



# Improving Community Health and Working to Contain Costs

Allegiance Health  
Health & Productivity Management  
It's Your Life Services

Amy Schultz, MD

April, 8, 2009



Healthy Lifestyle Out Of Reach?

# Our Mission



We lead our community to better health  
and well-being at every stage of life

# Overview



- One system's experience with health and productivity management
- It's Your Life program specifics
- Our challenges and evolution
- Key Learnings
- On the horizon

# Jackson, Michigan



- Service area population 270,000
- Declining economy
- Poor health status
- Majority of employers under 100 lives
- Non-integrated care
- Financial crisis for employers
- Rising Health Care Cost

# Community Crisis



1999 HMO 40% Rate Increase

Result:

Employers

- Decrease benefits
- Go out of business
- Shift cost to employees

Community

- Increase number of uninsured
- Continued poor health status

Fragile economy



Healthy Lifestyle Out Of Reach?



# Short Term Fix or Long Term Solution

“Health Improvement Organization”

# Health Improvement Organization



## System Transformation

- Provide more than health care
- Control rising health care costs
- Improve health status
- Use employers as vehicle for health improvement
- Commit clinical excellence

## Become Partners

- Residents, physicians, employers, hospital, government, and the health plan

## Create Personal Accountability

- Change community-wide culture



Healthy Lifestyle Out Of Reach?

# Health Improvement Organization- It's Your Life



## GOALS

- Design a community health management program
- Inspire employers to become partners in proactively managing health of their employees
- Drive personal accountability of employees for their own health - provide tools and education to empower individuals
- Provide risk assessments of employer populations to drive customized interventions and evaluate impact
- Improve future health and cost outcomes

# Health and Productivity Management



“the integrated management of data and services related to all aspects of employee health that affect work performance, including measuring the impact of targeted interventions on both health and productivity”

# Program Elements

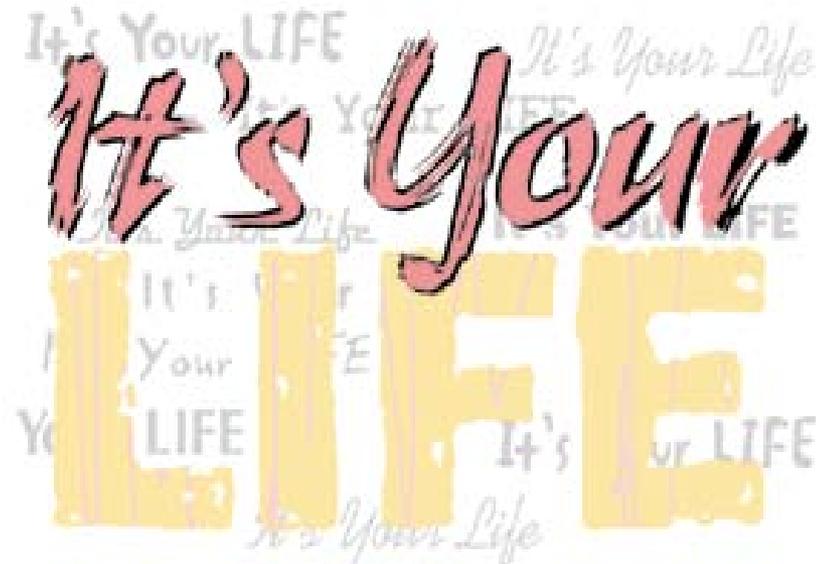


- Benchmarking
- Health Screening
- Health Education/Programming
- Supportive Environments
- Integration
- Linkage
- Evaluation

*CEOs on the Business Case for Worksite Health Promotion. Improving the Bottom Line Through a High Performance, Less Costly Workforce. Partnership for Prevention, 2005.*



# It's Your Life Health Management Program





# Benchmarking/Screening

# It's Your Life HRA/Screening



Paper or Online HRA  
Annual or Bi-Annual Screen  
On-Site Biometrics

- Components:
  - Body Mass Index
  - Blood Pressure Reading
  - Fasting Lipid Profile
- Feedback and Referral
  - Immediate
  - Written profile report



Healthy Lifestyle Out Of Reach?

