



City of Milwaukee

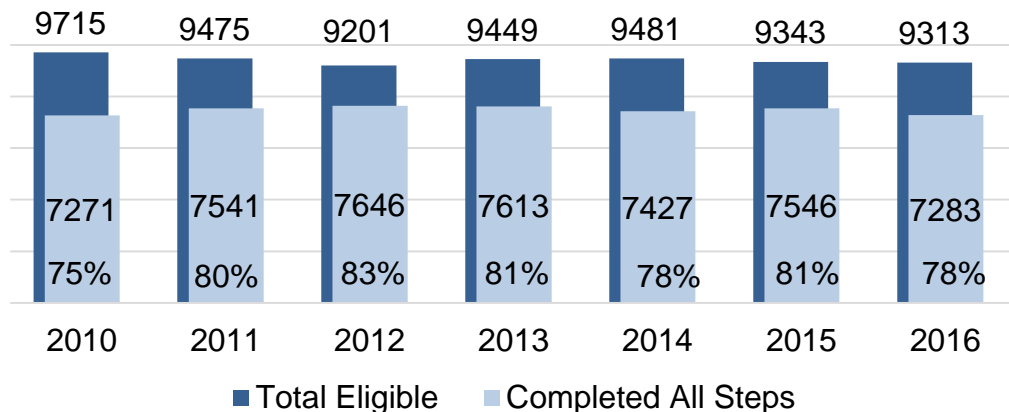
Wellness/Health Appraisal Executive Summary 2010-2016



Thank you for your commitment and support to optimize the health and well-being of City employees, and their families.

