



HEALTHY@HARRIS
Caring for ourselves so we can care for others

Employee Wellness Program

Year-End Report

Program Year:

September 2017 - August 2018
(FY20 Premium Rewards)

HARRISHEALTH
SYSTEM



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Executive Summary



Executive Summary

- **Wellness Program Engagement:**
 - 80.3% of medical plan participants earned FY20 Premium Rewards (excluding Newly benefitted employees hired on or after 5/1/18); 75.4% earned full reward; 4.9% earned partial reward. Overall we had a decrease of 1.3% with the addition of spousal participation for FY20.
 - Including participants enrolled on/after 5/1/18: 85% earned FY20 Premium Rewards; 81.3% earned full reward and 3.7% earned partial reward.
 - 86.84% increase in FY20 Wellness Program Units of Service (UOS)/Engagement (from 66,444 to 124,148 UOS); an increase of 57,704 UOS
 - 96.06% (10,510/10,941) of all employees (regardless of medical plan status) and covered spouses completed ≥ 1 program or activity in FY20; an increase of 7.46%
 - 90% all eligible medical plan participants completed ≥ 1 program or activity in FY20
 - 57.7% of all Wellness Participants completed 9 or more activities during the current program year compared to 24.1% in FY19; an increase of 33.6%. This includes all employees and spouses regardless of medical plan status.
 - 67.4% of all eligible Medical Plan participants (8,491) completed 9 or more wellness activities during the current program year. This was a 41.1% increase over prior program year.

- **Population Health:**
 - Prospective Risk Score increased by .09 for Employees and by .06 for Spouses (includes catastrophic claimants)
 - Decreased total population health risks by 79% (at risk and high risk)
 - Decreased prevalence of high BMI by 4%
 - Decreased prevalence of high risk waist circumference by 8%
 - Decreased prevalence of low HDL by 15%
 - Decreased prevalence of high Triglycerides by 13%
 - Decreased prevalence of high glucose risk by 7%
 - Decreased prevalence of high blood pressure by 17%
 - Decrease physical activity risk by 0.7%
 - Decreased tobacco utilization by .5%
 - Decreased Nutrition risk by 46.1%



Executive Summary

- **Preventive Care Utilization:**

- Increased overall preventive care utilization by .95% over the prior program year
 - Increased spouse preventive care utilization by 37.55%
 - Annual Physicals decreased by .97% (88% completion of Physicals for FY20 Premium Rewards Program)
 - Mammograms increased by 6.62%
 - Cervical Cancer Screenings decreased by 2.88% (may not be needed yearly)
 - Colorectal Screenings increased by 2.21%
 - Prostate Screenings increased by 20.25%
- Increased dental exam utilization by 2.5%

- **Culture and Environment:**

- 88.54% of employees believe that Harris Health System cares about their health and well-being, a 8.22% increase from prior year.
- 86.3% of employees believe there is a culture of health and wellness within Harris Health System, a 10.76% increase from the prior program year.
- 74.42% of employees report that their managers support their participation in the wellness program.

- **Wellness Program Satisfaction:**

- 82.19% of the employee population rated the wellness programs as good or excellent, a 26.61% increase from 2017.
- 76.38% of employees reported that the wellness program has helped them improve their overall health, an increase of 19.34%.
- 77.59% of employees reported that the wellness program has helped them feel more confident about making decisions about their health, a 20.82% increase over 2017.
- 81% of employees reported that they have made at least one significant health behavior changes since participating in the wellness program, a 23.06% increase over 2017.
- 79.46% of participants reported that they have gained knowledge and/or skills from the wellness program that they use in everyday life.



