

GOh! Healthy Employee Program



Innovative Solutions for Managing Health and Reducing Costs



Background

Controlling health care costs and maximizing employee health and productivity are top priorities for business leaders. Most employers consider programs to help people adopt healthy behaviors a vital part of their benefits package and an opportunity to reduce claims costs while improving employee morale.¹ At the same time, three out of four workers indicate they want help from their employers to find relevant health and treatment information.²

The Problem: How to Engage & Help Employees

As medical cost trends continue to rise, employers are increasingly looking to provide their employees with affordable, high-quality programs that address their health needs. Historically, however, the health and disease management industry has been only marginally successful in reaching people in time to help them make more cost-effective health care decisions.

Low engagement rates have traditionally made it difficult to effectively activate employee health behavior and affect utilization changes that lead to measurable cost savings for purchasers. In addition, variability in both cost and quality among providers and health care facilities often results in unnecessary treatment or overuse of care. Solutions are needed to help employees find the right treatment at the right place and time, while providing an environment that makes it easy to achieve a healthy lifestyle.

To impact systemic decisions around doctors and treatments, and to improve healthy behaviors among workers, employers should not only build awareness about health and wellness, they should also provide services and support that employees want.

The Solution: A Workplace That Serves & Supports Employees

Focusing on what matters most to employees when it comes to their health care — time, information, convenience and affordability — GOh! establishes a healthy workplace culture, offers convenient “concierge-like” services and provides local expertise with optimal access and care delivery options. To prototype and test a comprehensive consumer-centric solution, OptumHealth launched a pilot program for employees at their Golden Valley site. The GOh! Golden Valley pilot program uses a workplace environment to showcase an innovative consumer messaging and service delivery model to increase employee activation and engagement with the health care system.

GOh! aims to reduce health care costs among workers by proactively influencing healthcare decision-making. GOh! localizes cutting-edge services to employees through multiple modalities, seamlessly addressing all stages of health by making engagement and participation easy and convenient. The approach is comprehensive — using innovative technology to drive company health and organizational goals.

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GOh! Healthy Employee Program

1

Lower health care costs

2

Fundamentally change the way employees use the health care system

3

Provide an environment where a healthy lifestyle is easy to achieve

4

Improve employee health with a comprehensive onsite health management solution

GOh! Program Features

Establish a Brand & Culture

Tailored marketing campaigns, compelling consumer messaging, a loyalty program and a significant onsite presence help GOh! establish an identity and build a sustainable culture of health at the worksite. Publicizing executive and senior management support for evolving the existing workplace social norm into one focused and committed to improving or maintaining health is also key to creating a measurable shift in corporate culture. GOh! created an energetic workplace atmosphere with targeted text and email messages, vibrant paint colors in hallways and food services areas and streaming communications on plasma monitors throughout the worksite. Graphics and signs set the stage for ongoing healthy living themes and promote onsite events, activities and fitness challenges. Several ping-pong and foosball tables were placed in common areas to encourage employees to get out of their chairs and be physically active while on breaks. Monthly team and individual activities are based on specific health-related themes.

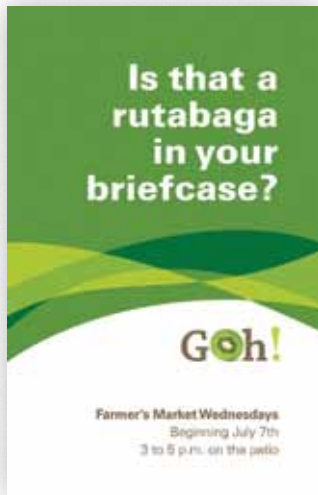
An employee loyalty program, GOh! For It Rewards, uses best-in-class strategies and incentives to drive active participation and reward behavior change. As part of the loyalty program, employees fill out GOh! For It activity cards to earn points for participating in activities or discussion groups, and can enter sweepstakes or win merchandise as a result of completing healthy actions.

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Month	GOh! Theme
2010	
June	GOh! launch
July	Fitness and nutrition
August	Pharmacy focus
September	GOh! For It Rewards / help!care SM launch
October	NowClinic SM and injury/ER prevention
November	Musculoskeletal health
December	Stress and mental health
2011	
January	Resolutions and health goals
February	Heart health

Marketing Tactics
• Management support
• Energetic workplace
• Streaming communications
• Onsite events and activities
• GOh! For It Rewards program
• "Fresh Fork" cafeteria
• Onsite farmer's market
• help!care advocates
• GOh! fitness studio
• GOh! health services center
• NowClinic online support



Improvements to the worksite environment include a complete makeover of the Golden Valley cafeteria. Re-branded "Fresh Fork," the dining hall now offers 80% nutritionally dense whole food options and nutrition content is posted for all meals. The Fresh Fork displays daily healthy meal selections as employees enter the food service area and the healthiest menu choices are highlighted. A variety of new meal stations are available, including a grab-and-go cooler stocked with salads and fresh fruits, as well as a Cooking Light grill station.