# Risk Factors in First 1,032 Employees at Allegiance



Number of persons	With this Risk
135 (13.1%)	Smoke
318 (30.8%)	Physically Inactive
330 (23.9%)	High Blood Pressure
103 (10.0%)	High Cholesterol
562 (54.5%)	Over 27 BMI

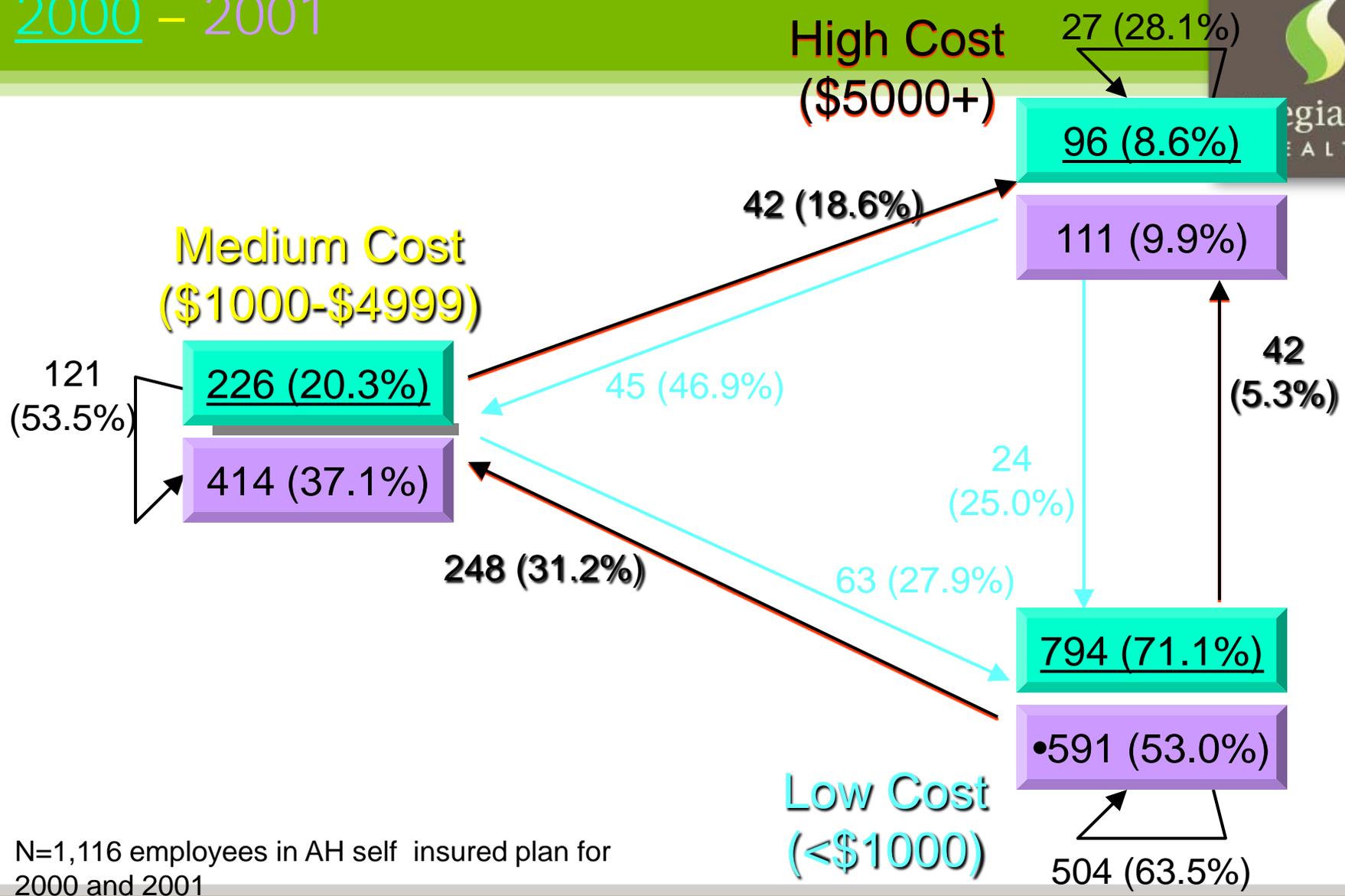
# Self-Reported Risk Status in First 1,032 Employees at Allegiance



