

Select C. Everett Koop National Health Awards 1999 - 2003

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The C. Everett Koop National Health Awards are issued by The Health Project (THP). This private-public organization aims to bring about critical attitudinal and behavioral changes in the American health care system, so that providers and consumers employ its vast resources with increasing knowledge and understanding. The mission of THP is to seek out, evaluate, promote and distribute programs with demonstrated effectiveness in influencing personal health habits and the cost effective use of health care services. These programs have the objectives of (1) providing appropriate quality care, and (2) sharply reducing the alarming rate of health care inflation, by holding down unnecessary expenditures.

The following Koop Award winners exemplify successful comprehensive health interventions and include cardiovascular health benefits and services.

For more information on the Koop Awards, go to: <http://healthproject.stanford.edu>.

Caterpillar Healthy Balance

Healthy BalanceSM Program

Goals

- Motivate positive change in modifiable health risk behaviors.
- Reduce health risks, improve health status long-term.
- Promote self-efficacy and informed decision-making.
- Reduce healthcare and related costs/trends.
- Achieve exceptional participation via strong incentives.

Intervention

The Healthy Balance Program (the Program) was developed over a three-year period, and incorporates best practice features. The health promotion literature was reviewed; 21 companies with outstanding health promotion programs were benchmarked. The Healthtrac® Program, significantly modified and enhanced by Caterpillar, is the Program's foundation.

Key Features

- Strong incentives.
- Top-down management "buy-in" and involvement.
- Spouses included.
- Continuous evaluation/improvement.

Components

- (DR = demand reduction strategy; BC = behavior change strategy).
- Low-cost confidential health assessment (HA).^(DR, BC)
- Focus on modifiable risks^(BC) and increasing self-efficacy.^(DR, BC)
- Personalized health education messages.^(DR, BC)
- Stratification: low/high risk^(BC), periodic assessment based on risk.^(BC)
- Individualized interventions, targeted to health risks and readiness-to-change.^(BC)
- Intensive high risk/chronic condition interventions, including disease management phone counseling.^(BC)
- Serial tracking,^(BC) ongoing monitoring/adjustment of interventions.^(BC)
- Coordination with related interventions (on-site classes, referral to community programs, etc.).^(DR, BC)
- Self-care book^(DR) and quarterly newsletters to all eligible.^(DR)
- Toll-free health information line and audio library.^(DR)
- Intranet website regularly updated, linked to sites providing scientifically validated information (e.g., drkoop.com).^(DR, BC)
- Ongoing evaluation using integrated data warehouse (claims, absenteeism, HA, etc.); communication of summary results to employees.

Target Population

All U.S.-based non-union employees (49% of workforce) and spouses (N = 41,500+). To be added: retirees, union workers (pending contract changes).

Funding Source

Executive Office.

Staffing

A division of Corporate Medical Department. Full-time staff: Health Promotion Manager, Program Administrator, Data Analysis Administrator, Communicator, and two Health Promotion Analysts. Part-time staff: nurses (diabetes, cardiac care), health educators. Guided by Corporate Medical Director, Director of Managed Care, and physicians representing (clinical psychology, infectious disease, public health, and occupational health). Additionally, 91 staff with part-time health promotion-related responsibilities and 5 full-time health promotion specialists coordinate the Program through local programs at more than 142 U.S. and international locations.

Citibank Health Management Program

Healthtrac Program

Goals

Citibank is a global financial services company with 130,000 employees worldwide and 51,000 in the U.S. The strategic goals of the Health Management Program (HMP) are to optimize employee health and productivity, reduce or stabilize costs associated with employee illness and injury and contribute to Citibank's efforts to be the employer of choice.

Since 1994, Citibank's Corporate Health Services department implemented health promotion programs and services targeted to U.S. employees and Expatriate Staff. Staffed with Master's level professionals, Nurses, Physicians combined with strategic vendors, the program included health awareness, behavior change, risk and demand reduction components, five on-site medical clinics and an extensive travel health program.

Key Features and Components

The major component, the Healthtrac Program (health risk appraisal/high risk intervention program) was funded on the corporate level as well as quarterly health education campaigns reaching nearly 80% of U.S. employees. Local businesses also funded site-specific health and safety initiatives and 11 on-site staffed fitness centers.

The Healthtrac program included a HRA, with all participants receiving health status and self-care materials. Approximately 20% "high-risk" participants were offered more intensive targeted follow up programs designed to improve health practices and behaviors, better manage chronic medical conditions, and reduce the demand and need for inappropriate health services. All outreach locations helped promote Healthtrac through displays, staff meetings and health fairs. Using site-specific aggregate Healthtrac data, Wellness coordinators at these locations then collaborated with on-site medical clinics, the fitness center, the Employee Assistance Program, HMO's and healthcare insurers to deliver programs targeted to site-specific needs.

