



Brandi Allen
Conferences & Education Director
Alliance for Innovation
ballen@transformgov.org
602- 496-1097

COVER PAGE

Innovation Study Title Creating a Culture of Health through Accountable Wellness and Health Management Initiatives.

Category Building a Skilled Workforce of the Future

Jurisdiction Name Manatee County , Florida

City/County Manager Ed Hunzeker, County Administrator

Population 322,833 (Census Year 2010)

Submit Innovation Study for an Alliance Innovation Award **Yes X]** **No []**
Alliance member jurisdictions only. Learn more about the award program at transformgov.org/en/about/innovation_awards

Project Leader/Primary Contact

Name Kim Stroud

Title Benefits Manager

Phone Number 941-748-4501 x6432

Email kim.stroud@mymanatee.org

Mailing Address 600 301 Blvd. West, Suite 144 Bradenton, FL 34205

Presentation Team Member #1

Name Kim Stroud

Title Benefits Manager

Phone Number 941-748-4501 x6432

Email kim.stroud@mymanatee.org

Mailing Address 600 301 Blvd. West, Suite 144 Bradenton, FL 34205

Presentation Team Member #2

Name Natalie Johnson

Title Manager of Health and Lifestyle Management

Phone Number 813-944-8925

Email njohnson@manateeyourchoice.com

Mailing Address 600 301 Blvd. West Suite 144 Bradenton, FL 34205

Category: Building a Skilled Workforce of the Future
Consider application for Innovation Award in addition to Case Presentation

Creating a Culture of Health through Accountable Wellness and Health Management Initiatives

Synopsis

“Brenda” a County employee for 20 years, is living with Diabetes. After the inception of the Your Choice programs, she became a new and improved employee. One day, she happened to be in the elevator with the Benefit Manager and took the opportunity to thank him for the Plan Design and programming. Her comment was: “For the first time in 20 years, I know what I am doing at my job-I am focused and productive. Before the Diabetes Management Program, I did not have the knowledge of how to regulate my blood sugar or knowledge on how I could feel so much better with the right diet and exercise.

The current health care system addresses acute and chronic disease which results in 20% of the people generating 80% of the costs in the system. More than 95% of our nation’s health expenditures, including most of the billions of dollars employers spend on health coverage, is committed to diagnosing and treating disease only after it becomes manifest (Partnership for Prevention).

Researchers have estimated that preventable illnesses make up approximately 70% of the burden of illness and the associated costs (New England Journal of Medicine). Research also shows that poor health and preventable illnesses significantly contribute to elevated employee absenteeism and presenteeism, poor work performance, worker compensation claims and short and long term disability claims (Journal of Occupational and Environmental Medicine).

The CDC reports that chronic diseases are the leading causes of death and disability in the US and that obesity has become a major health concern. 1 in every 3 adults is obese¹. The CDC also reports that four modifiable health risk behaviors-lack of physical activity, poor nutrition, tobacco use, and excessive alcohol consumption-are responsible for much of the illness related to chronic diseases. More than 1/3 of all adults do not meet recommendations for aerobic physical activity and 23% report no leisure-time physical activity² and more than 43 million America adults smoke³

Based upon these statistics, Manatee County set a new course with their self funded health plan, the Your Choice Health Plan, which incorporates extensive health management and wellness initiatives through its accountable benefit design. Each adult member is enrolled in an individual plan based upon their completion

¹ Ogden CL, Carroll MD, McDowell MA, Flegal KM. Obesity among adults in the United States—no change since 2003–2004. NCHS data brief no 1. Hyattsville, MD: National Center for Health Statistics; 2007.

² Centers for Disease Control and Prevention. Prevalence of self-reported physically active adults—United States, 2007. MMWR 2008;57:1297–1300.

³ National Center for Health Statistics. Health, United States, 2007. With chartbook on trends in the health of Americans. Hyattsville, MD: National Center for Health Statistics; 2007.

of “Qualifying Events”. These qualifying events are evidenced-based preventative screenings and exams (Wellness Exam, Health Risk Assessment, comprehensive lab draw, Diabetes Care screenings, tobacco cessation programming, mammograms and colonoscopies) that are required for the highest reimbursing plan level. The plan design directly puts accountability on the employee and covered dependents for taking advantage of the preventative screenings and rewards them with a generous benefit plan. While health care reform has directed preventative benefits be paid in full for many employers, Manatee County recognized this benefit and has been providing preventative care at no cost to the employee for over 5 years.

Since the inception of the Your Choice plan, between 80-93% of the eligible members continue to complete all of the required qualifying events to be enrolled in the highest plan level. This process educates employees about their health status and any potential risks and directly drives them to engage in the wellness and health management programs that the plan has to offer in order to make the lifestyle changes necessary to reduce risk which ultimately reduces the financial impact on the plan. To support the employees in those necessary lifestyle changes, the Your Choice plan works with a multidisciplinary team contracted to the County but working under the direction of the Benefit Manager to develop integrated, outcome-producing and evidenced-based programming. This group of professionals make up The Center of Health and Lifestyle Management, and includes Registered Dietician-Certified Diabetes Educator, Licensed Mental Health Counselor, 3 Registered Nurses, Exercise and Fitness Specialists, Certified Wellness Coaches, Clinical Pharmacist and Tobacco Cessation Specialists.