Participation & Engagement

Health Appraisal Participation



Health Appraisal

78%

Completed all three steps

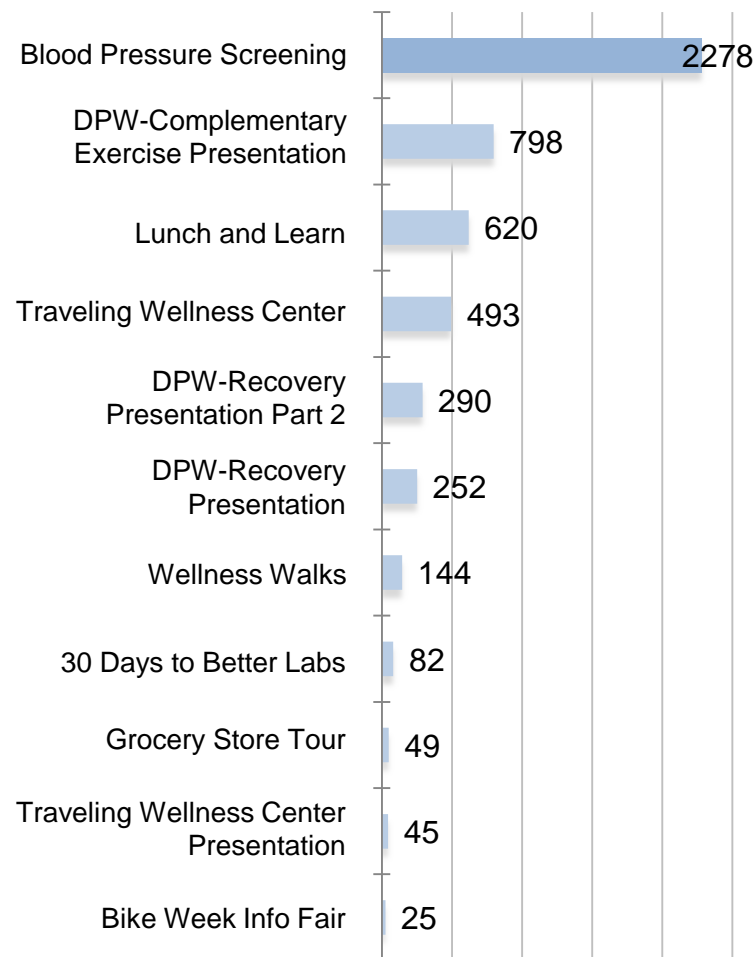
Coaching Engagement

37.5%

Of coaching participants met or exceeded three coaching sessions

Program Participation

1/1/16 – 12/31/16



Annual Coaching Report

Engagement

10.5%

Of completed health appraisal population

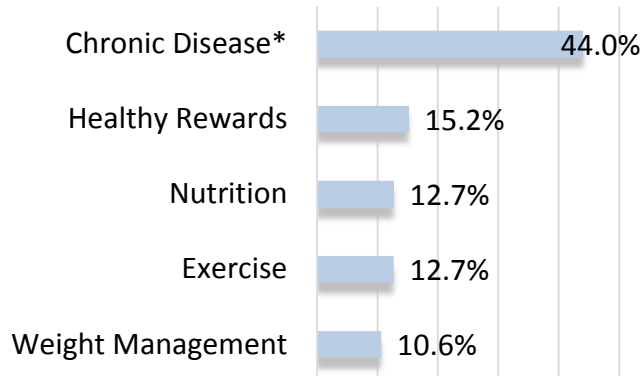
37.5%

Of coaching participants met or exceeded three coaching sessions

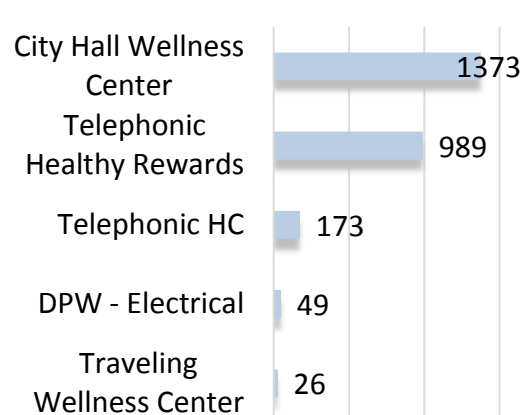
Unique Individuals

1 st Q	2 nd Q	3 rd Q	4 th Q	YTD
233	522	62	148	768

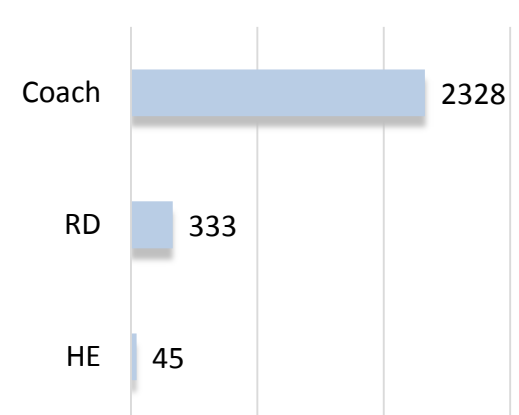
Top 5 Topics by Percent



Locations by Frequency



Coach Type by Frequency

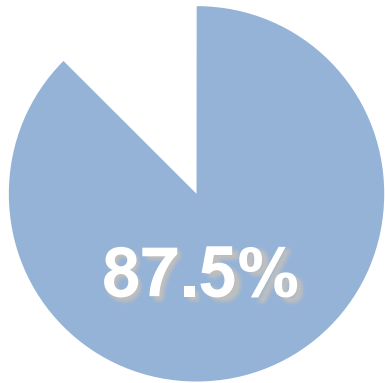


Coaching Participants

