Implementation of a Comprehensive Wellness Incentive Program

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Wellness Program

Oak Ridge National Laboratory

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Joan Lawson currently manages the Wellness Program for Oak Ridge National Laboratory which includes oversight of an on-site exercise physiologist, registered dietitian and offering an array of wellness programs. These programs include the Health Assessment, Monthly Health Series, Reward Points Incentive Program, and HealthFest. She is certified by American College of Sports Medicine.

Joan lives in Knoxville, Tn. with her husband and enjoys flower gardening and playing golf.
Kathryn Cogar – Biography

- Kathryn Cogar manages communications for ORNL’s wellness and benefits programs. She is a member of the program development team and coordinates activities such as the annual Benefits and Wellness Fair, which brings together 100 vendors and 3,000 employees to explore health and fitness opportunities in the community. Her ‘total immersion’ communications strategy includes the web, e-mail, posters and outdoor banners, and print to deliver a constant flow of information to employees. Campaigns include the Health Assessment, Open Enrollment, Health Series, Reward Points Incentive, HealthFest, and Financial Fitness seminars.

- Kathryn lives on a farm in Roane County, TN with her husband, 3 cats and 2 dogs in an energy efficient house they designed and recently completed.
Discussion Points

• Program Timeline

• Reward Points Plus+ Incentive Program

• Next Steps
ORNL Wellness Program Timeline

2003
- Formed Wellness Committee
  - Establish Program Focus (health care, absenteeism, trends)
  - Current Program Review
  - Program Design
  - Identify Resources
  - Health Care Plan Design

2004
- Hired Wellness Coordinator
  - Coordinate Current Activities (screenings, seminars, events)
  - Integrate with Health Services
  - Improve Communications
  - Benchmarking
  - Integrate w/ Benefits Fair

2005
- Developed Strategic Plan
  - Discussions w/ DOE
  - Health Series Seminars
  - Wellness Challenges (TN on the Move)
  - Employee Awareness (HealthWise Handbook)
  - Screenings & Assessments

2006
- RFP for Wellness Vendor
  - DOE Approval
  - Selected Mayo Clinic
    - Web portal
    - Voluntary
    - Confidential, aggregate data only
    - Instant data
    - Demographics
    - Readiness to Change
    - Web-based Programs

2007
- Pilot & 1st Health Assessment w/ Incentive
  - Establish baseline
  - Extensive communication
  - Coordinate w/ Open Enrollment
  - Encourage biometrics
  - Offer Incentive ($20/month)
  - Integrate HA data w/Disease Management

2008
- 2nd HA w/ Incentive
  - Offer targeted educational programs
  - Add Exercise Physiologist & Dietitian
  - Develop Reward Points program
  - Cohort Data
  - Extensive communication

2009
- Launch Reward Points Plus
  - Add behavioral component
  - Earn 750 points
  - Take HA in Fall 2009
  - Earn $30 monthly incentive for 2010
  - Integrate programming with Reward Points
  - Extensive communication
A 3-year Wellness Incentive Strategy

Incentives are key to participation

- Surveys indicate that an incentive is necessary

<table>
<thead>
<tr>
<th>Typical incentive</th>
<th>Level of participation</th>
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<tr>
<td>None</td>
<td>&lt;20%</td>
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<tr>
<td>$50 cash</td>
<td>43%</td>
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<tr>
<td>$75 cash</td>
<td>44%</td>
</tr>
<tr>
<td>$100 cash</td>
<td>46%</td>
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<tr>
<td>$30–$50 reduction in monthly premium</td>
<td>80%</td>
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- DOE contract does not allow cash incentive, but reduction of employee premiums is allowable

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<tr>
<th>Yr</th>
<th>Activities</th>
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<tbody>
<tr>
<td>1</td>
<td>- Conduct Health Assessment (HA) to establish baseline (Fall 2007)</td>
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<tr>
<td></td>
<td>- Encourage biometrics: Body mass index, blood pressure, cholesterol, glucose, triglycerides</td>
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<td>- Offer incentive ($20 / month medical premium reduction)</td>
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<td>2</td>
<td>- Conduct HA (Fall 2008)</td>
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<td>- Encourage biometrics</td>
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<tr>
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<td>- Offer incentive ($20 / month)</td>
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<td>3</td>
<td>- Conduct HA (Fall 2009)</td>
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<td>- Deliver behavior modification programs (on-site and on-line)</td>
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<td></td>
<td>- Offer increased incentive for HA &amp; Program Participation ($30 / month in 2010)</td>
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<td>- Measure return on investment</td>
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Expectations

- Program will pay for itself through employee premiums
  - Those who choose not to participate will cover the cost of the program
- 80% employee participation in all years
- We expect to see:
  - Reduction in health risk factors
  - Reduction in absenteeism and injuries
  - Increased morale and productivity
  - Positive trend for recruitment and retention
- All of these outcomes will help to contain health care costs

- Wellness programs generally take 3 years to demonstrate a positive impact on cost (typical inflation rate: 2–3%)
- Wellness Programs will improve quality of life for ORNL staff and their families
The Mayo Clinic Health Assessment and Action Plan

Exercise

Results
You indicated that you're not currently getting enough exercise, but that you're preparing to exercise more. That's great.

