



Improving Community Health and Working to Contain Costs



Healthy Lifestyle Out Of Reach?

Foote Health System Health & Productivity Management It's Your Life Services

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OUR MISSION

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

Overview

- One hospital's experience with health and productivity management
- It's Your Life program specifics
- Our evolution
- 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



Healthy Lifestyle Out Of Reach?

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

Short Term Fix
or
Long Term Solution

“Health Improvement Organization”

Health Improvement Organization



Healthy Lifestyle Out Of Reach?

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

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

Risk Factors in First 1,032 Employees at Foote Hospital

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

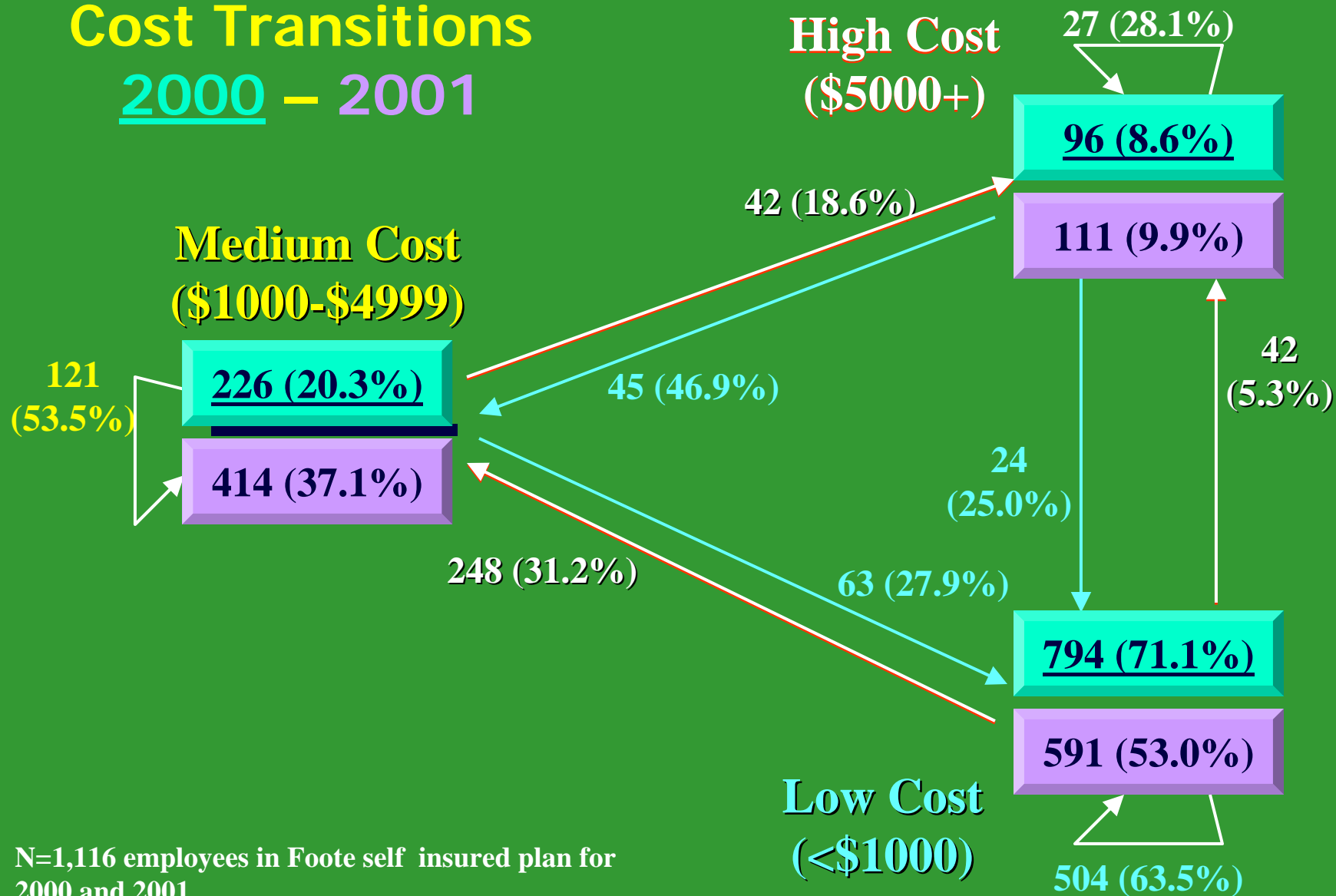
Self-Reported Disease in First 1,032 Employees at Foote Hospital

Number of persons	With this Disease
60 (5.8%)	Heart Disease
41 (4.0%)	Diabetes
17 (1.6%)	Bronchitis/Emphysema
20 (1.9%)	Cancer
5 (0.5%)	Previous Stroke
118	Any Condition Above

Self-Reported Risk Status in First 1,032 Employees at Foote Hospital

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

Foote Hospital Cost Transitions 2000 – 2001



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

*Medical and Drug, adjusted 4.6% for inflation

Health Education/Programming



It's Your Life Coaching Philosophy



- 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

- 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



Healthy Lifestyle Out Of Reach?

