

Are We Getting Our Money's Worth Out of Our Wellness Program?

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Corporate Wellness Programs

What is a Wellness Program?

Many definitions but some key characteristics

- Benefit to employees
- Help employees improve health and/or stay healthy
- Focus on lifestyle and prevention
- Not a cookie cutter

Every organization is uniquely designed, to exactly produce, the result it achieves -S Covey

Rochester Regional Health's Wellness Program

The Why:

- Evolved through organizational and human resource changes
- Periods in time where not clearly defined
- Escalating health, disability and workers' compensation insurance costs
- Health system mission
- How can we give back to our employees?

Wellness Center Model-The Beginning

- Birthed by CEO highly engaged in fitness
- Centralized overall wellness programming to a Wellness Center
- Cross-functional team steering committee and outside consultants to vet the Wellness Center prospect and work project plan
- Identification of space to be utilized

Who Are We Going to be When we Grow Up?

What Is A Wellness Center? A facility that combines outpatient rehabilitation, wellness programs, and community health education in a medically supervised fitness environment

Wellness Center vs. Fitness Center: Fitness Center focuses on physical activity. Wellness Center multipronged with health assessment, disease management, healthier living, health education, customized programming, enhanced patient experience.

The Journey

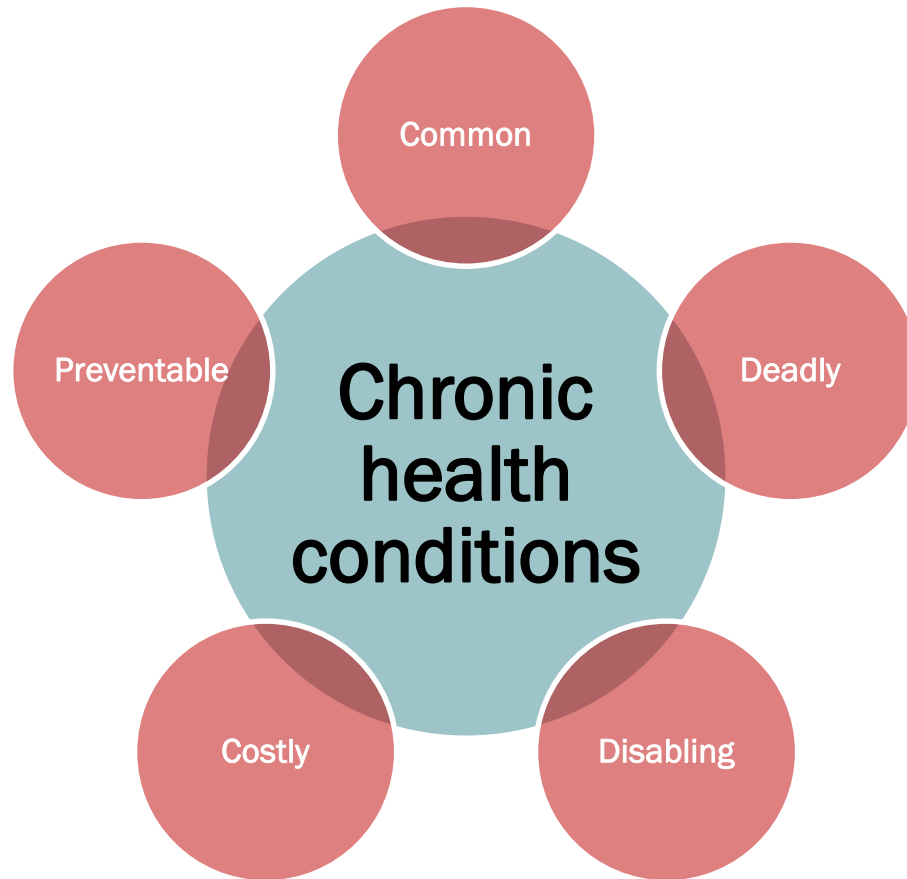
- Defined what services would be provided balancing clinical (cardiac rehab) and employee services. Example: Do we have a pool?
- Employee surveys and focus groups
- Free to employees
- Determined best way to meet the needs of our employee population, not just those that are already fitness minded
- Defining what we wanted to achieve
- Budget, planning, implementation
- Management agreement with external experts in fitness centers
- Eventual transition to fully managed by RRH