Both the Health Risk Assessment’s Aggregate report and the actuarial consultants report the Manatee model is demonstrating improved outcomes and substantial lower cost trends respectively than the national average. Manatee’s model is to provide all employees and their covered dependents with onsite disease, medical, health and preventative and wellness management plus education and advocacy resources using a person to person approach rather than a telephonic approach. Manatee’s program design is based on the knowledge that change is a process and that in order to create lasting change, and a culture of health, people need ongoing advocacy, support and resources in a face to face environment where opportunities to outreach and engage members in a relationship of support and respect can occur.

The focus of this application will be on the health management and wellness programs that have proven to show significant value and impact both clinically for our employees and financially for our plan. With the prevalence of obesity, diabetes and other high risk medical conditions, it is imperative that employers find credible ways to encourage and incentivize employees to engage in a healthier lifestyle in order to maintain and continue building a skilled workforce of the future:

- **Diabetes Care Program**: face to face, individualized diabetes care programming including individual and group coaching and teaching. Free meters and strips for all members. Outcomes:
 - 95% of all members with Diabetes meet the standards set by the American Diabetes Association for care of their Diabetes.
 - Diabetes related hospitalization has decreased 86% since inception of the program.
 - \$3689 per participant saving in projected medical costs and \$4,979 per participant savings in projected medication costs with the accountable program.
 - 26% of members with diabetes improved their HbA1C value and 20% improved their BMI
- **LAMP-Behavioral Health Program**: face to face, individual and group counseling and worksite specific education related to mental health and substance abuse, work/life balance, stress management, including tobacco cessation education and coaching. Outcomes:
 - 16% decrease in ER visits related to depression
 - 17% decrease in hospital admissions related to depression
 - 32% decrease in PMPY total costs related to depression
 - 26 customized worksite programs with 625 employees participating.

- 51% success rate (a 41% increase from 2007) compared to National Average of 28% for successful cessation at 6 months.
- 56% of all tobacco using members who attempted to quit to qualify for the highest reimbursing plan were successful.
- **Cardiac Health for Life-Nurse Advocates:** face to face, individualized program to address cardiac risk. Outcome:
 - 85% improved total cholesterol levels
 - 81% decreased their weight
 - 70% decreased their cardiac risk score (Framingham score)
 - Steady decreases in out of range cholesterol values for 80% of the population since 2006.
- **Pharmacy Advocate:** Medication consultation and advocacy, collaboration with prescribing physicians, integrated with all other coaching/advocacy programs, coordination with network pharmacists. Programs include tablet splitting, move to generic, move to formulary medications. Outcome:
 - 1053 Member interactions in 2010
 - Member savings for 2010=\$68,079
 - Plan Savings for 2010=\$150,004
- **Fitness and Nutrition Programs:** Various worksite programming offered to employees to assist in their fitness and nutrition goals such as educational workshops, fitness clinics and Know Your Numbers campaign. Includes a free fitness center, personal training, medical weight loss programs, free visits with registered dietitians, and wellness coaches. Environmental changes to support fitness and nutrition include pedometer programs, designated exercise areas, indoor and outdoor walking routes established, and healthy cost effective choices for vending machines. Outcomes:
 - 96 employees participating in the Biggest Loser Competition lost over 650lbs combined.
 - Over 100 employees maintained or lost weight over the holidays
 - Bariatric Surgery Program: average loss of 157lbs 24 months post surgery, PMPM drug cost for participants dropped 40% for this population and PMPM medical claims dropped 20% post surgery.
 - Medical Weight Loss Program: 2009: 62 members participating with a total loss of 939lbs at 6 months; 2010: 27 individuals participating with a total loss of 357lbs at 6 months.

Innovation/Creativity: What has been innovative with the Manatee County program, compared to many wellness programs and self-funded health plans, has been the integrated, on-site approach to wellness and health management in addition to directly tying the eligibility of a rich plan level to completion of evidenced-based medical practices. As evidenced by the outcomes presented above, the Your Choice Health Plan has improved the organization not only in a fiscal sense, by showing a reduced trend compared to national averages, but also with the knowledge that the healthier employees are, the more productive and present they are at work, which significantly impacts the County as well as the tax payers. No consultants were used in the development and operation of the disease management and wellness programs, all programming was developed in-house in conjunction with the Benefit Manager.

Outcomes Achieved: The Health plan advocates and coaches continually hear from employees and their covered dependents about the impact the plan has on them and their families. Employees who have never been to a physician, let alone completed a Health Risk Assessment, are now engaging in programming to reduce their risk factors as a result of the intervention that the Health Plan has offered them. It can be argued, that with 7000 covered lives in this community, that the health of the community has been impacted. Additionally, as a result of the national recognition that the Health Plan has received, many other local employers are working to adopt a similar approach to the health management and wellness of their employees.

Applicable Results and Real World Practicality: The applications that will be shared if awarded the opportunity to present the Your Choice Model will be discussing the evolution of the program in efforts to give other local governments insight into how to begin a program such as the Your Choice model and information and detail on various programs implemented by Manatee County and the successes, unintended consequences and next steps. The outcomes that will be shared will be similar to what has been presented in this application.

Innovation Study Presentation: PowerPoint, videos, handout materials and a live demonstration will be incorporated to present a well rounded, concise and applicable model for local governments to implement in whole or select parts.