Number of Persons	At this Risk Status
498 (48.3%)	Low (0-2 risks)
322 (31.2%)	Medium (3-4 risks)
212(20.5%)	High (5+ risks)
2.90	Average number of risk factors
82.6	Average wellness score

# Allegiance Cost Transitions

2000 – 2001



N=1,116 employees in AH self insured plan for 2000 and 2001

\*Medical and Drug, adjusted 4.6% for inflation



# Health Education/Programming

# It's Your Life Coaching Philosophy



Healthy Lifestyle Out Of Reach?

- Population based (all participants)
  - Keeping healthy people healthy
  - At least 3 sessions per year
  - Proactive, onsite or telephonic
- Individualized, personal approach
  - Coaching assignments
  - Motivational interviewing style

# *It's Your Life Coaching Sessions*



Healthy Lifestyle Out Of Reach?

- Review risks compared with targets
- Assess readiness to change
- Set health goals and develop plans
- Identify barriers and resources
- Refer to other health care professionals/programs
- Evaluate progress, support and redirect

# Other Health Education Components



- “Wellness Education Units (WEU)” and quizzes in hard copy and presentation format
- Weight Watchers and “A New You” available onsite
- Tobacco Treatment Services
  - Behavioral interventions unlimited at no cost

# Supportive Environment



- Smoke Free Campus
- Healthy Cafeteria Options
- Stairway Prompts
- Onsite Fitness Facilities
- Healthy Lunch Meetings
- Wellness Breaks at Management Team Meetings

# Integration



- Incentive Design
  - \$200 Flex Credit toward purchasing coverage
  - Switched in 2005 to Mastercard gift card
    - \$190
    - Distributed throughout the year as program components completed



- Extensive Inter-referrals
  - Primary Care
  - Employee Assistance Programs
  - Diabetes Center
  - Smoking Cessation
  - Other community resources

# Challenges



- Participation high, but not uniform/ubiquitous
- Participation doesn't always = engagement
- Population level areas of need -but individual preferences as to the mode to reach them



# It's Your Life Evolution

# Health Track Focus



- Risk specific targeted health plans
  - Health coaching/case management
  - Targeted health education
  - Age/gender specific preventive services
    - USPSTF Recommendations
      - Physician office visit for blood pressure measurement
      - Mammography, colon cancer screening, etc.

# Smoking Health Track



- 3 Coaching interactions
- Completion of Heart Health WEU and One Tobacco Specific Education Module
  - MI Quit Kit
  - Nicotine Treatment Options
- 3 Interactions with Tobacco Treatment Specialist (telephonic or in person), or one interaction and completion of online quit program
- Completion of appropriate age/gender specific preventive services/screenings

# Healthy Weight Track



3 coaching sessions

Completion of Heart Health Module

Completion of One of the following programs:

- Exercise Focus
  - Individual Exercise Consultations (3 visits) **OR**
  - Group Exercise Program (7 classes) **OR**
  - Prior Completion of above **AND** self log of physical activity 2x/week for 6 weeks **OR**
  - Exercise Program (2x/week for 6 weeks) at fitness facility
  - Exercise Support Group (1x/month for 3 months)
- Nutrition Focus
  - Individual Dietetic Consultations (3 visits) **OR**
  - Weight Management Program (7 classes) **OR**
  - Individual Dietetic Consultation (1 visit) **AND** Online Nutrition Program (6 weeks)

Completion of appropriate age/gender specific preventive services/screenings

# *It's Your Life* Health Tracks



Healthy Lifestyle Out Of Reach?