Employees have shared positive feedback about the dramatic before and after changes in the cafeteria and early results show that food sales have increased. During summer months, a weekly onsite farmer's market offers low-cost, fresh fruit and vegetables for purchase. Other activities to improve awareness of nutrition include seminars (e.g., How to Plan Healthy Meals, Healthy Heart Know-How, Fighting the Bulge), taste testing and cooking demonstrations.



Before	After
Daily meal selections are high in fat and calories, with limited or no nutrition content available	All daily meal selections follow new nutritional guidelines
One meal station dedicated to high-calorie, high-fat pizza and calzones	A grab-and-go cooler offers fresh, healthy meal options, such as salads and fruit, with nutrition content available
High-calorie chip bags are offered at checkout lines as a side item to high-fat meals prepared at the grill	Cooking Light partnership provides healthier meal options that are featured on the daily grill line

GOh! oversaw construction of a new fitness studio (the GOh! Studio), as well as an onsite, dedicated health services destination (the GOh! Center). The GOh! Studio provides space for multiple group exercise classes offered each week at reasonable prices for employees. The GOh! Center is located in a high-traffic area, providing space to access services when, where and how employees want. Features include two private consultation offices, a flexible space for partnerships with visiting physicians and other providers, stand-alone workstations for health hub browsing, meeting space for social networking groups and classes, and space allocated for workstation treadmills (walkstations). Employees are also offered one-on-one consultations with personal trainers and opportunities to participate in individual and team challenges.

Offer a “Concierge-Like” Relationship: help!care Advocates

Similar to a broker-consumer relationship, GOh! assigns either a dedicated nurse or a non-clinical health care advocate — branded help!care — to all employees who participate in the program, making decision-making support more accessible and valuable. Once the GOh! For It Rewards program and worksite environment changes pique employees’ interest in their health, help!care advocates are ready to become a first touch-point for all health-related needs, providing employees with unbiased guidance and appropriate referrals for more complex needs. The goal is to create trusting and lasting relationships that drive real behavior change by focusing on the unique needs of each employee.

- One-stop shopping
- 24/365 accessibility
- Localized information
- Provider feedback
- Appointment scheduling
- Personal health care coach

The help!care advocate offers employees a one-stop-shop for all health-related questions, such as local information on cost and quality of care; feedback about providers; appointment scheduling; expanded accessibility (email, ability to leave messages, 24/7 support) to information; and matchmaker services to connect employees to other programs when needed. Consumers are no longer expected to navigate the health system alone without actionable information. As an example, GOh! nurses and health advocates work with each employee to create personalized emergency care action plans. So employees know “when to go where,” action plans are designed to provide information about how to access 24/7 clinical triage support, as well as what types of symptoms can be treated at an urgent care versus a physician’s office versus an ER facility. Personalized emergency care action plans help employees get to the right provider and can help reduce unnecessary visits.





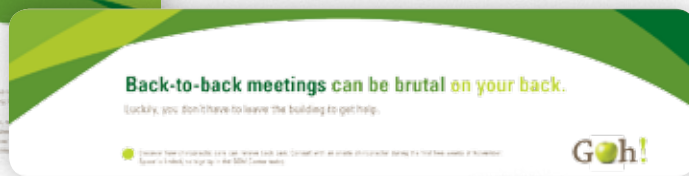
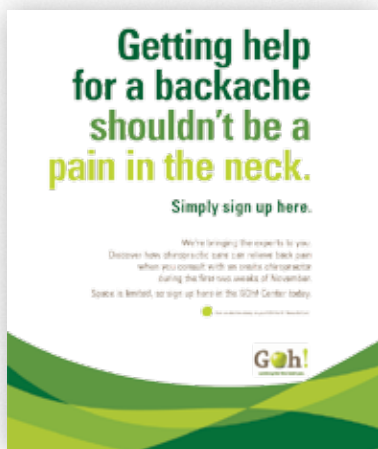
An onsite health specialist provides added support by bridging the relationship between participation in workplace activities and telephonic care management support. The health specialist acts as a conduit to broader solutions by personally consulting with employees to help them better understand their benefit options and by directing them to appropriate telephonic care experts as needed.