Coaching

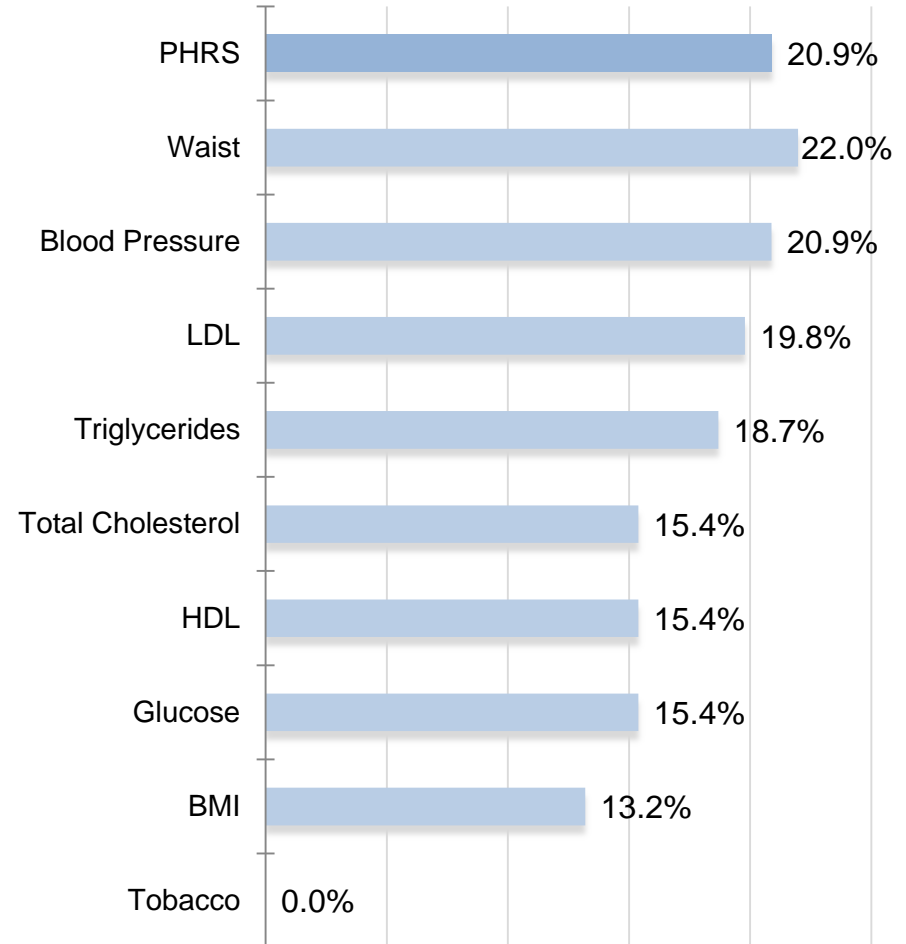
768

Unique people participated in coaching



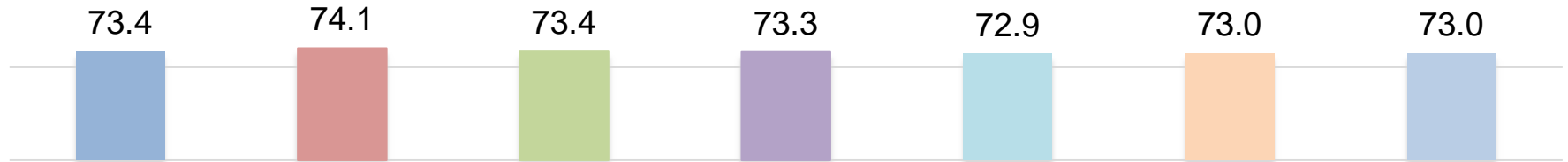
of participants who required coaching and coached 3 or more times reported positive movement toward their coaching goal.

Percent Who Improved Over the Prior Year



Wellness Timeline

All Participants: Average Population Health Risk Score (PHRS)



2010

- Begin health appraisals

2011

- Begin blood pressure screening

2012

- Department specific programming begin (DPW Athlete)

2013

- Wellness Center opens
- Expanded blood pressure screenings

2014

- Revamp lab process
- Begin Healthy Rewards Program
- Increased on-site services
- First Maintain, Don't Gain
- Registered Dietitian at Wellness Center
- Early PT Clinic – DPW location
- Flu Clinics