Executive Summary

- **Program Highlights**

- **Livongo Diabetes Management Program:**

- Achieved 53% participation in Livongo during the program year
- Diabetics Participating in Livongo cost 28% less than non participants; a difference of \$374 PMPM; a total difference of \$4,016,760 per year.
- Participants engaged in Livongo have decreased their costs by \$47 PMPM; totaling \$573,024.
- Reduced HbA1c of participants in Livongo by 1.4% (per participant (HbA1c reductions are correlated to cost savings and reduced health risks)
- Participants increased LDL test compliance by 0.4%
- The Livongo participants in poor diabetic control (>9%) has decreased by 35.1% from the last program year
- 16.1% of Livongo participants improved to moderate diabetic control (7%-9%) from the last program year
- 19% of Livongo participants improved to good diabetic control (<7%) from the last program year
- Livongo participants reduced their overall clinical risks by 44%
- Participants with a high HbA1c (HbA1c \geq 9%) decreased their HbA1c by 0.79% over the last year.
- There were 6.6% more Diabetics in Livongo who completed a preventative screening this year versus last
- 48% of members feel more empowered in their diabetes management
- 4% of Livongo members feel less distress in their chronic disease management
- Livongo participants have a Net Promoter Score (NPS) of +85 compared to NPS of 65 for Livongo's BOB and a NPS of 12 for health plans. Netflix NPS is 68. This demonstrates that HHS participants recommend Livongo and are satisfied with the program.
- Livongo participants are achieving clinical compliance with HEDIS measures and Diabetes Standards of Care



Executive Summary

– Naturally Slim:

- 67% (394 people) completed Foundations™ in the current program year (first 10-weeks of the program)
- 44% of participants lowered their diabetes risk
- Participants lost more than 2,700 pounds
- 51% of participants lost 5 or more pounds; 21% of participants lost more than 10 pounds
- Prospective risk score for participants is .62 less than non-participants
- Participants eligible for Naturally Slim but not participating are 16% higher than participants in Naturally Slim
- Naturally Slim participant claims for September 2017-August 2018 have remained fairly stable; only increasing 4% which is about expected trend.

– Prevent T2 Diabetes Prevention Program:

- 101 participants during the program year
 - Total classes attended: 534
 - Average number of classes completed: 5
 - Prevalence of Pre-Diabetes decreased by 1%*
 - Prevalence of potentially undiagnosed diabetics decreased by 44.4%*
 - % of Population Overweight (BMI) decreased by 4%*
 - % of Population Overweight (Waist Circumference) decreased by 8%*
- * Outcomes impacted by Naturally Slim program as well as other Wellness Programs

• Medal Level Analysis

- 84% of participants achieved Bronze Level
- 12.2% of participants achieved Silver Level
- 2.6% of participants achieved Gold Level
- 1.5% of participants achieved Platinum Level
- Quentin Mease Hospital (82.7%) followed by ACS (82.6%) had the largest percentage of Medal Status completions
- Members enrolled in the KelseyCare Plan achieved 56% more medal completions than those enrolled in the PPO plans combined



Executive Summary

- **Employee Assistance Program**
 - Increased EAP utilization by 5% over 2017
 - Increased participation in webinars (live & recorded) by 1,778% or 12,604 total participants
 - Legal services was the top most utilized life management service followed by financial services
- **Presenteeism and Absenteeism**
 - 7% Decrease in presenteeism and absenteeism over the prior program year; estimated cost avoidance of \$23.10 /hour
 - 15% Decrease in the amount of time health problems impacted employees' ability to work since 2017
- **Awards & Accolades:**
 - Achieved the Gold Level Workplace Health Achievement Award from the American Heart Association in 2017 and 2018.
 - Healthiest Employer Award (#4 in the X-Large company Category) received from the Houston Business Journal in 2018
 - Top 100 Healthiest Workplaces in America (#64 out of 1,000)
 - Received the Cigna Well-Being Award for Outstanding Culture of Well-Being in 2017 and 2018
 - Achieved re-accreditation of the CEO Cancer Gold Standard 2012-2018
 - Certificate of Excellence from Go Healthy Houston; Healthy At Work in 2017