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

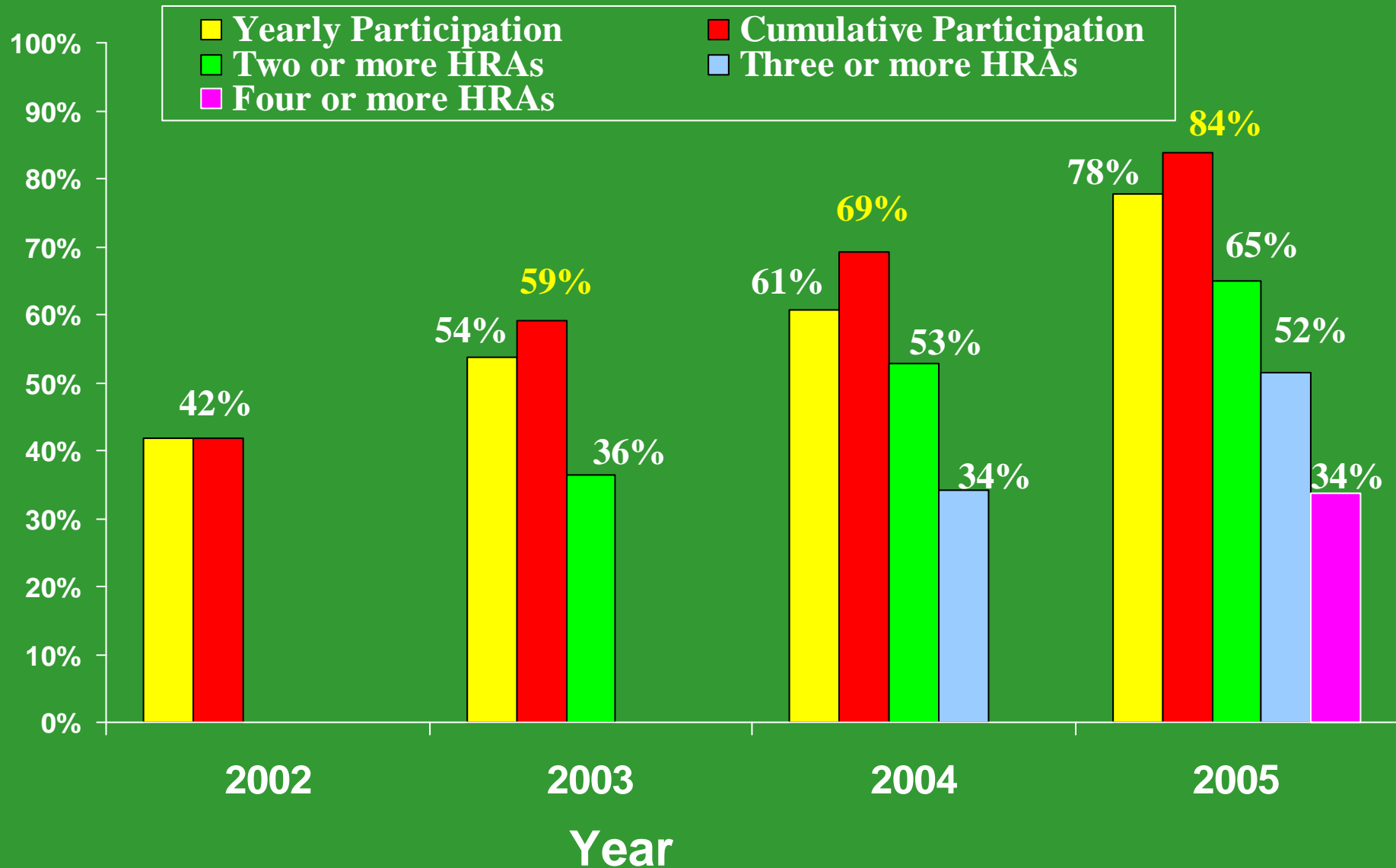
- Incentive Design
 - \$200 Flex Credit toward purchasing coverage
 - Switched in 2005 to Mastercard gift card
 - \$190
 - Distributed throughout the year as program components completed