2015

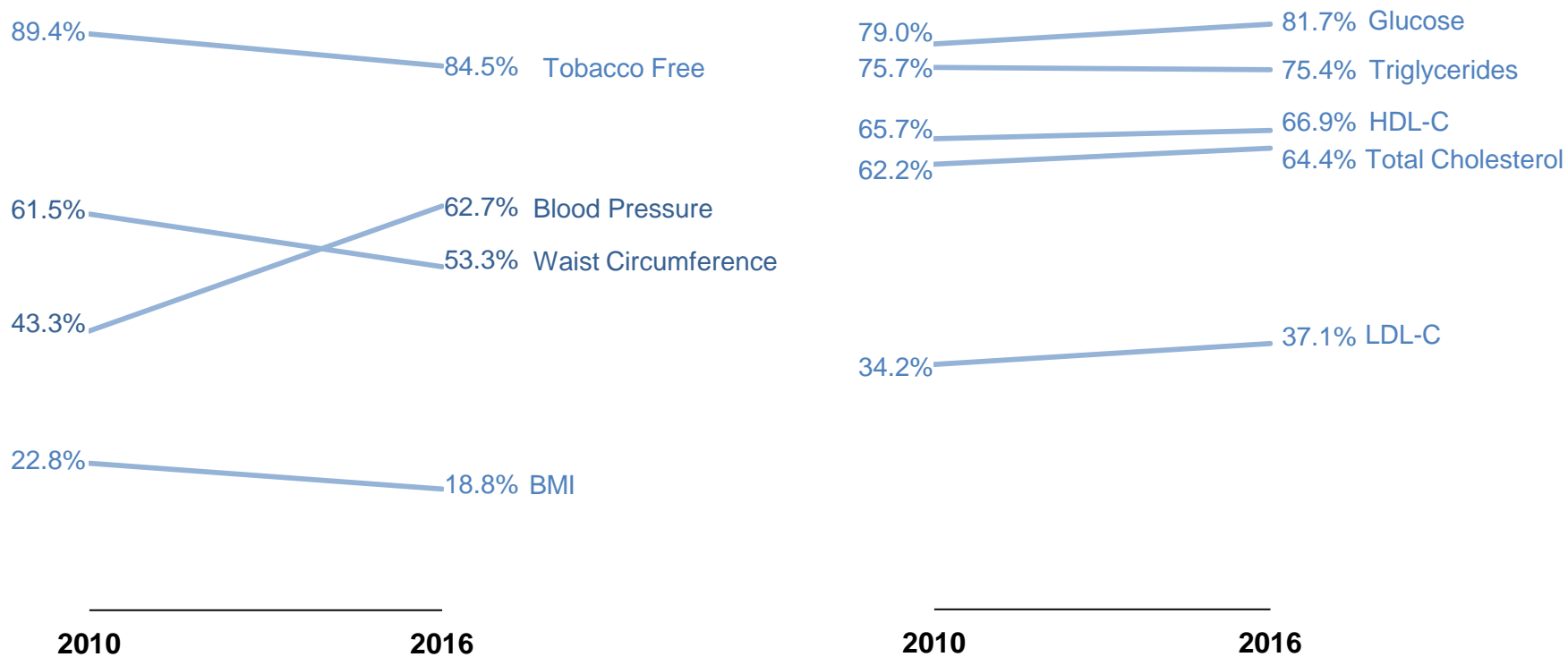
- Workplace Clinic opens
- All major departments have customized programming
- MFD FIT Assessments
- Expand Healthy Rewards Program
- Formalize Wellness Champions

2016

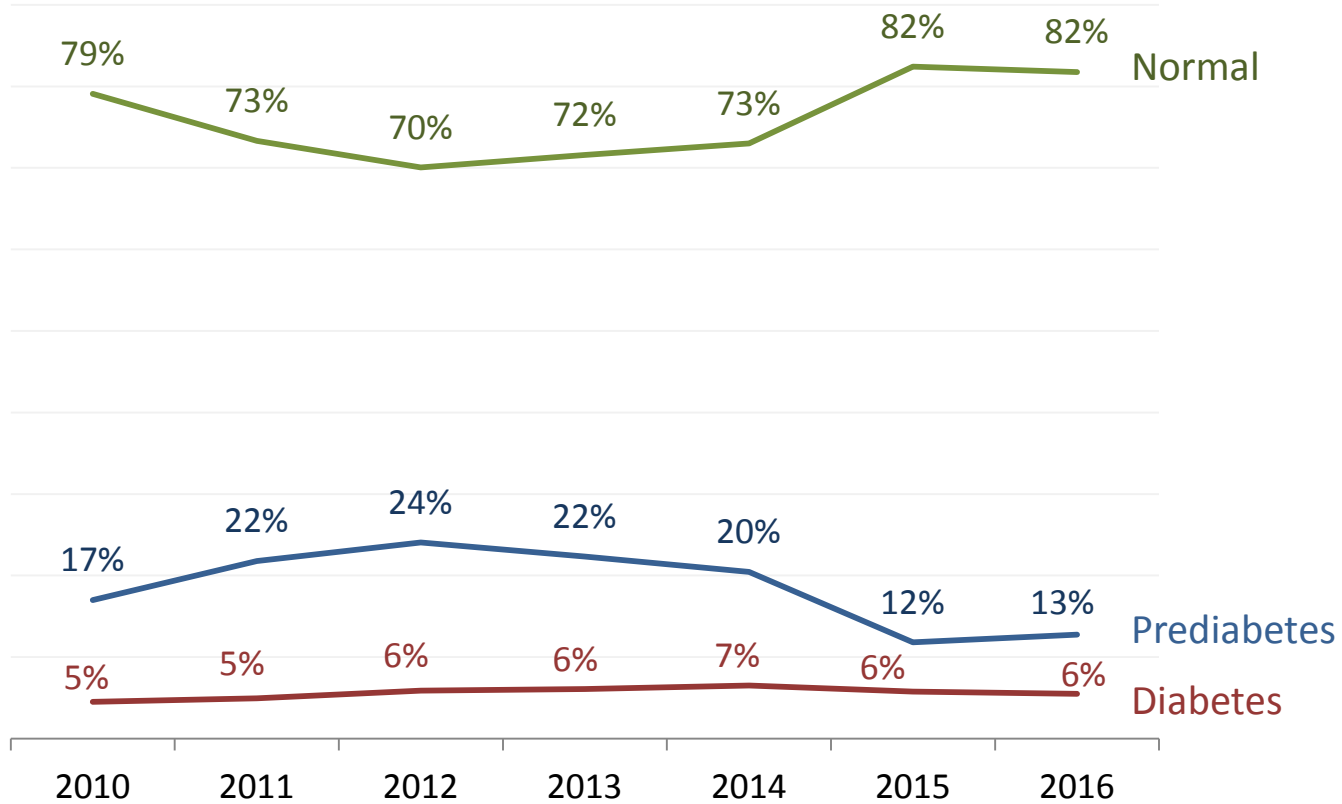
- Traveling Wellness Center sites open
- Year round telephonic coaching and RD services
- Addl. appts at WPC and Early PT available
- Early PT Clinic open in City Hall
- Wellness Newsletter
- Expand Wellness Champion Network

