



Best Practices in Health and Productivity Management: What Works?

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The Problem

- The business case for increased employer investment in HPM programs remains tenuous.
- Employers are still hesitant to offer sufficiently intensive and comprehensive programs. Employers are not convinced that health promotion programs can improve health and also achieve a “bottom line” effect.
- While some employers may believe that health promotion programs exert a positive effect, they may not know which elements of these programs are more effective and which are less so.
- Employers may feel at a loss when attempting to identify and implement effective programs on their own. They are looking for best practices and benchmarks, tools, and “know how” to support their efforts.

Questions framing this discussion

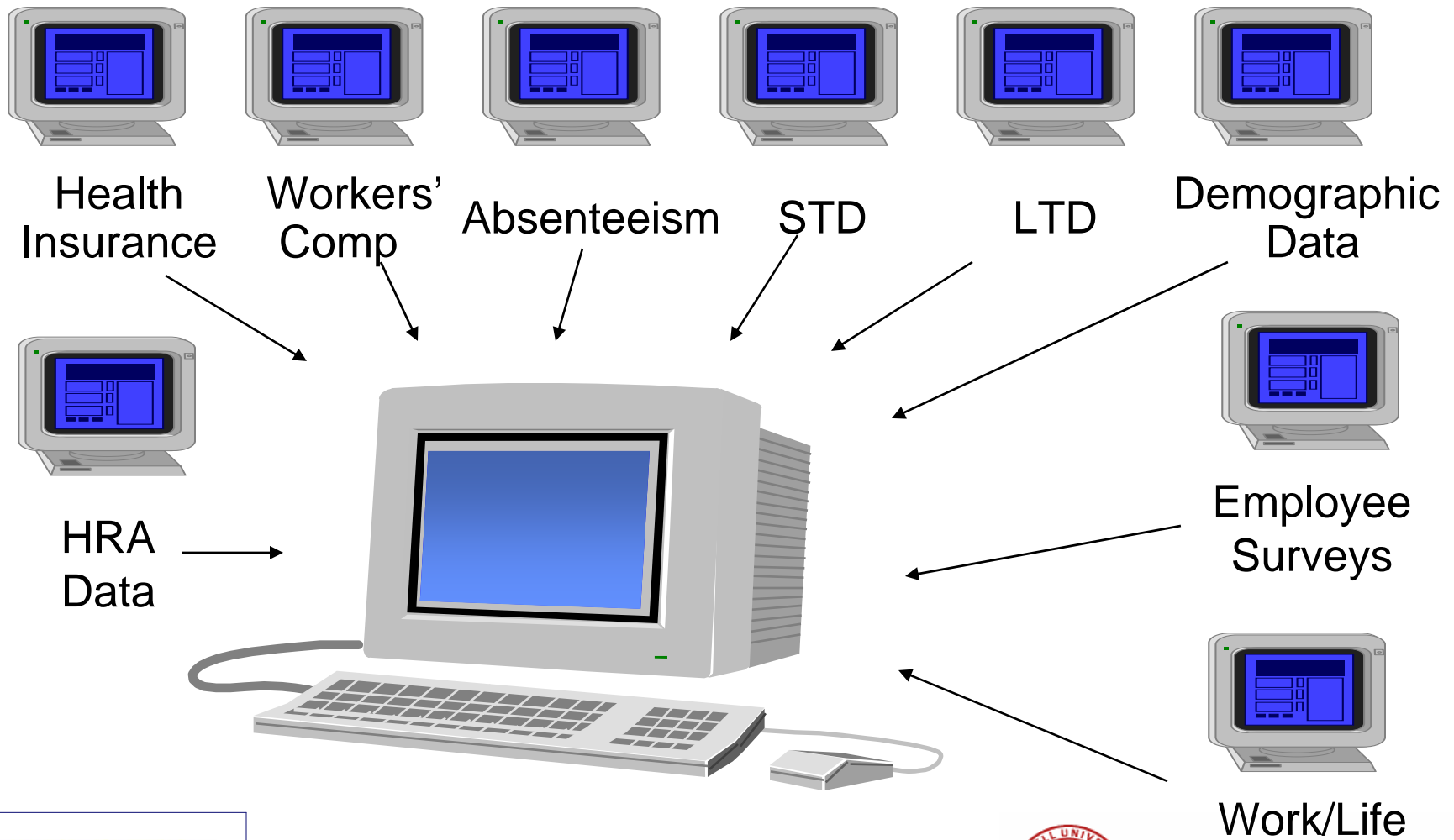
- We need to start a wellness program, what is one of the first things that we need to do?
- How do you get top management buy-in?
- What kind of tools/software do you recommend using to show ROI (return on investment)?
- How do we increase participation in our wellness programs? We have the same people participating in every challenge and program. Do incentives help and what kind of incentives?