Outcomes

With a financial return of 4.5:1, and now documented health status improvement in 8 of 10 risk areas, efforts are underway to convince the newly merged businesses under Citigroup's umbrella that Health Management Programs make sense for employees, the workplace and the bottom line.

DaimlerChrysler/UAW National Wellness Program

DaimlerChrysler Corporation is an international automotive and transportation company with over 95,000 employees throughout the United States. The DaimlerChrysler/UAW National Wellness Program, which began in 1985, is a negotiated benefit between DaimlerChrysler Corporation and the International Union, UAW. Several national health and fitness service providers are contracted to deliver the Wellness Program to active employees. All U.S. sites with 500 or more employees have on-site contracted health and fitness business partners (over 100 FTEs) to administer the Program. The DaimlerChrysler Human Resources Department provides operating funds for the Program and with the UAW, provides administrative oversight.

Goals

The Program provides high quality, cost-effective wellness activities that empower employees to improve their health and become wise health care consumers while containing health care costs. Specific Program objectives for 2000 include:

- Screen 37% of population to assess risks and interests.
- Increase percent of employees who have fewer than 3 health risks.
- Increase participation in the NextSteps™ Program (phone-based lifestyle intervention targeted to high-risk individuals) by 1% at each site.
- Decrease percentage of smokers by 6%.

Key Features/Components

- Employees voluntarily participate.
- Targeted education programs, based on identified health risks and interests, provide an opportunity for individual health improvements.
- Interventions tailored to individual sites customize the program for each population while maintaining the objectives and quality standards required of all sites.
- Focused education programs support employees throughout the process of lifestyle change.
- The stages of change model is used for tailoring programs such as smoking cessation, weight management, cholesterol management and fitness activities.
- Program formats may include one-time workshops, multi-session classes, individual counseling, or self-directed modules.
- Maintenance strategies include ongoing awareness, interactive campaigns, group support, incentive opportunities, follow-up and cultural support with on-site services (e.g., fitness facilities, cafeteria/vending programs, and walking routes).
- Health plans that administer DaimlerChrysler Health Care Benefits are the primary managers of chronic disease conditions.
- The focused intervention model, NextSteps™, a personalized case management program administered via telephone risk counseling, supplements these efforts. Employees are further educated on self-management through publications on available hospital services and worksite self-care education.

Other Awards

The Program prides itself in achieving high standards in health promotion. Awards include:

- Well Workplace Gold Awards (WELCOA, 23 in 1998, 8 in 1999).
- Governor's Council on Physical Fitness (Gold Award, 1997).
- Healthiest Corporate Cafeteria (Physicians Committee for Responsible Medicine, 1997).

Fannie Mae Partnership for Healthy Living

Goals

The PHLP goals are to improve employee health, enhance productivity, contain medical costs, and reduce sick leave usage. This program, which began in 1994, is offered free of charge to all Fannie Mae employees and their spouses/domestic partners.

Key Features/Components

- Hallmarks of the program include standardization across seven regional offices, confidentiality, on-site regional coordination, best health promotion practices, and outcome measurements.
- The annual PHLP management cycle includes screening, planning, health promotion, and evaluation. The health management systems and health program design was selected in 1994 based on a review of industry best practices and governmental guidelines.
- The screening phase begins with Health Fairs in every region including:
 - Health Assessment Questionnaire
 - Health Interest Surveys
 - Blood Pressure
 - Height/Weight
 - Laboratory Testing
 - Body Composition
 - Bone Mineral Density
 - Lung Function
 - Mammography
 - Influenza Vaccines
 - Hemocult
 - Glaucoma
 - Vision
 - Fitness Testing
 - Tuberculosis
 - Personal Wellness Profile (PWP)

Program managers develop an implementation plan based on screening and survey results, previous year's evaluation, and resource availability. The program is customized to meet the distinct needs of each regional office while conforming to general protocol.

- The health promotion phase includes group feedback sessions on the PWP, on-site behavioral modification programs (aerobics, yoga, smoking cessation, weight management), make-up health assessments, lunchtime seminars, walking programs, and a high-risk intervention program.
- Participation incentives support each health promotion event, including a Healthy Living day off for employees who participate in a health assessment and group feedback session.
- Evaluation of the program is based on participation, aggregate health data, health trends, high-risk outcomes, cost-benefit studies, anecdotal reports and surveys from employees. New screening and health promotion practices are reviewed and considered for inclusion.

Regional coordinators, educated and experienced in the health and/or medical field, are provided on-site by Health One at each Fannie Mae location (Washington, Herndon, Philadelphia, Atlanta, Dallas, Pasadena, Chicago) to plan, coordinate and implement the PHLP. They work closely with a Fannie Mae Human Resource Manager at the local level.

Funding Source

Fannie Mae and administered under contractual agreement with Health One, Inc.

Glaxo Wellcome, Inc.