All Participants

Percent with Optimal Biometrics (upward slope indicates improvement)



All Participants: Glucose



All Year Cohort: Average Biometrics

Data compares participants who have completed both the online assessment and the biometrics every year.

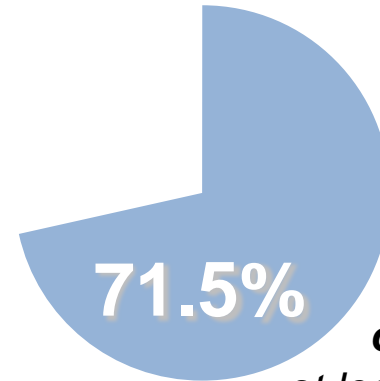
Cohort = 3719	Optimal Range	Average Biometrics	
		2010	2016
Total Cholesterol	<200	190.8	190.1
LDL Cholesterol	<100	115.5	112.5
HDL - Male	>40	46.5	47.4
HDL - Female	>50	56.6	59.5
Triglycerides	<150	122.6	125.2
Glucose	<100	93.0	94.1
Systolic BP	<120	120.3	117.6
Diastolic BP	<80	76.0	74.4
Waist - Male	≤40	39.0	40.4
Waist - Female	≤35	35.8	37.3
BMI	18.5-24.9	29.5	30.9
PHRS Score	≥85	74.3	72.9