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Executive Summary

- **Employee Wellness Goal Completion**
 - Out of 16 total Employee Wellness Goals set for the FY20 Program Year:
 - 11 goals were achieved at the “superior level”
 - 3 goals were achieved at the “target level”
 - 1 goal was achieved at the “threshold level”
 - 1 goal was achieved at the “below threshold level” (Class completion rate impacted by Hurricane Harvey)
- **Program Enhancements For FY20 Premium Rewards Program Year (September 2017-August 2018)**
 - Improved reporting and analytics
 - Improved and expanded Field Day activities
 - Added more special events (Houston Corporate 5k, Poker Walks, Diabetes Days, Relaxathons, Go Red etc.)
 - Added the Center For Disease Control’s Diabetes Prevention Program
 - Launched Choose Healthier in Harris Health cafés
 - Added Nutrition Counseling for employees and spouses with Diabetes
 - Added HbA1c testing for Diabetics
 - Expanded reach of Diabetes Prevention Program
 - Added Fitbit Device Subsidy and Fitbit Dashboard
 - Added the ability for participants to earn up to \$400 in Amazon eGift cards for achieving Silver, Gold or Platinum point levels.
 - Launched Well Powered Living Series
 - Added more Healthy Knowledge Seminars and recorded webinars

Vision, Mission and Goal



Mission, Vision and Goal

- **Vision Statement:**

To Empower a corporate culture of health that inspires individuals to live with high energy, good health and passion for life.

- **Mission Statement:**

To maximize business performance by helping employees and their families live healthier, more fulfilling lives and empowering them with knowledge, skills and opportunities to achieve their personal health and wellness goals.

- **Goal:**

To be an industry leader in population health and productivity management among public academic healthcare systems.

FY20 Wellness Program Goals & Results



2018 Wellness Goals

2018 Wellness Goals (FY20 Program Year September 2017-August 2018)						
Goal	Baseline Metric	Target Metric	Outcome	Trend	Source Data	Notes
	2017	2018	2018			
Achieve 86% completion of the Health Assessment.	85.4%	Threshold: > 85%	86.9%	↑ 1.5%	Cigna MotivateMe report	
		Target: >86%				
		Superior: > 89%				
Achieve 70% EE and Spouse completion of a Annual Physical with Lab Values.	65.4%	Threshold: > 65%	88.0%	↑ 22.6%	IDAP Report; Cigna Report	2017 Benchmark is EE and Spouse Completion in 2017 & 2018
		Target: >70%				
		Superior: > 72%				
Improve the average preventive care utilization of employees and spouses by 1%	69.7%	Threshold: < 70.7%	72.9%	↑ 3.2%	IDAP Report	
		Target: >70.7%				
		Superior: > 72.7%				
Decrease the prevalence & distribution of pre-diabetes by 1%	10.0%	Threshold: ≥ 10%	9.0%	↓ 1%	IDAP Chronic Condition Report- Pre-Diabetes	Excluding post-65 retirees & COBRA. Costs include medical and pharmacy. Employee data only
		Target: ≤ 9%				
		Superior: ≤ 8%				
Have 82% of participants earn the Wellness Premium Reward for FY20.	81.6%	Threshold: > 81%	85.0%	↑ 3.4%	Cigna MotivateMe Report	Includes newly benefitted employees, full and partial rewards
		Target: >82%				
		Superior: ≥ 83%				
Achieve 60% employee satisfaction with wellness program.	55.5%	Threshold: > 55.5%	82.2%	↑ 26.7%	Wellness Program Satisfaction Survey	Percentage represents question on overall rating of satisfaction with the wellness program.
		Target: ≥ 60%				
		Superior: ≥ 65%				
Have 82% of employees agree that Harris Health cares about its employees.	80.3%	Threshold: > 80%	88.5%	↑ 8.2	Wellness Satisfaction Survey	
		Target: ≥ 82%				
		Superior: > 84%				
Have 77% of employees agree that there is a culture of health at Harris Health.	75.5%	Threshold: > 75%	86.3%	↑ 10.8%	Wellness Satisfaction Survey	
		Target: > 77%				
		Superior: ≥ 79%				
Have 48% of Diabetics engaged in Livongo.	44.0%	Threshold: ≥ 44%	53.0%	↑ 9%	Livongo Report; MotivateMe Report, IDAP Report	
		Target: ≥ 48%				
		Superior: ≥ 50%				