Current State – 6 Years Later

- Co-use by employees, retirees, other services. Balance time.
- Full use and functioning gym, lockers, showers, sauna
- Expanded hours weekdays and Saturday
- Health assessments
- Exercise studios for group instruction fitness classes and spinning
- Personal trainers available with fee
- Access to guest nutritionists, masseuse, blood pressure screening
- Team fitness competitions
- Weekly Farmers Market
- Sponsored Community Events (example local charity runs/walks)

Measurement and Considerations

- Acknowledge difference between active and casual participation
- Difficult to measure improvement in health insurance expense based on concurrent plan changes and growing enterprise
- Survey employees on needs and satisfaction
- Participation rates
- Financial with balance with service offerings
- Identification that each individual is impacted differently and changes to organizational culture and individual changes in behavior and lifestyle take time and commitment



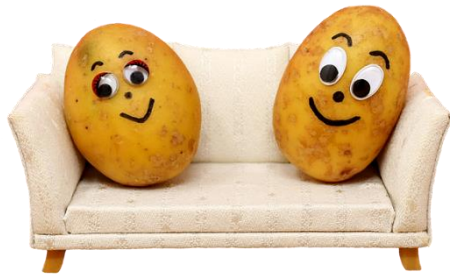
The Shape We're In

Chronic health conditions are Common, Deadly and Costly

- 59% of adult population
- 12% has 4 or more chronic health conditions
- 7 out of 10 leading causes of death
- 90% of our \$3.5 T annual healthcare spending
- Associated with higher costs and more disability in WC claims



80% heart and stroke



80% diabetes

40% cancer



CDC. National Center for Chronic Disease Prevention and Health Promotion.