Glaxo Wellcome is a research-based pharmaceutical company with approximately 8,900 U.S. employees who are committed to fighting disease by bringing innovative medicines to patients and their healthcare providers. Our employees are our most valuable asset. The company is committed to providing employees with high quality healthcare and benefits, safe working environments, entrepreneurial/independent work and management practices that support balance on and off the job.

Goals/Philosophy

Glaxo Wellcome, Inc. was created in 1995, following the merger of Glaxo, Inc. and Burroughs Wellcome Co. Glaxo Wellcome Occupational Health Services (OHS) adopted a statement of purpose to deliver high quality healthcare to help keep people well, working and vital partners in corporate success.

Its integrated and comprehensive program is based on a prevention model that ensures that employees have the resources needed to stay well, participate in screening and surveillance programs for early detection of disease and have easy access to high quality health care if they become ill. An integrated disability management program ensures that employees with medical problems receive needed assistance and accommodations to ensure timely return to work. All programs and services are holistic and encompass aspects of physical, mental, intellectual, social and spiritual health.

Key Features/Components

Using a prevention model the following elements represent the scope of the programming available to employees from OHS.

Evaluation

OHS uses a data-driven approach to continuously evaluate and improve programs. Analysis of process and outcome measures is performed both internally and with the assistance of external organizations with special expertise. To improve the management of workers at the time they use medical, disability, and workers' compensation benefits: to manage various employee benefit plans; and to develop programs and policies that improve employee health and productivity, OHS performs health analyses using an integrated health benefits data warehouse. This approach incorporates a person-centric human capital management approach to the integrated management of health benefits cost. In collaboration with Options and Choices, Inc. (OCI), person-centric, demand-side integrated information has been developed regarding patterns of health benefits use.

Johnson & Johnson Health & Wellness

Goals/Vision

Johnson & Johnson Health & Wellness integrates disability management, occupational health, employee assistance, work-life programs, wellness and fitness. Its Vision is to optimize the health, well-being and productivity of Johnson & Johnson employees. It is an outgrowth of Johnson & Johnson LIVE FOR LIFE®, which originated in 1979 and brought together experts in health education, behavioral change, and disease management to create a program to improve employee health and productivity. The program underwent transformations in the past two decades to respond to changing business requirements and employee health needs.

Key Features/Components

- The cornerstone of the enhanced Health & Wellness health promotion initiative is the Health Risk Assessment (HRA) and Intervention Program. More than 90% of eligible domestic employees chose to participate in the HRA, a dramatic increase from 26% participation eight years previous. Participation increases correlated to an incentive of \$500 in benefit credits. The program achieved savings of about \$9-10 million per year primarily from reduced medical utilization (\$3.96 million) and lower administrative expenses (\$5.22 million).
- Based on an analysis of the impact of the integrated Health & Wellness Programs, a strategy was put in place in 2002 to link health promotion measurable outcomes and risk reduction goals and cost savings. The company launched its new strategy, Healthy People 2005. Healthy People 2005 focuses on: smoking/tobacco use, blood pressure, cholesterol and inactivity. Over the next two years, Johnson & Johnson will measure progress toward goals aligned with national Healthy People 2010 objectives.
- Other health indicators, including obesity and stress, are currently addressed and will have set targets in the next phase of implementation.
- As part of Healthy People 2005, Health & Wellness works collaboratively with management and employees providing resources and support to implement leading-edge programs. The impact of achieving our Healthy People 2005 goals will result in an estimated cost avoidance of \$7.5 million annually. Productivity gains will also contribute to a positive bottom line.

Northeast Utilities WellAware

Goal

To improve the health and well-being of employees and families through participation in targeted programs and services that address lifestyle related health risks and to reduce health care costs.

Key Features and Components

- A Modifiable Claims Audit (MCA) evaluated health care claims to establish benchmark levels of lifestyle and behavior-related costs. The results showed that nearly 17% of Northeast Utilities (NU) health care claims were attributed to modifiable, lifestyle behaviors. Based upon established best of class health enhancement programs as well as the MCA findings, the WellAware program was designed. Annual refinements, are considered, evaluated and implemented. The key features of the program are:
 - Financial incentives for participation
 - Employees and spouses are eligible
 - Strong senior management support
 - Ongoing evaluation and re-design
- The components of the program include:
 - Health Risk Assessment as the "ticket" into the program; available in paper or online
 - Incentive program drives participation in programs/services that address targeted risks
 - Telephonic high risk intervention
 - Secondary coronary artery disease (CAD) management program
 - Telephonic smoking cessation counseling and rebate for purchasing smoking cessation aids
 - Integration with internal departments (Health Units, Safety, EAP) and external partners (health plans, local hospitals, etc.)
 - Flexible program formats allow accessibility to all employees and spouses via on-site programs, communication of community programs, guidebooks, videos and telephonic intervention programs
 - Quarterly health newsletter mailed to all homes
 - Internet site allows access at both work and home
 - Toll free hotline allows participants to request materials, ask questions