1. Asthma Control
2. Diabetes Control
3. Diabetes Prevention
4. Exercise
5. Healthy Heart
6. Healthy Weight
7. Smoking Cessation
8. Stress Management
9. Healthy Pregnancy
10. Other Conditions/Risks
11. Health Maintenance

# New Incentive Structure

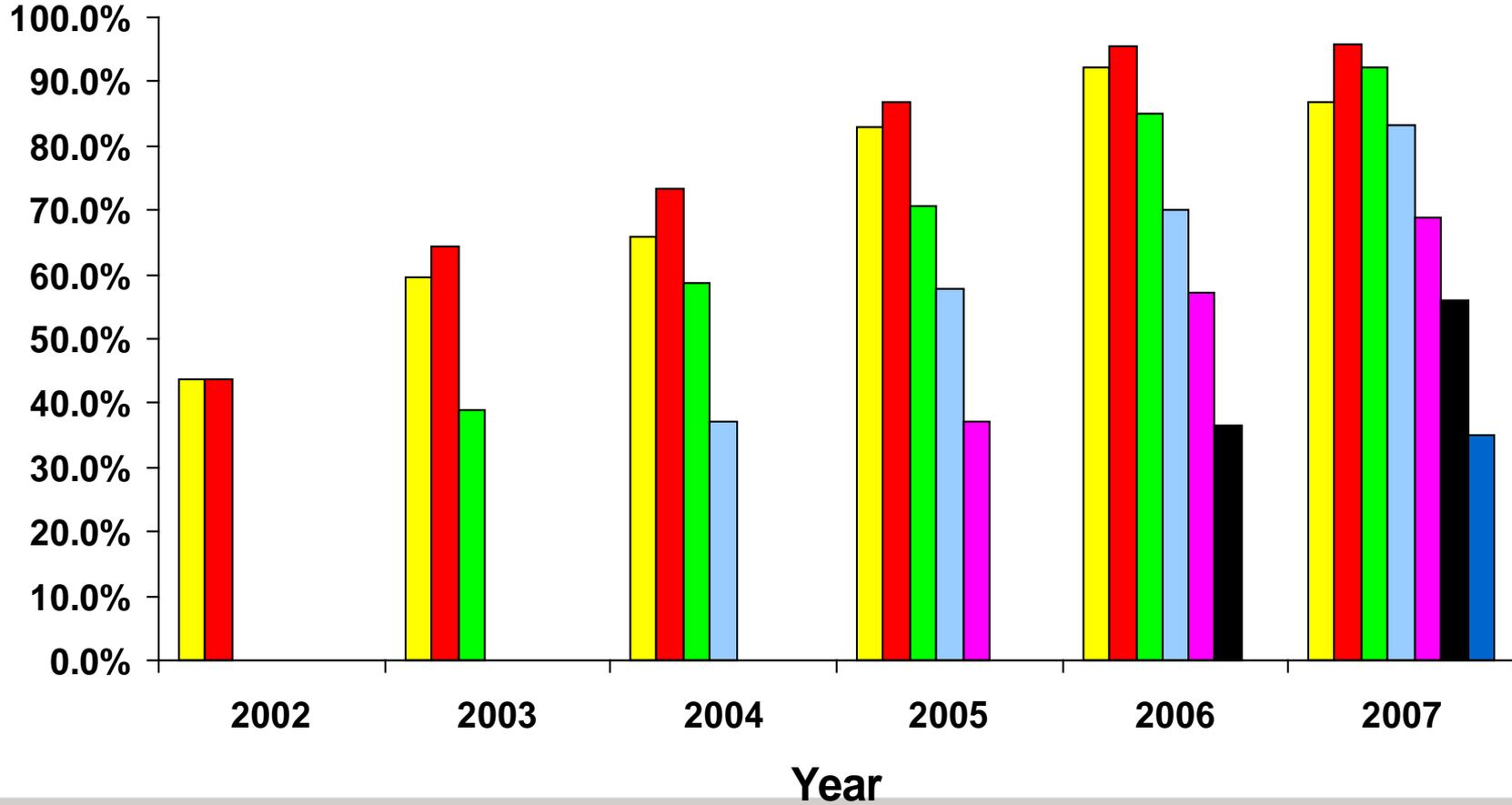


- \$190 on flexible spending account debit card upon enrollment
- Premium differential tied to compliance with deadlines throughout plan year