Green cells indicate improvement

Last 3 Year Cohort: Risk Migration

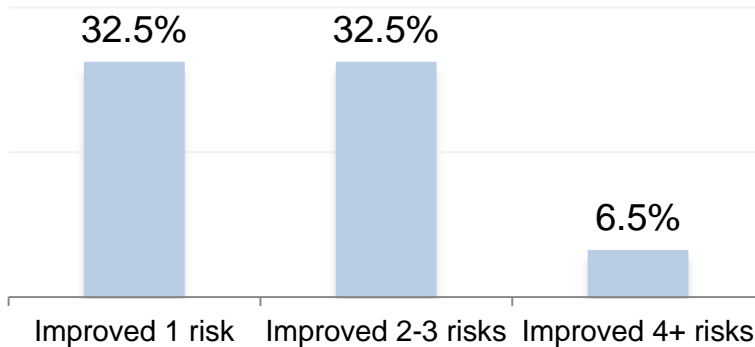
72.6% of 5792

Improved or
Maintained their
PHRS Level

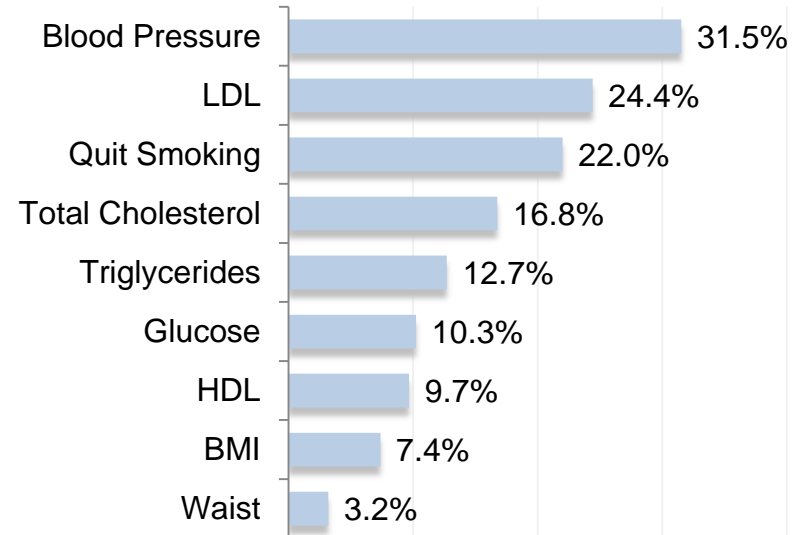


of those who participated the last 3 years, improved one or more risks by at least one risk level.

Improved One or More Risks



Risks that Improved



Wellness Program ROI

- Tobacco Avoided Costs:
 - 430 fewer using tobacco
 - Tobacco user costs an extra \$4,260/year in medical costs
 - $430 \times \$4,260 = \1.8M
- Blood Pressure Avoided Costs:
 - 427 fewer w/Hypertension & Pre-Hypertension
 - Employee with high blood pressure costs an extra \$825/year in medical costs
 - $427 \times \$825 = \$350,000$
- Diabetes Avoided Costs (Rate has remained flat)
 - Employee with Diabetes costs an extra \$13,700/year in medical costs
 - WI Rate of Adult Diabetes has increased 12% since 2010
 - City's rate of Prediabetes and Diabetes decreased 13% for all participants
 - Avoided costs of \$3M
- Total Avoided Annual Costs: \$5.2M
 - Based on decreases only
 - Avoided costs are higher when based on increased trend line for all metrics in absence of wellness program

Employee Evaluations

Did you feel that your privacy was maintained throughout the Health Appraisal process?

99.1%

Was the health education information given to you tailored to your personal needs?

99.1%

■ Yes Responses

How likely are you to follow up on the recommendations made by the health educator today?