Provide Local Health care Expertise

GOh! stratifies local markets to identify the best providers for employees and directs consumers to preferred partners by leveraging market information and trusted relationships. GOh! identifies high-performing providers based on access, convenience, cost, and quality using claims data and a database with local information from third party resources on providers, clinics, hospitals and retail clinics. Preferred providers are based on consumer considerations, such as cost, consumer feedback, availability and convenience, as well as provider accountability on variables like cost, quality, appropriateness of treatment and consumer experience.

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Cost transparency, local market information and consumer reviews of care are underrepresented in the health management industry today. For example, qualitative research recently commissioned by OptumHealth indicates that people with back pain or other common musculoskeletal conditions often feel lost...they stumble through their options, bounce unsuccessfully between treatments, and find it tough to get back to feeling good again. GOh! leverages help!care to close the access and care delivery gap by guiding consumers through complicated care options — from providing education about evidence-informed treatment practices, to offering second opinion services, to encouraging treatment at Centers of Excellence (COE) or preferred facilities. These upstream efforts focus on steering consumers to primary care physicians who have both high-quality ratings and relationships with preferred treatment facilities.



GOh! Program Results: Comprehensive Evaluation

The approach to evaluating the success of the GOh! initiative includes two types of analyses aimed at the same general goal: descriptive analysis to assess general directional effects and scalability of the approach, and, as more data become available, statistical and return on investment (ROI) analysis to answer questions about program value and return on investment. Descriptive or formative evaluation is relevant early in the process of program and cultural change implementation. Early results suggest:

- Leading indicators of medical savings are increasing
- GOh! is reaching the right people
- Participation is increasing over time
- Employee satisfaction rates are rising

Leading Indicators of Success

The OptumHealthSM Real Time Performance Management capability provides visibility into opportunities and specific services that lead to closing gaps in care, including monetized estimates of potential medical cost savings for populations engaged in care management programs.³ Results for employees at the Golden Valley site show significant increases in the number and amount of savings opportunities identified, as well as the amount of value delivered compared with the same time period in the year prior to the launch of GOh!.

Additionally, since the start of the pilot program, nearly one-quarter of employees enrolled with the NowClinic online care program, 39% sought advice from their dedicated help!care nurse or health advocate and 8% consulted with a visiting chiropractor. Of the individuals who called help!care, 71% had an identified care opportunity, suggesting that GOh! is reaching the right people. Close to half (44%) of all employees participated in at least one onsite activity or event, and 17% created an emergency care action plan. Compared with the same time period the year prior to GOh!, engagement in clinical and wellness programs increased and calls to the NurseLineSM service, now help!care, jumped dramatically.



Figure 1: Leading Indicators of Value

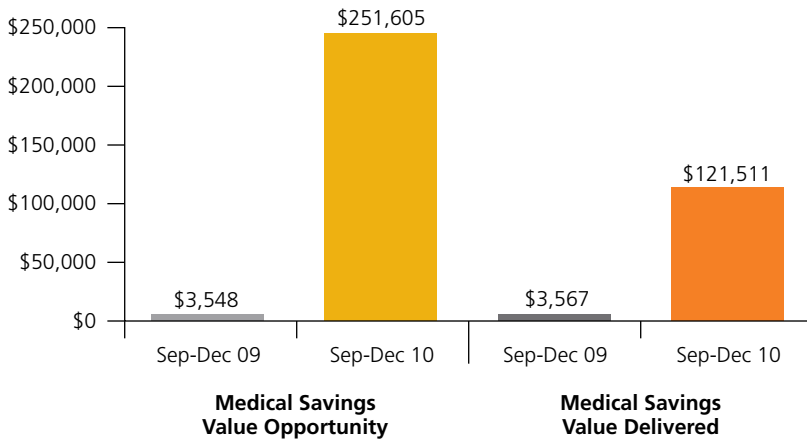
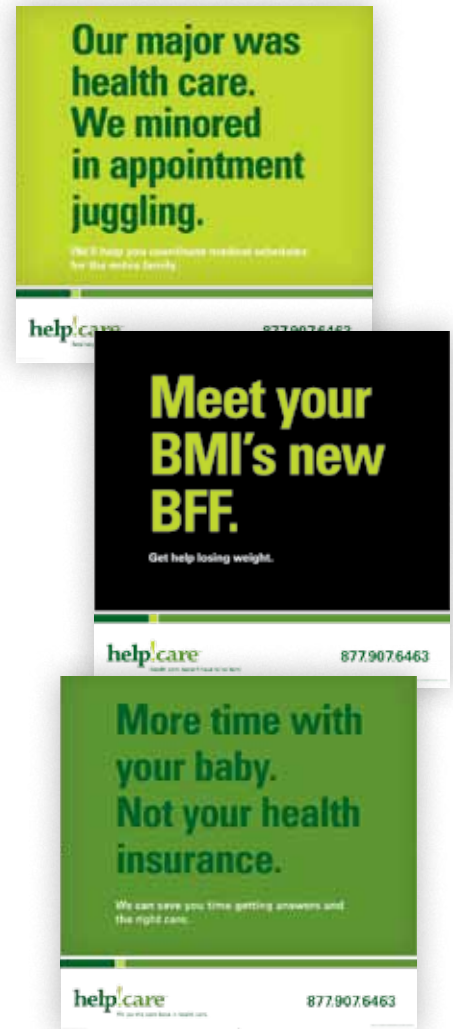
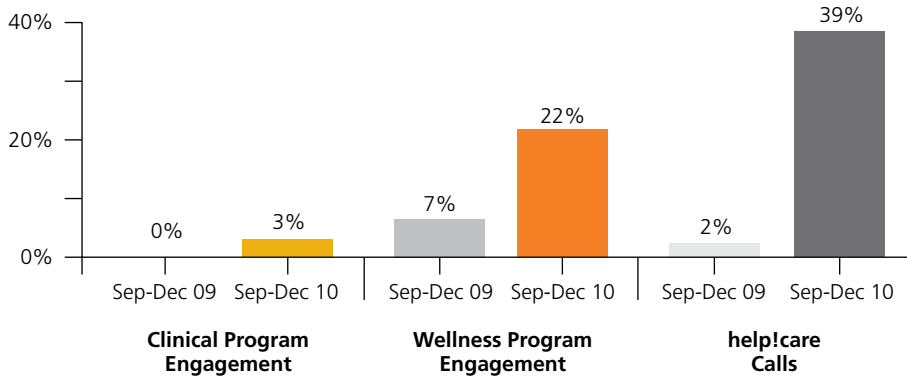