Benchmarking Partnership: ~One Million Employees Represented

Survey Participants:

- 3M Corporation
- Abbott Labs
- Anheuser-Busch
- BiState Development Agency
- Blue Cross and Blue Shield of Ks City
- Boston University
- Brown Shoe Company, Inc.
- Chevron Corporation
- City of Buffalo
- City of Phoenix
- City of Portland
- City of Seattle
- City of Tucson
- The Coca-Cola Company
- CPI Corporation
- Daimler Chrysler Corporation
- The Doe Run Company
- The Dow Chemical Company
- Fidelity Investments
- G E, Industrial Systems
- Hewlett-Packard Company
- Hughes Electronics
- Iowa Department of Personnel
- Kellogg's
- Lockheed Martin
- Lucent Technologies
- Merck and Company, Inc.
- Nortel Networks
- Pitney Bowes, Inc.
- PNC Bank Corporation
- PPG Industries, Inc.
- Pratt & Whitney
- Public Service, Electric & Gas
- Puget Sound Energy
- QUALCOMM, Inc.
- Ryder System, Inc.
- St. Louis County Government
- United Health Care Corporation
- University of Texas Medical - Branch
- US West, Inc.
- Westvaco (Biokinetics, Inc.)
- Xerox Corporation

Data Collection and Integration



Establishing the “Cost Burden” of Poor Health

Median HPM Costs Per Eligible Employee (1998 \$)
 Medstat/IHPM/APQC Benchmarking Study

The sum of median 1998 HPM costs across programs was \$9,992 per eligible employee



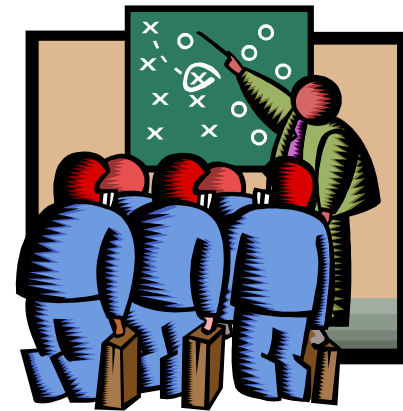
↑	↑	↑	↑	↑
Group Health \$4,666 47%	Turnover \$3,693 37%	Unscheduled Absence \$810 8%	Non- Occupational Disability \$513 5%	Workers' Compensation \$310 3%

Summary:

Health Promotion Programs -- What Works? (1)

Organizational Commitment

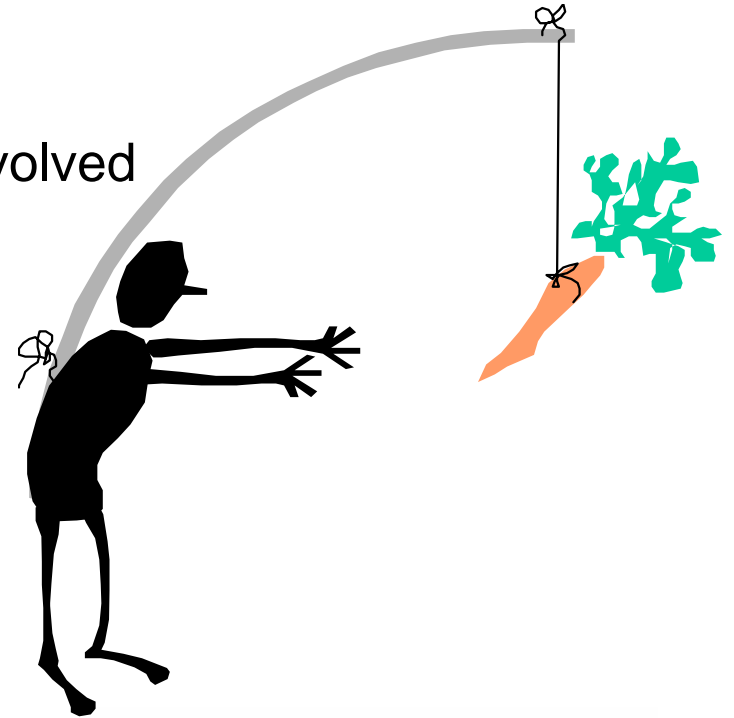
- Senior management commitment -- with buy-in by middle managers
- “Healthy company” norm/culture
- Visible leader or champion
- Employee-driven advisory board
- Specific program goals and objectives -- setting realistic expectations
- Alignment of organizational, HR and health promotion policies/practices
- Organizational stability and resiliency



