change behavior	TBD
Launch awareness campaigns that address stress, financial peace, work/life balance, depression/anxiety	TBD

Outcomes and Quality Assurance

Measure program satisfaction by participants	Q1 2014
Complete Organizational Wellness Scorecard and review results	Q1 2014
Perform any course corrections and next step action planning	Ongoing

CALENDAR OF EVENTS

Launch Date	Program/Event	Notes
2012 – 2013 Program Year		
Dec 2011-Jan 2012	Name the Program/Branding	Wellness branding contest
February 2012	Introduction of Wellness Program and Logo	Communication to All Employees and Retirees
February 8, 2012	Health Fair	Kick-off to the Bridge to Wellness Program
April 2012	Employee/Retiree Interest Survey	Online and paper survey distributed to All Employees and Retirees
April 2012	Community Wellness Day	Participated in event
June-August 2012	Summer Challenge	Internal Employee Challenge
August/Sept 2012	Know Your Numbers Campaign	Educational information
October 3, 2012	Health Fair	Rainbow of Healthy Living
October 3, 2012	Biometric Screening	At Health Fair and alternative date(s) within 10 days
October 2012	Website Launch	HealthPartners Health & Wellbeing Portal
October 2012	Health Assessment	Initial launch during Health Fair
Feb 2013 & May 2013	Wellness Challenges	Challenges to select from: Walk to Key West (Physical Activity) or Lose Weight in 8 (Weight Management)
April 2013	Community Wellness Day	Wellness Committee Participation

Launch Date	Program/Event	Notes
2014 Program Year		
October 2013	Health Fair	Rainbow of Healthy Living
October 2013	Biometric Screenings	At Health Fair and possible alternative date(s)
October 2013	Health Assessment	Launch date and deadline TBD pending incentive vendor
Feb & May 2014	Wellness Challenges	Challenges determined based on the results of the Health Assessments and Biometric Screenings
April 2014	Community Wellness Day	Wellness Committee Participation

Other Events to Consider: Grandma's Marathon, On-site Seminars (stress, financial management, nutrition, etc.), Group Coaching, Healthy Recipe Contest, Internal Challenges, Educational Campaigns, Community Events, Strive for Five (YumPower)

WELLNESS BUDGET – 2012-2013**January 2012 - December 2013**

Total Wellness Credits				\$150,000	Discretionary credits: \$7,500 of the credits can be used for non-HP programs (equates to 5% of wellness credits)
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Assumes 50% Participation in Biometric Testing and Health Assessment (HA)	Time Period	PEPM Cost	# of Eligible	Est. Wellness Credit Spend	
Miscellaneous Items				\$2,075	water bottles and tumblers
Health/Benefit Fair Expenses	Oct-12			\$5,425	(balance of the discretionary dollars)
Biometric Screenings-Employees and Retirees	Oct-12	\$59.00	960	\$56,640	Assumes 50% participation - paid using wellness credits
Integration of biometric results into HA(3)	Jun-13	\$9.00	960	\$8,640	Assumes 50% participation
Health Assessment	Oct-12	n/c	1918	0	No cost
Gift Card (completion of HA)(2)	Date TBD	\$31.00	960	\$29,760	Assumes 50% participation
Online Programs, Online Challenges(1), Online Coaching, Communication Toolkit and Reporting	12/1/12-11/30/13	\$2.29	1918	\$52,707	12 month program
Community Wellness Day	April -13			\$2,500	
Total Credit Spend Estimate - Assumes 50% Participation				\$157,747	
Balance/(Deficit)				(\$7,747)	

Contingent Budget

Assumes 50% participation in Biometrics and 75% participation in HA	Time Period	PEPM Cost	# of Eligible	Est. Wellness Credit Spend	
Gift Card (Completion of HA)	Oct-12	\$31.00	1440	\$44,640	Assumes 75% participation
Total Credit Spend Estimate -Assumes 75% Participation in HA				\$172,627	
Balance/(Deficit)				(\$22,627)	

(1) Online challenges include physical activity and nutrition

(2) Gift card value is \$25 (\$6 admin fee)

(3) Cost for automatic integration of biometric results into Health Assessment

ESTIMATED WELLNESS BUDGET - 2014**Wellness Credits - Unknown –Will be negotiated for in 2014 renewal process****Employee and Retiree Only Participation**

Assumes 50% participation in Biometrics and Health Assessment	Time Period	PEPM Cost	# of Eligible	Est. Budget/ Costs	Notes
Health/Benefit Fair Expenses				\$7,500	Miscellaneous expenses
Biometric Screenings-HP members	Oct-13	\$0.00	1918	\$0.00	Paid as a claim; \$59 for non-health plan members (1)
Integration of biometric results into HA (2)	Nov-13	\$9.00	960	\$8,640	
Health Assessment	Oct -13	n/c		0	No cost
Incentive (completion of biometrics, HA, one online program/coaching)	Date TBD	\$31.00	960	\$29,760	Assumes 50% participation
Online Programs, Online Challenges, Online Coaching, Communication Toolkit and Reporting	12/1/13-11/30/14	\$2.29	1918	\$52,707	Costs illustrate employees & retiree only
Community Wellness Day	Apr -14			\$2,500	
Total Costs – Estimated at 50% Participation				\$101,107	

Contingent Budget #1**Employee, Retiree and Spouse Participation – Biometrics, Health Assessment, Online Coaching (spouses would not have access to on-line challenges)**

Integration of biometric results into HA (2)	Nov-13	\$9.00	477	\$4,293	Assumes 50% participation in biometrics
Incentive (completion of HA, one program and preventive exam)	Date TBD	\$31.00	477	\$14,787	Assumes 50% spouse participation
Online Programs, Online Coaching, Communication Toolkit and Reporting	12/1/13-11/30/14	\$2.05	955	\$23,493	Estimated at 1200 spouses on the health plan
Total Cost to include Spouse – assumes 50% Participation				\$143,680	

Contingent Budget #2**Employee, Retiree and Spouse Participation – Biometrics, Health Assessment, Online Coaching and Online Challenges**

Integration of biometric results into HA (2)	Nov-13	\$9.00	600	\$5,400	Assumes 50% participation in biometrics
Incentive (completion of HA, one program and preventive exam)	Date TBD	\$31.00	1560	\$46,996	Assumes 50% participation for employee, spouse and retirees
Employee/Spouse full wellness program; including telephonic coaching	12/1/13-11/30/14	\$5.05	1918	\$116,231	Charge is per employee/retiree but includes spouse
Total Costs – Estimated at 50% Participation				\$187,267	

(1) Processing biometric screening as a claim may increase plan costs related to preventive care

(2) Optional in 2014