25.4%

72.8%

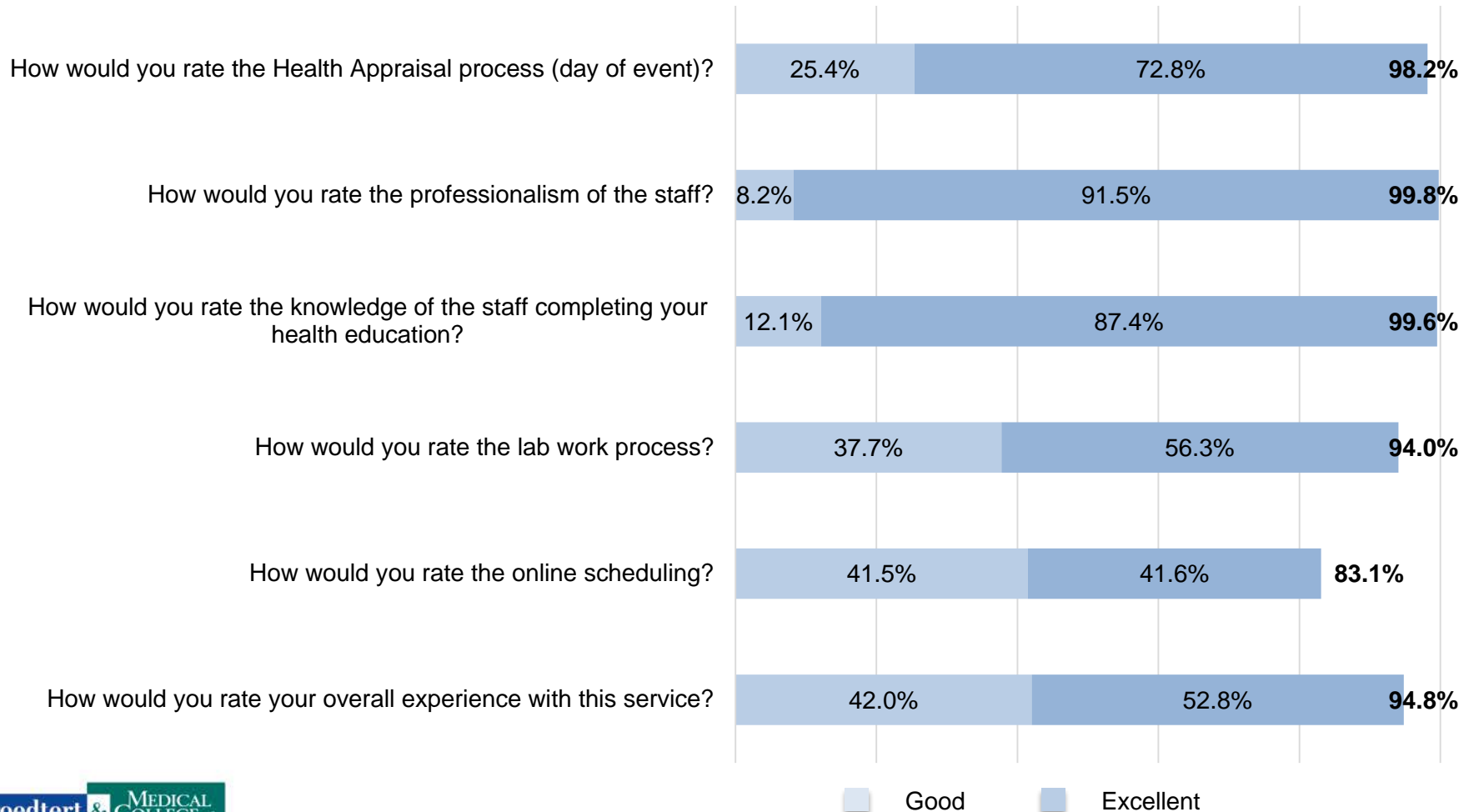
98.2%

■ Very Likely

■ Extremely Likely

Employee Evaluations

Good and Excellent Responses (approximately 3500 evaluations)



Review: Wellness Goals

- **2017 Wellness Goals:**

- Revamp 3-step process to increase participation – include modification to 90-minute tobacco cessation
- Increase engagement in telephonic coaching and on-site programming
- Partner with all City of Milwaukee health and benefit providers to create a Total Well-being Model
- Continue to add locations for Traveling Wellness Center to reach more departments throughout the City
- Increase support and engage Wellness Champions
- Improve program strategies with Wellness Center, Workplace Clinic, and Early Intervention Physical Therapy Clinic
- Increase targeted programming based on employee risk (weight reduction, diabetes prevention, chronic conditions management)
- Increase participation in Healthy Rewards Program
 - 70% increase in participation from 2015 to 2016
 - 2017 goal is to increase participation to 1500 employees/spouses

Onsite Workplace Clinic

- Opened in January 2015 as a pilot program for 20 hours per week
 - Hours have continually expanded to meet demand
 - As of January 2017, Nurse Practitioners are available to provide 60+ hours of appointments to employees and spouses/partners
- Top Reasons for Visits
 - Respiratory Infections, Sinusitis, Vaccination, Pharyngitis
- Clinic Metrics
 - 3,400+ visits in 2016
 - 1,060 visits during 2017 1st Qtr
 - 53% of visits from outside City Hall Complex
 - 25% of visits are new patients
 - 12% of visits from spouses/partners
- Clinic ROI
 - 4:1 based on avoided office and ER visits
- Clinic Value--Intangibles
 - Convenient and immediate access to care
 - High quality confidential care
 - Valuable benefit for employees/spouses
 - Recruitment and Retention tool

Program Recommendations - 2017

Program (implementation order)	Delivery Method	Goals
Action Items Added to Presentations	On-site, Electronic	Education & Behavioral Changes
Coaching Sessions Changed to 30 Minutes	On-site, Telephonic	Behavioral Changes
Best Practices for Diabetes Prevention Program	On-site	Diabetes Reduction & Education
Your Weigh to Wellness Program (8 weeks)	Group On-site and Group Telephonic	BMI Maintenance
Offer Tobacco Cessation Presentations	On-site	Tobacco Use Reduction
Wellness on the Move Initiative	On-site	Physical Activity & Education
Programming – Chronic Conditions, Diabetes Prevention, Weight Reduction	On-site, Webinar	Risk Reduction & Awareness
Group Fitness Classes	On-site	Behavioral Changes