Key:			
Below Threshold	Threshold	Target	Superior



2018 Wellness Goals

2018 Wellness Goals (FY20 Program Year September 2017-August 2018)						
Goal	Baseline Metric	Target Metric	Outcome	Trend	Source Data	Notes
	2017	2018	2018			
Have 72% of Participants enrolled in Naturally Slim successfully complete foundations.	70.0%	Threshold: ≥ 70%	67.0%	↓ 3%	Naturally Slim Report, MotivateMe Reports	Class completion was down for the class that was impacted by Hurricane Harvey. The other three classes averaged 73.3% completion.
		Target: ≥ 72%				
		Superior: ≥ 74%				
Increase participation in Employee Wellness Programs by 3% (68,437 UOS)	66,444	Threshold: ≥ 67,108	124,148	↑ 86.84%	Employee Wellness Report	86.84% increase in FY20 Wellness Program Units of Service (UOS)/Engagement (from 66,444 to 124,148 UOS); an increase of 57,704 UOS
		Target: ≥ 68,437				
		Superior: ≥ 69,766				
Achieve a 1% reduction in the percentage of people who have an undesirable waist circumference.	51.0%	Threshold: >51%	43.0%	↓ 8%	IDAP Report; Cigna Report	
		Target: < 50%				
		Superior: < 49%				
Achieve a 2% reduction in the percentage of people have "at risk" or "high" blood pressure.	48.0%	Threshold: < 48%	31.0%	↓ 17%	IDAP Report	
		Target: < 46%				
		Superior: < 44%				
Achieve a 2% improvement in the percentage of people that are "at risk" or "high" risk for physical activity.	73.1%	Threshold: ≤ 73.1%	72.4%	↓ 0.7%	Cigna Health Assessment and Productivity Review	
		Target: ≤ 71.1%				
		Superior: ≤ 70.1%				
Achieve a 2% improvement in the percentage of people that are "at risk" or "high" risk for glucose.	34%	Threshold: ≤ 34%	27.0%	↓ 7%	IDAP Report; Cigna Report	
		Target: ≤ 32%				
		Superior: ≤ 31%				
Achieve 3 Industry award(s) for a quality health promotion program.	4 Recognitions/Awards	Threshold: Achieve 2 Awards	5	↑ 1		
		Target: Achieve 3 Awards				
		Superior: Achieve ≥ 4 Awards				

Key:			
Below Threshold	Threshold	Target	Superior

Employee Wellness Team



Employee Wellness Team

First	Last	Credentials	Years of Experience	Department	Job Title	Office	Roles/ Responsibilities	Email
Michele	Hunnicutt	MSHP, CHES, CWWPC, CWCC	23	Human Resources	Director, Employee Wellness & EAP	713-566-6438	Director, strategic & Operational Planning, implementation, Evaluation	Michele.Hunnicutt@harrishealth.org
Ashley	Smith	MPH, RDN, LD	5	Human Resources	Employee Wellness Coordinator	713-566-6374	Health Educator, Wellness Coordinator, Health Coach, coordinator of wellness champ program	Ashley.smith3@harrishealth.org
Kelle	Kampa	MPH, CHES	4.5	Human Resources	Employee Wellness Coordinator	713-566-6579	Health Educator, Wellness Coordinator, Database administrator, Group Exercise & Recreational Sports Coordinator, Program & Event Coordinator, Communications	Kelle.Kampa@harrishealth.org
Leah	Campbell	MA	12	Human Resources-Cigna Dedicated Employee	Client Engagement Manager	713-566-6320	Health Educator, Cigna team and service coordinator	Leah.Campbell@cigna.com
Latecia	Murphy	MEd, RN, BSN, CHES	19	Human Resources-Cigna Onsite Employee	Cigna Onsite RN Health Coach	713-873-6407	Onsite and telephonic health coaching, biometric screenings, health education	Latecia.Murphy@harrishealth.org ;
Crystal	Cunningham		8	Human Resources-Cigna Onsite Employee	Cigna Client Service Partner	713-566-4391	Customer Service, Claims Assistance, Benefit Advocate	harrishealth@cigna.com