  - 20% of employee only premium
    - ~\$1100 annual difference in paycheck
- Includes spousal participation if on plan

# Yearly, Cumulative, Multiple HRA Participation Allegiance Employees\*

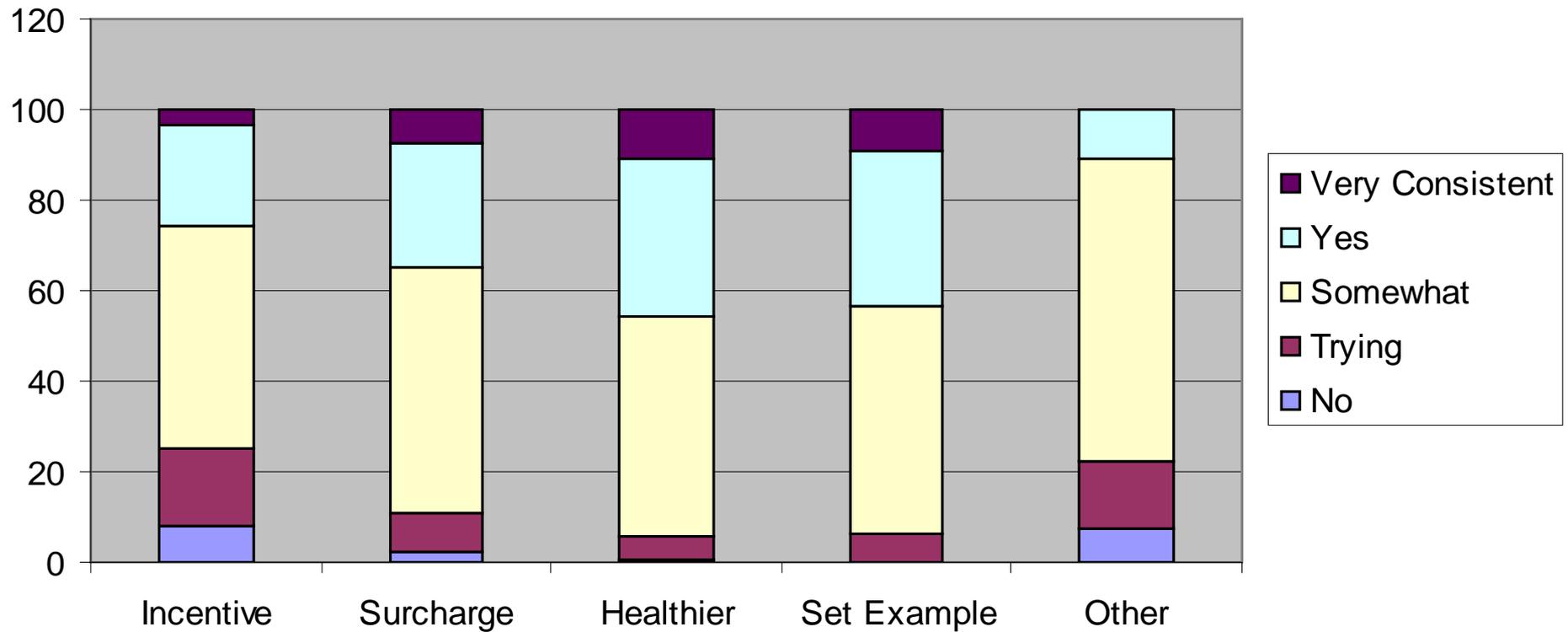


- Yearly Participation
- Cumulative Participation
- Two or more HRAs
- Three or more HRAs
- Four or more HRAs
- Five or more HRAs
- Six or more HRAs