Linkage

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

Evaluation

Yearly, Cumulative, Multiple HRA Participation: Foote Hospital Employees*



*Employed 2002-2005 N=1,992

Change in High-Risk Status[@]

Health Measure	2002	2003	2004	2005	Change %points (02-05)
Physical activity	30.6%	21.9%	20.6%	20.9%	-9.7%**
Safety belt usage	14.6%	11.9%	11.8%	7.9%	-6.7%**
Self-perceived health	18.3%	14.2%	16.6%	11.8%	-6.5%**
Illness days	12.4%	11.4%	10.6%	6.5%	-5.9%**
Life satisfaction	23.9%	21.9%	22.3%	19.5%	-4.4%**
Stress	33.4%	33.5%	33.5%	30.8%	-2.6%
Drugs to relax	20.1%	20.1%	20.1%	18.8%	-1.3%
Body mass index	54.1%	51.3%	50.6%	53.1%	-1.0%
Cholesterol	9.9%	9.8%	10.1%	9.0%	-0.9%
Disease	11.3%	12.7%	13.0%	11.2%	-0.1%
Alcohol	0.6%	0.2%	0.2%	0.8%	0.2%
Job satisfaction	10.5%	12.0%	11.4%	10.8%	0.3%
Blood pressure	32.3%	27.2%	29.3%	33.2%	0.9%
Smoking	13.2%	14.3%	15.7%	15.9%	2.7%*
Overall Risks					
Low risk (0-2 risks)	48.4%	54.7%	53.0%	56.2%	+7.8**
Medium risk (3-4 risks)	30.9%	26.9%	28.5%	27.5%	-3.4*
High risk (5+ risks)	20.6%	18.4%	18.4%	16.3%	-4.3**
Average Number of risks	2.9	2.7	2.7	2.5	-0.4**
Wellness Score	82.6	84.8	84.4	85.4	+2.8**

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

@N=1086 in 2002, N=1506 in 2003, N=1805 in 2004, N=2253 in 2005

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:
 - 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
 - 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



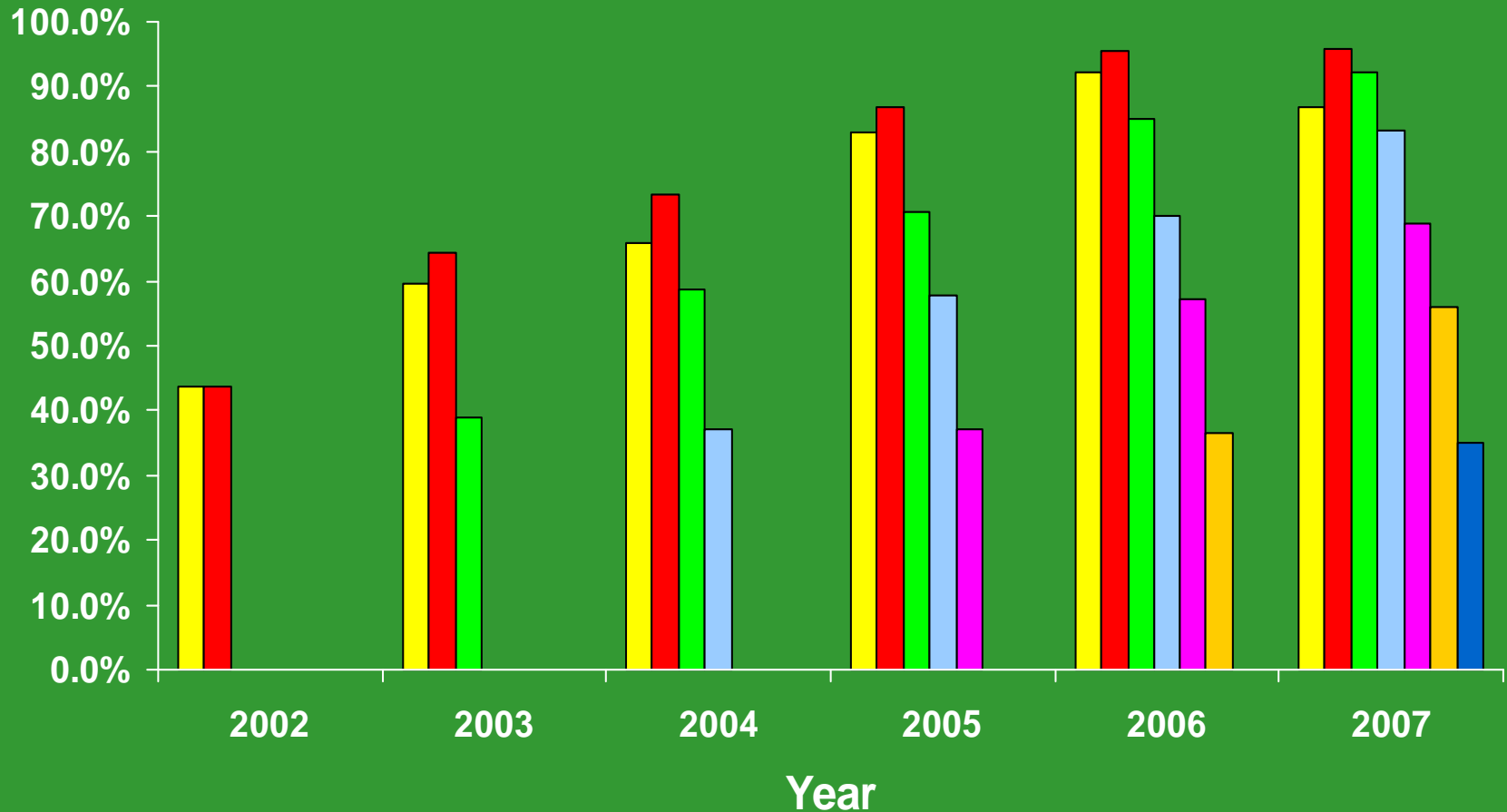
Healthy Lifestyle Out Of Reach?