Wellness programs

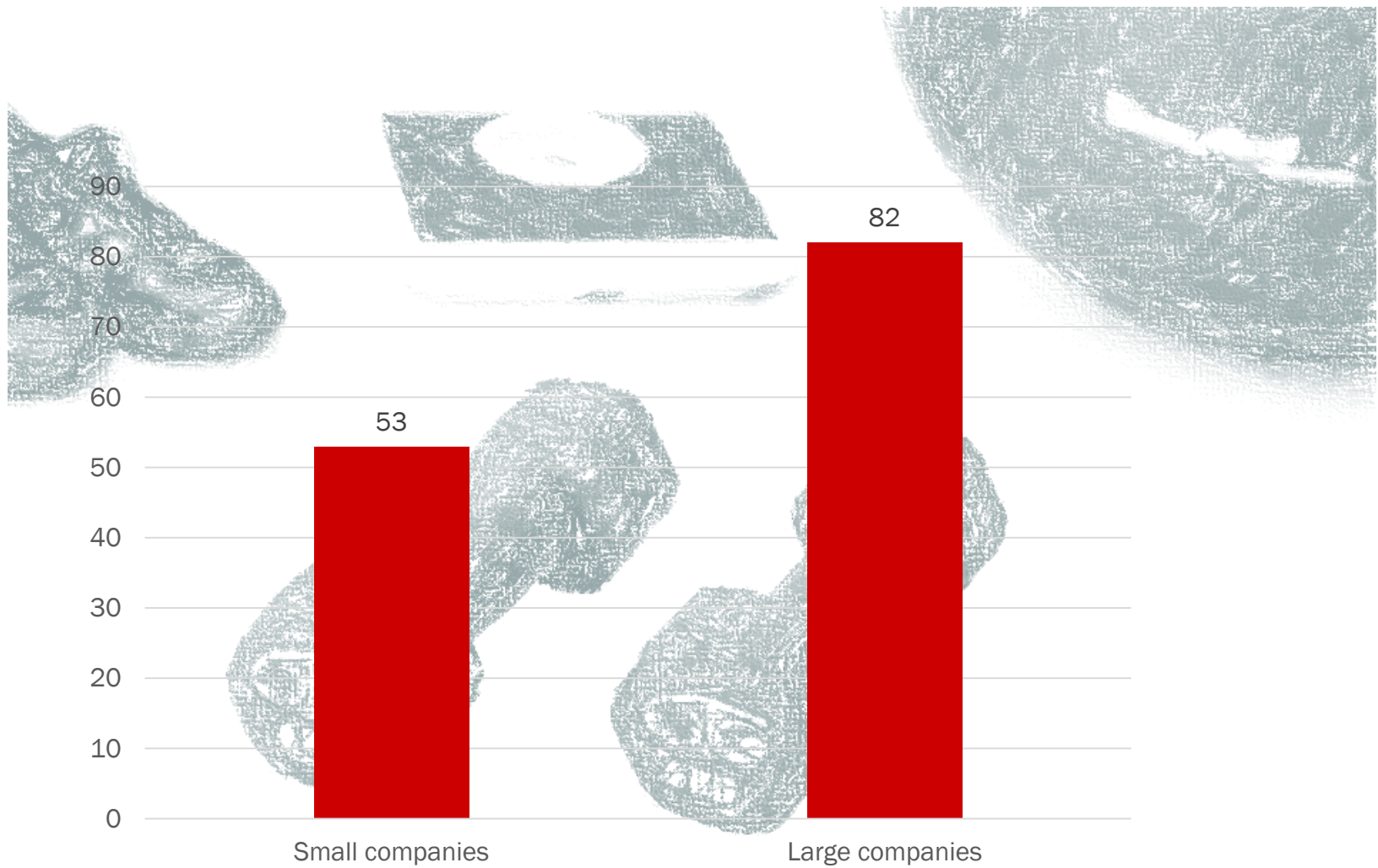


Components

Components

- Health screening survey
- Clinical screening
- Interventions
- Incentives and penalties
- Other

Rise of programs



Kaiser Family Foundation

Hypothesis

Workplace wellness programs lead to

- Better employee health
- Lower medical costs
- Higher productivity
- Lower absenteeism
- Higher morale



Testing the hypothesis

Do they do what they set out to do?

- The Harvard Study, *Health Affairs*, 2010
- ROI 3.27 : 1

“Although further exploration of the mechanisms at work and broader applicability of the findings is needed, this return on investment suggests that the *wider adoption of such programs could prove beneficial for budgets and productivity as well as health outcomes.*”

Baicker K, Cutler D, Song Z. Workplace wellness programs can generate savings. *Health Affairs*. 2010;29(2):1-8.