\*Employed 2002-2007  
N=1,629

# Successful Health Change by Motivation to Join



# Allegiance Health Employee and Spouse Population

## Change in High-Risk Status



Health Measure	2002	2004	2006	2007	Change points (02-07)
Physical activity	30.6%	20.7%	21.6%	17.6%	-13.0%**
Stress	33.4%	33.6%	25.1%	23.0%	-10.4%**
Life satisfaction	23.9%	22.2%	16.7%	14.2%	-9.8%**
Self-perceived health	18.3%	16.6%	12.7%	9.2%	-9.1%**
Safety belt usage	14.6%	11.8%	7.3%	5.7%	-8.9%**
Illness days	12.4%	10.6%	7.1%	5.7%	-6.8%**
Drugs to relax	20.1%	20.1%	17.2%	16.9%	-3.2%*
Cholesterol	9.9%	10.1%	9.1%	7.4%	-2.5%**
Smoking	13.2%	15.7%	16.7%	13.1%	-0.1%
Body mass index	54.1%	50.6%	53.7%	54.3%	0.2%
Alcohol	0.6%	0.2%	1.1%	0.8%	0.3%
Job satisfaction	10.5%	11.4%	12.3%	11.0%	0.5%
Blood pressure	32.3%	29.3%	36.2%	34.2%	1.8%
Disease	11.3%	13.1%	13.4%	14.0%	2.7%*
<b>Overall Risks</b>					
Low risk (0-2 risks)	48.4%	53.0%	56.0%	61.3%	+12.9**
Medium risk (3-4 risks)	30.9%	28.6%	28.9%	27.0%	-3.9*
High risk (5+ risks)	20.6%	18.4%	15.1%	11.8%	-8.8**
Average Number of risks	2.9	2.7	2.5	2.3	-0.6**
Wellness Score	82.6	84.4	84.4	85.6	+3.0**