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

New Incentive Structure

- \$200 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

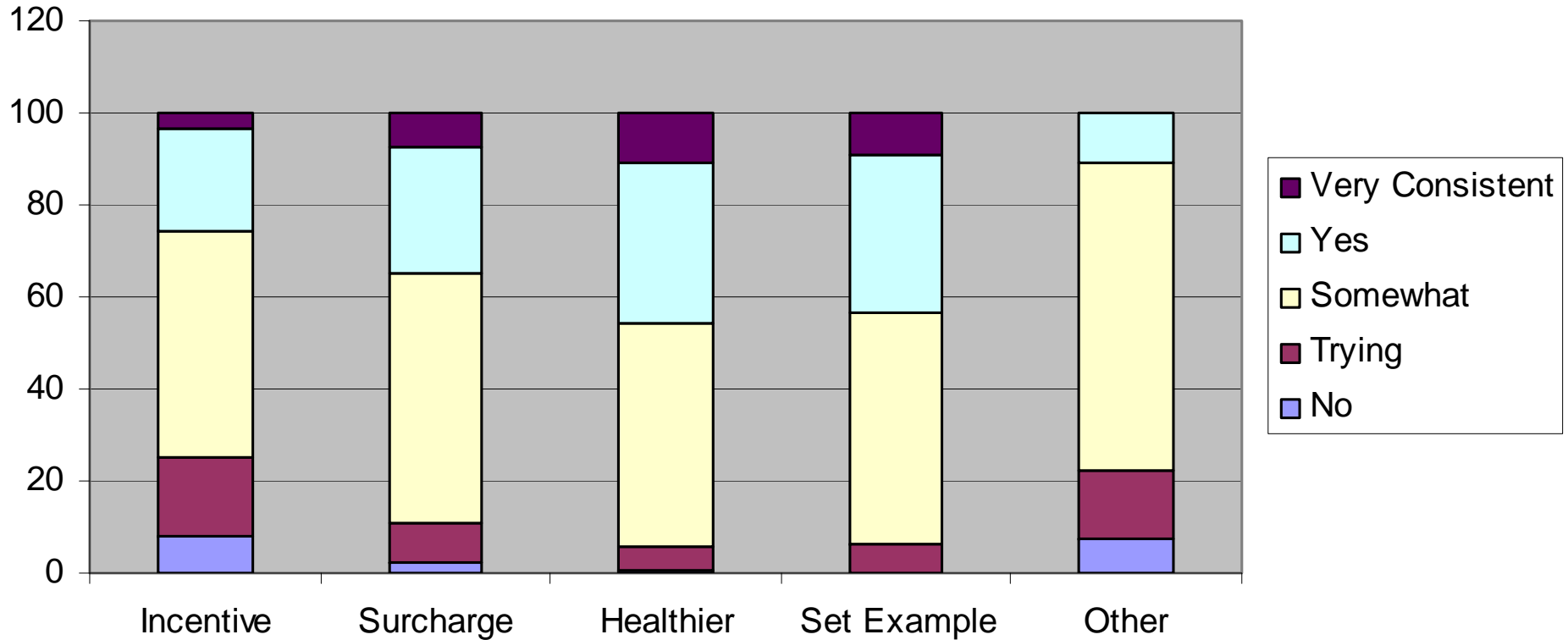
Yearly, Cumulative, Multiple HRA Participation Foote Hospital Employees*