Figure 2: Program Engagement and help!care Calls



Results from Golden Valley employee surveys on organizational effectiveness from fall 2010 show a 77% overall employee engagement index score (a 6-point increase compared with 2009). Compared with other OptumHealth sites in Minnesota, employees indicate higher ratings on nearly all business segment items that drive employee engagement. In fact, significantly more Golden Valley employees (77%) than other OptumHealth employees (60%) indicated that the company takes a genuine interest in their well-being.

Employee engagement index score **77** is a **six point increase** from the prior year.

In addition, a recent Milestone Survey revealed overall employee satisfaction with GOh! services, including:

- 51% of employees say their productivity at work has increased since implementation of GOh!
- 87% place higher priority on improving their health since inception of GOh!
- 45% say GOh! has removed the time barrier related to addressing their health
- 46% say help!care is their first resource for answers on important health care questions

Conclusion: Employee Engagement & Healthy Worksite

OptumHealth, a company devoted to helping people achieve their health and wellness goals, has implemented and tested innovative consumer engagement and activation strategies and worksite cultural changes that directly reflect the mission to help people live their lives to the fullest. The GOh! Golden Valley pilot offers what consumers want: a personal advocate to help them navigate a confusing health care system and local market expertise that empowers them to access the best care with quality and cost in mind.

Since creating, launching and championing the GOh! initiative, leading indicators point to dramatically increased employee engagement rates and an enhanced company culture. A multi-faceted approach to changing the way consumers approach their health that includes developing a healthy workplace culture, forming trusted health advisor/employee relationships and providing quality and cost-effective local care options is key to establishing long-term, sustainable reductions in medical costs.

As the Golden Valley location has found ways to both engage with employees and incorporate healthy living into everyday activities, employees indicate that it's easier to live a healthier life and they feel empowered working for a company that cares. Healthy, happy employees make good business sense.

About Optum

Optum is an information and technology-enabled health services company serving the broad health care marketplace, including care providers, plan sponsors, life sciences companies and consumers. Its business units — OptumInsight, OptumHealth and OptumRx — employ more than 30,000 people worldwide. For more information about Optum and its products and services, please visit www.optum.com.

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Learn more about how Optum can help your organization activate employee health behavior and affect utilization changes that lead to measurable cost savings.

Contact us at **1.866.427.6845** or email to **engage@optum.com**.



1 Wellness in the workplace. An OptumHealth Culture of Health Institute White Paper, 2010.

2 Employee attitudes toward health information and comparative effectiveness research. National Business Group on Health, February 1, 2011.

3 Bates P, Mitchell RJ. Driving value: Estimating the economic impact of health and disease management services. An OptumHealth Culture of Health Institute White Paper, 2010.