@N=1086 in 2002, N=1805 in 2004, N=3474 in 2006, N=3386 in 2007

\*\*P<0.01, \*P<0.05, +P<0.10



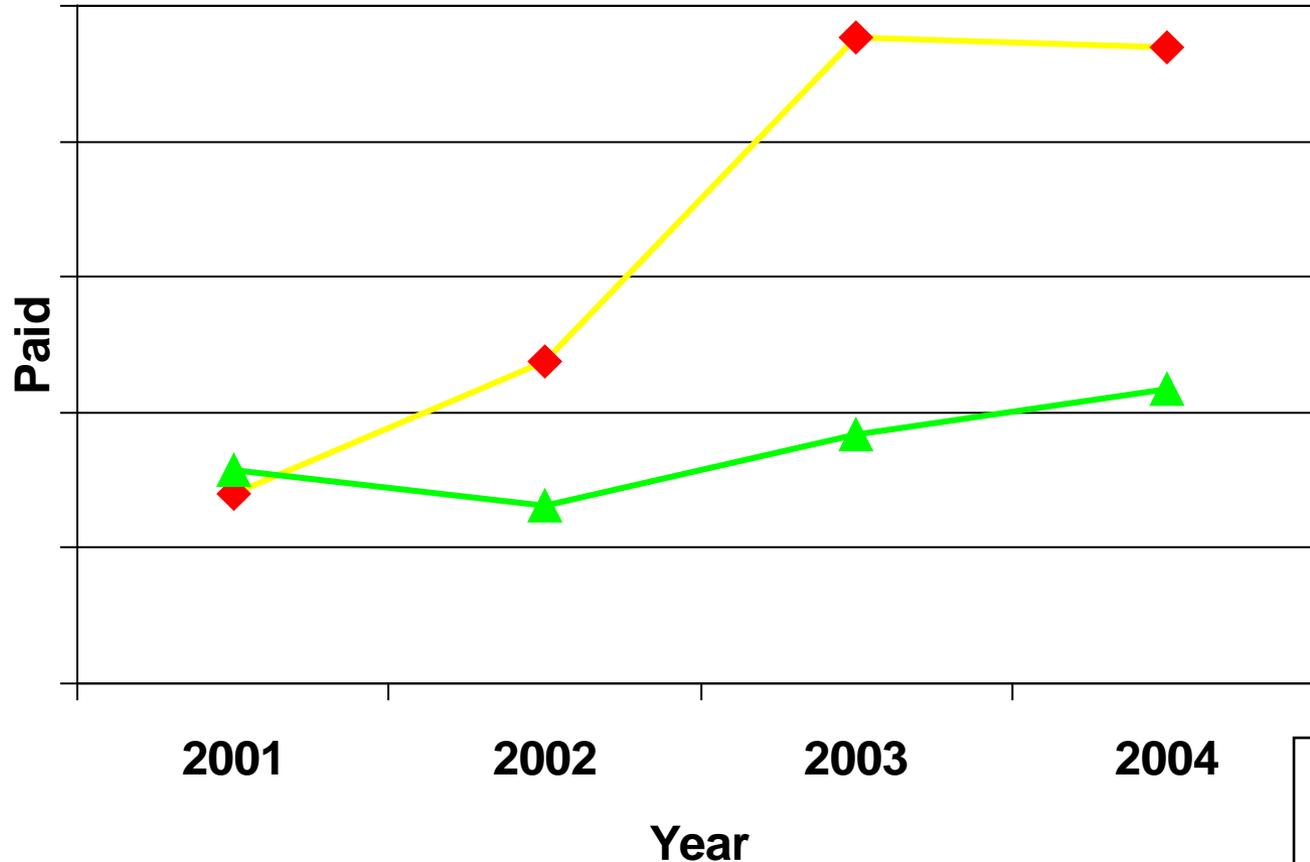
- **Healthy Weight Track**
  - 2006-2007
  - 667 pounds lost for a net decrease in BMI
  - Compared with maintenance/slight increase in overall population

# Noncompliance with Preventive Services (%)



Screening Test	2002	2007
Cholesterol		
Men	11.2	4.2
Women	6.0	1.8
Colon Cancer	42.2	31.2
Mammography (criteria changed from 3 years to 2 years)	6.7	7.1
Pap Test	8.3	2.4

# Medical and Drug Cost (Paid)\*



Slopes differ  
P=0.0132

◆ Non-Impr  
▲ Improved

Impr slope=\$117/yr  
Nimpr slope=\$614/yr

\*per employee , Improved=374, Non-Improv=103  
HRA in 2002 and 2004

**Improved=Same or lowered risks**

\*Medical and Drug, not adjusted for inflation

# Ongoing Improvement



- Surveying our participants
- Better Support and Linkage
  - Insurance Design
  - Linkage with Behavioral Health
  - PATH self-management programs
- Expanded Health Track Options

# Outside our 4 Walls



- Health Management Programming with Local Employers
- CEO Roundtable Initiative
- Employer Health Management Consortium
- Partnering with Health Plans
- Networking/Communication/Expertise

# CEO Roundtable



- Local Business Leaders
  - CEOs and employers who recognize that workforce health is “inextricably linked to the success of their organization”
- Forum for discussion and sharing of best practices
- Call to Action
  - impact of poor health on health care cost and loss of productivity
  - role of employers in managing the health of our workforce

# Key Learnings



- Success defined up front, but programming may need to evolve to achieve
- Population measurement and individualized approach
- Partnership between employers, employees and health care professionals
- Incentives get employees to the table, but in the end their health benefits from the effort and investment
- Long term solution that requires changing the culture of an organization

# Questions?



Amy Schultz, MD, MPH  
Director

Allegiance Health  
Prevention and Community Health

[amy.schultz@allegiancehealth.org](mailto:amy.schultz@allegiancehealth.org)

(517) 841-7433