*Employed 2002-2007

N=1,629

Successful Health Change by Motivation to Join



Foot Health System 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%**
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Alcohol	0.6%	0.2%	1.1%	0.8%	0.3%
Job satisfaction	10.5%	11.4%	12.3%	11.0%	0.5%
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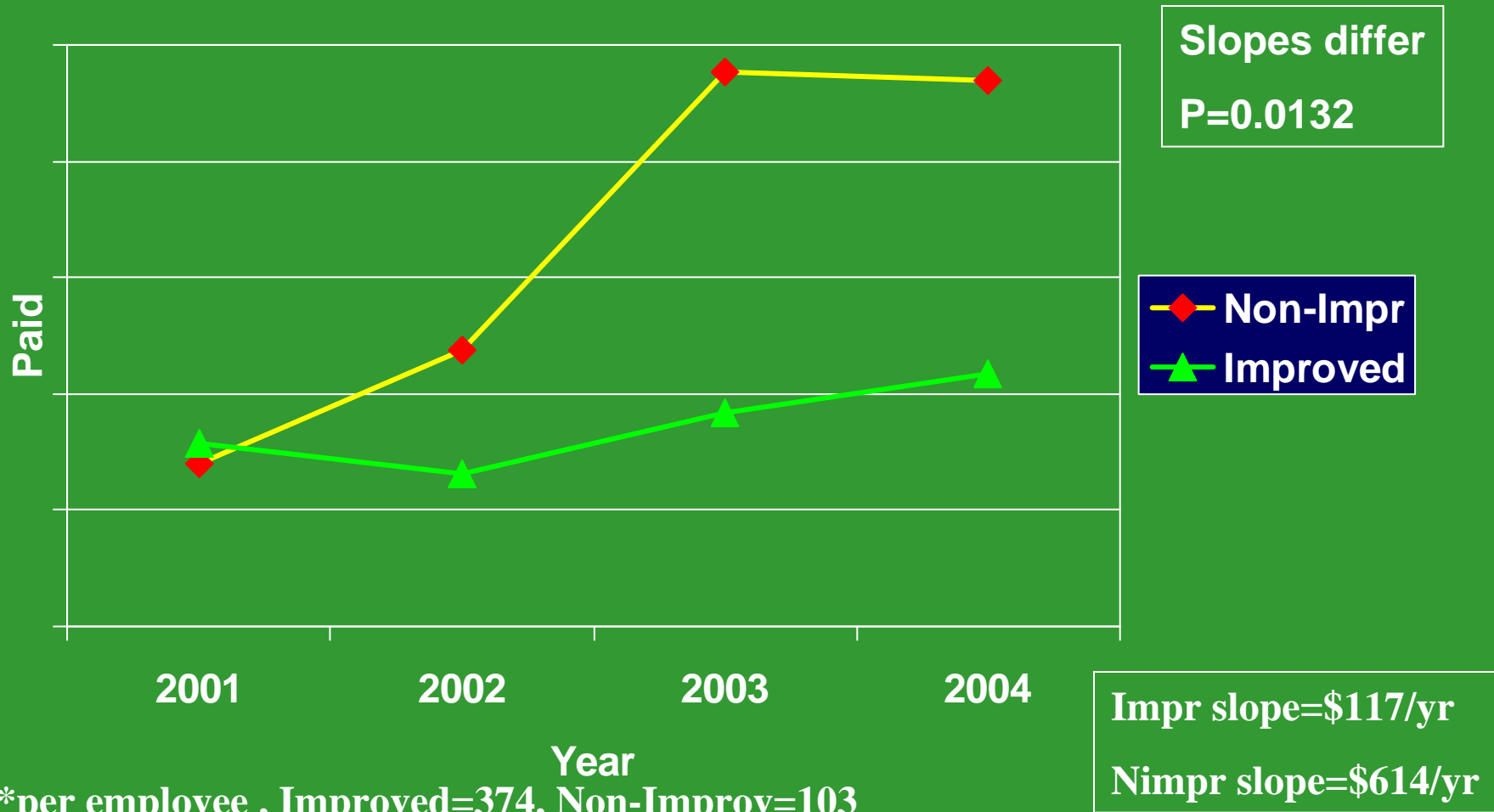
Health Track Specific Outcomes

- 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)*



*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
 - Value based Insurance Design
 - Linkage with Behavioral Health
- 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 Points

- 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?

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