Health Promotion Programs -- What Works? (2)

Incentives

- Incentives to participate
- Recruiting individuals least likely to get involved
- Effective marketing and communication



Health Promotion Programs -- What Works? (3)

Effective Screening and Triage

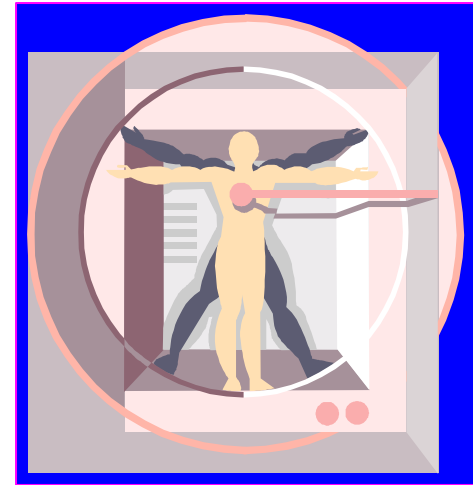
- Casting a wide net to identify the highest risk individuals
- Providing “public health” interventions to keep people at low risk
- Triaging individuals into programs that produce greatest impact/payoff
- Protecting confidentiality
- Coordinating with providers and community resources



Health Promotion Programs -- What Works? (4)

State-of-the-Art Intervention Programs

- Science-based
- Tailored and individualized interventions
- Balancing high touch with high tech
- Programs based on behavioral theory
- Long-term commitment



Health Promotion Programs -- What Works? (5)

Effective Implementation

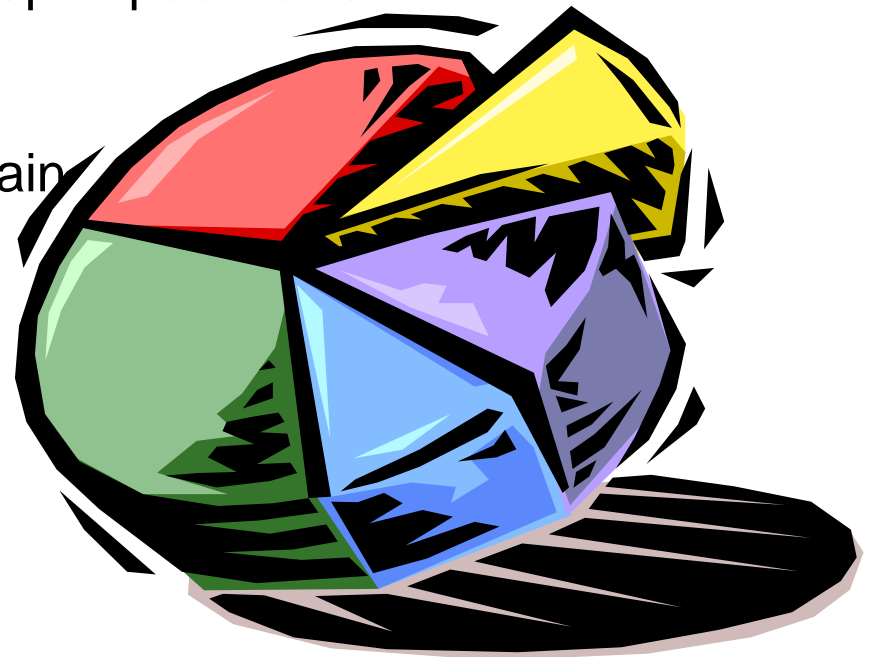


- A variety of topics and engagement modalities to catch/sustain interest
- Hiring the right staff -- individuals who are talented, enthusiastic and organized -- integrate them into the fabric of the organization
- Spending the right amount of money to achieve a desired ROI

Health Promotion Programs -- What Works? (6)

Excellent Evaluation

- Use of rigorous methods that stand up to peer review
- Measure, manage, and measure again
- Regular communication of results



Summary

- **We know much more than we think we do about success factors**
- **If we can apply our learning, worksite health promotion programs will not only maintain themselves, they will flourish.**