Testing the hypothesis

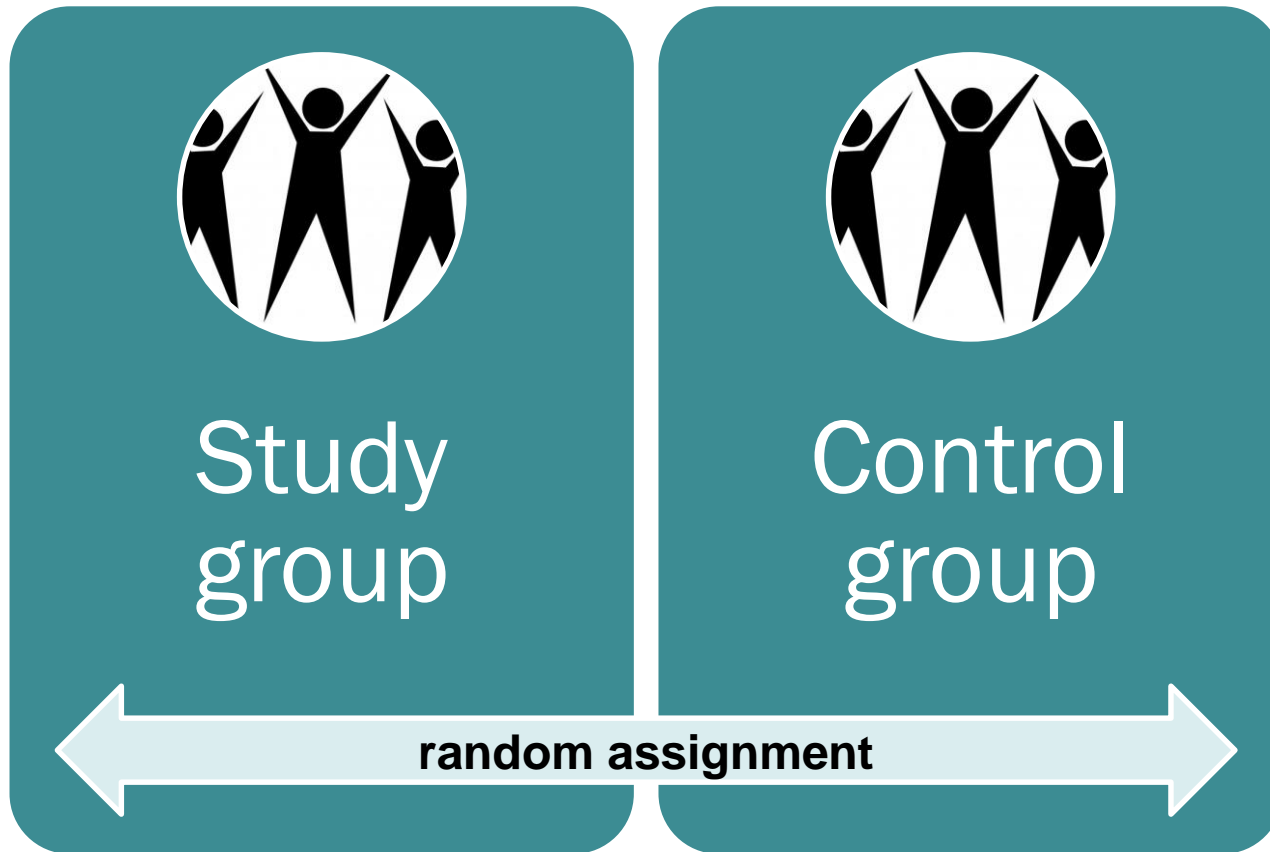
Case studies

- Citibank
- California Public Employees Retirement System
- Bank of America
- Johnson & Johnson

Criticism of studies

- Observational
- Selection bias
- Publication bias
- Investigator bias

The importance of randomized control trials



2018: NBER, University of Illinois, Urbana-Champaign

- 12,000 EEs were invited
- 5,000 EEs showed an interest
- One-third were randomly assigned to a control group
- Two-thirds were randomly assigned to the program

Program

1. Health risk assessment
2. Biometric screening
3. Activities targeting
 - Weight management, smoking cessation, healthy workplace habits, financial wellness, tai chi lessons

2018: NBER, University of Illinois, Urbana-Champaign

Results at one year

- No improvement in health outcomes
- No improvement in healthcare utilization
- No improvement in productivity
- No difference in sick days
- No difference in retention rates, promotions or raises
- The study group was happier at work

2019: JAMA, BJ Wholesale Club

- 20 worksites (4,037 EEs) randomized to access the program
- 140 worksites (28,837 EEs) randomized to control groups

Program

- 8 sequentially delivered modules, each of 4 to 7 weeks duration
 - engaging with the health care delivery system
 - nutrition
 - exercise
 - stress management
 - sleep
 - weight management
- Financial incentive (\$25 gift card) upon completion of each module

2019: JAMA, BJ Wholesale Club

Measured 78 outcomes in four domains

- Self-reported health
- Clinical measures
- Healthcare utilization and spending
- Employment

Results at 18 months

- Slim gains on two self-reported outcomes (exercise and weight)
- No reduction in healthcare costs or utilization
- No difference in clinical measures

2019: JAMA, BJ Wholesale Club

Conclusion

“Among employees of a large US warehouse retail company, a workplace wellness program resulted in significantly greater rates of some positive self-reported health behaviors among those exposed compared with employees who were not exposed, but there were no significant differences in clinical measures of health, health care spending and utilization, and employment outcomes after 18 months. Although limited by incomplete data on some outcomes, these findings may temper expectations about the financial return on investment that wellness programs can deliver in the short term.”

Medical Concerns

Common recommendations that go against evidence based medical guidelines

- Breast self-exam
- Testicular self-exam
- Other cancer screening examples
- Daily water intake of 64 ounces
- Annual physical
- Annual clinical tests
- Weight management concerns

Other Concerns

Common recommendations that go against evidence based medical guidelines

- Privacy concerns
- May be seen as coercive
- Cost shifting

QUESTIONS



KEY TAKEAWAYS

- Clearly outline what you are attempting to achieve with a Wellness Program
- Fully explore the financial and human resource need
- Determine how you define success
- Acknowledge that Wellness Programs differ and corresponding changes in human behavior take time with varying individual results.

KEY TAKEAWAYS

- What do your employees want?
- How do you measure the performance of your program?
- Who-What-How?
- Who validates your vendor?
- Ensure that medical recommendations follow evidence based medical guidelines (USPSTF, CDC).

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