Wellness Redesign Reasons & Goals

- **Goal of Wellness Health Appraisal (Formerly 3-Step) Program:** make participants aware of their health and wellbeing, foster a desire to act on that knowledge and provide the support/resources for them to do so.
- Redesigned 3-Step Health Appraisal Process will:
 - Create a streamlined user friendly process that is more meaningful and encourages participation
 - Allow customization for the participant based on their readiness to change
 - Expand educational opportunities regarding the tools, resources, services available for participants to improve or maintain their health
 - Address challenges with current process
 - Scheduling multiple steps with different cutoff dates
 - Issues with blood draw, fasting, accessing questionnaire, etc
 - Alignment with the City's Open Enrollment timeframe
- All Changes to the Process:
 - Based on feedback by the Labor/Management Committee, the Wellness Promotion Committee, periodic surveys to employees, and other employee input
 - Vetted and approved by the Labor/Management Committee and the Wellness Promotion Committee

Wellness: Health Appraisal (Formerly 3-Step) Changes

Step/Process	Current Process	Change	Impact
New Wellness Portal	Participants visit multiple websites for the questionnaire and scheduling	Single sign-on through new wellness portal	Participants can visit one site for everything
Scheduling	All 3 components are done separately	All 3 steps done in one appointment	Streamlined process that is more efficient and customer friendly
Blood Draw Process	Venipuncture requiring 4 tubes of blood for 18 Panel lab draw with results mailed 2-3 weeks later	Finger Stick (7 panel) to capture the most important values for the program and participant	Immediate results (except nicotine and cotinine) for Health Education session, no mailed results
Blood Draw Fasting	12 Hour Fast	8 Hour Fast	Easier for participants, especially those with conditions that make a 12 hour fast impossible or difficult
Biometric Screening: Height, weight, waist measurement and blood pressure	Completed during last step of health education session	Complete after finger stick and results are available immediately for health education session	Allows Health Educator more time with participant regarding overall results and educate or enroll them in appropriate resources
Online Health Questionnaire (Renamed Interest Assessment)	Participant logs into separate website using different login/password and completes lengthy and generic health questionnaire	Renamed Interest Assessment and completed onsite via tablet. Requires no login/password. Gauges participant readiness to change and need for information and resources.	Tailor Health Education Session and any follow-up sessions to meet participant's immediate needs as well as long term plans
Health Education Session	Use generic questionnaire, lab results to assess participant. Does not address participant needs or willingness to change and confused with coaching	Health Educator uses lab results, interest assessment and biometric screening to guide them to specific programs, resources, etc.	Intent of session more clear and specifically tailored to participant needs, interests, and readiness for change.
Health Action Plan	Participants receive multiple flyers and a handout with brief visit notes	Comprehensive Resource Guide Booklet	Gives complete, detailed summary of all program components

Wellness: Healthy Rewards Program Changes

Step/Process	Current Process	Change	Impact
Biometric/Lab Section Points: Initial Score	Must be in optimal range or improve a range from prior years to earn 10 points	No comparison with prior year, participant must score in optimal range to earn 10 points	Avoids participant confusion and frustration regarding improvement or lack thereof
Biometric Section/Lab Points: Other Opportunity to Earn Points	Participant can complete a recheck at Workplace Clinic or Wellness Center	In addition to rechecks, participants can complete a Health Action Plan for each metric to earn 10 pts	Health Action Plan done through Wellness Portal on participant's own time for ease of completion
Participants must earn at least 100 points in order to qualify for the award	Participants completes 100 Points from various activities to earn \$250 Health Reimbursement Account (HRA) award	Tiered system to earn points and corresponding award: 75 Points = \$150 HRA 100 Points = \$250 HRA 125 Points = \$350 HRA	Gives participants more opportunity to participate in program and easier entry for those who find 100 points too difficult to achieve. Minimal expenditure impact, absorbed under current budget
Points are not submitted year round and usually starts in February	Points submissions begin 8 months after program start date and are done in person, via fax or through email. No capability to submit online. Does not give impression of year round program.	Points submitted through the new wellness portal immediately, beginning July 1 st with biometrics added when Health Appraisal is complete	Program truly functions as year round and allows participants to start July 1 st instead of waiting 6-8 months to submit and check points

- Participants must still earn at least 20 Points from Biometric/Lab Section
- Total Point Opportunities Increase Slightly from 170 to 175
- Point Activities are grouped into 3 different categories: Educational, Preventive, and Activity

Thank You Committee Members