Current Level
Some exercise but not enough

Recommended Level
Thirty minutes of moderate aerobic exercise on most days of the week.

Improve Your Lifestyle

Programs

Walk to Wellness
One step at a time, you can walk yourself to greater fitness. Join the Walk to Wellness campaign and discover how easy it is to add a fitness walking program to your daily routine.

Start

Fitness for Everybody
Here's your personalized approach to fitness! Get a tailored exercise schedule, use the interactive fitness log and sign up for motivational e-mails.

Start
Goals:
- Reward employees for taking steps to maintain or improve their health
- Control healthcare cost

How it works:
- Points are awarded for completion of program components
- Employees who accrue 750 points in FY09 and complete Health Assessment qualify for reduced insurance premium in FY 2010
- Increase from $20 to $30 /month

Management support will play an important role in employee acceptance
We are targeting programs based on health risk factors.

Why is ORNL offering a wellness incentive program like Reward Points Plus+?

It is well recognized that health risk factors such as weight, lack of exercise, stress, and poor nutrition are contributing to the increase in chronic disease in the U.S. These illnesses currently account for 60%-70% of the entire burden of illness in the U.S. Much of this is preventable by practicing healthy behaviors: improving dietary practices, increasing physical activity levels, managing stress, addressing work life balance issues, and reducing or eliminating tobacco use are primary strategies for preventing many of the most common chronic diseases.

Called Reward Points Plus+, the program allows employees to earn points by participating and completing a wide variety of wellness activities. Those who complete the program will receive a Health Assessment during the 2019 fall campaign and take the Health Assessment during the 2020 fall campaign to their own Action Plan.

Since adults spend so much time at work, it makes sense to practice healthy behaviors while there. Workplace programs that promote healthy behaviors can make a big difference in employee wellness and also have an impact on the company’s bottom line. Studies show that workplace wellness programs reduce sick leave and absenteeism, lower healthcare costs, reduce workers’ compensation and disability claims, decrease employee turnover, and increase productivity.

When you earn 750 points plus take the Health Assessment during the fall campaign, you’ll have completed the Reward Points Plus+ program. Reward Points Plus+ program employees who are ORNL medical plan primary policyholders will receive monthly reduction in medical plan premiums, beginning in January 2020, to $360 in savings during the year.

It is the mission of the ORNL Wellness Program to foster healthier lifestyle choices to reduce health risk factors, improve overall well-being, and maintain a productive, active work force. The program is comprehensive in scope and has evolved from offering awareness and education programs to providing lifestyle and behavior change programs. To reinforce and sustain positive lifestyle changes, the ORNL Wellness Program has expanded the incentive component to include wellness activities offered on-site and by Mayo Clinic.

Open the brochure now to see how easy it is to earn points. There is a convenient way to track your points manually. But be sure to enter your results on the Mayo Clinic Embody Health Portal so you can track your progress. The sooner you start recording your points, the sooner you’ll reach your goal.
A model for a healthy lifestyle

List of activities

– Physically active
– Proper nutrition
– Reduced stress
– Healthy weight
– Know your numbers
– Smoke-free
– Preventive screenings
– Education seminars

reward

points plus+

your health counts

1 2 3 4 5 6 7 . . .
We are seeing positive results through increased attendance

Q1 (November–January)
- Stress Seminars (25 reward points)
- Health Series (25 reward points)
- Santaclauastrophobia (50 reward points)
  - Participation: 565 (vs 270 in December 2007)
  - Net weight loss: 1170 lb (vs 509 lb in December 2007)
  - 442 participants maintained or lost weight

Q2 (February–April)
- Stress Seminars (25 reward points)
- Mobile Mammogram (35 reward points)
  - 40 screenings to date
- Health Series (25 reward points)
  February: Heart health
  - 200 attended
  - 130 biometric screenings
  March: Nutrition and diabetes
  - 100 attended each seminar
  - 60 blood sugar screenings
  April: Skin cancer
  - 100 attended
  - 260 screenings, additional date scheduled
Response to Reward Points Plus+ Program

As of July 1, 2009:

• 1,912 employees were participating
• 618 had completed the 750 points
• Activities with the most participation
  ▪ Tobacco Free
  ▪ Seat belt use
  ▪ Preventive
  ▪ Physical Activity
  ▪ Nutrition - fruit/vegetables servings
ORNL Wellness Program In Review

Key Practices
- Linking incentive to Health Assessment
- Launching Health Assessment during open enrollment
- Using data to drive health based activities
- Continuous, multi-channel communications

Key Successes
- Increasing Health Assessment participation
- Launched engagement plan using Rewards
- Increasing participation and behavioral change
- Employee engagement around open enrollment
- Expansion of the ‘wellness environment’ on campus
- Setting expectations for a culture of wellness
Next Steps: Expanding the culture of wellness

- Green transportation
- Cafeteria - menu evaluation
- Group Fitness space
- Smoke-free campus
Thank you