Our Strategy



Our Strategy

- Keep healthy people healthy
- Stop people from getting worse
 - Reduce risks and manage chronic conditions
- Improve organizational and individual health and well-being
 - Reduce medical trend
 - Attract and retain talent
 - Increase productivity and performance

Our Challenge



Our Challenge

2016 Plan Year Costs:

- Medical Plan Cost: \$101,513,636
- (admin + claims)-stop loss
- Pharmacy Cost: \$17,743,875
- Trend Increase: 5.4%

Preventive Screenings Stats (Sept 2015-August 2016):

- Annual Physical: 39.25%
- Mammogram: 60.85%
- Cervical: 63.7%
- Colonoscopy: 37.9%

People VALUE their health the most when they LOSE it.

Biometric Risks 2015-2016 (% of Harris Health population at risk & high risk)

- BMI: 72% of population
- Waist Circumference: 57%
- Blood Pressure: 47%
- HDL: 45%
- Glucose: 36%
- Triglycerides: 35%
- Cholesterol: 25%

Lifestyle Risks 2015-2016 (% of Harris Health population at risk & high risk)

- Poor Nutrition: 86.8%
- Physical Activity: 76.1%
- Stress: 15.6%
- Tobacco Use: 4.3%

A Look At Harris Health System



A Look At Harris Health System

- **Demographics:**
 - Employees: 9,259
 - Active Spouses on the Medical Plan: 1,686
- **Gender:**
 - 75% Female
 - 25% Male
 - Average Age: 46
- **Ethnicity:**
 - 42% Black or African American
 - 25% Hispanic/Latino
 - 19% Asian/Asian American
 - 13% White
 - 1% American Indian/Alaska Native

Employee Wellness Programs & Resources Overview



Programs & Resources

❑ Get Fit

- Group Fitness Classes
- Recreational Sports & Events
- Gym Discounts
- Cigna online, telephonic and in-person wellness coaching
- Wellness Challenges
- Cigna Apps and Activities
- Fitbit Device Subsidy
- Fitbit Dashboard

❑ Staying Healthy

- Wellness Challenges
- Healthy Knowledge Seminars
- Healthy cooking classes
- Online health assessments
- Cigna online, telephonic and in-person wellness coaching
- Newsletters and outreach
- Special events
- “Explore and Learn” booths
- MyCigna.com
- Well Powered Living Class Series

❑ Losing Weight

- Naturally Slim
- Healthy Wage
- Cigna weight management coaching
- “Maintain Don’t Gain” challenge

❑ Quitting Tobacco

- Smoking Cessation Challenge
- Cigna Tobacco Cessation Coaching (online & telephonic)
- Great American Smokeout

❑ Relieving Stress & Building Resiliency

- Cigna online, telephonic and in-person wellness coaching
- EAP
- Healthy Knowledge Seminars
- Special events

❑ Managing Health Conditions

- Cigna online, telephonic and in-person chronic condition coaching
 - Diabetes, Asthma, COPD, Heart Disease, Heart Failure
- Livongo Diabetes Management Program
- Diabetes Prevention Program
- Naturally Slim (Pre-Diabetes and Metabolic Syndrome)
- Hypertension Management Program
- Special events
- Nutrition Counseling for Diabetics
- HbA1c testing for Diabetics

❑ Growing Your Family

- Harris Health “Becoming a Mom” class
- Cigna “Healthy Pregnancy, Healthy Baby”
- Onsite Lactation Rooms

❑ Rewards

- Premium Rewards Program
- Amazon eGiftcards for status level achievement
- Harris Health Rewards for Wellness Champions

Employee Wellness Engagement



Wellness Program Summary

86.9%

Of employees completed a Health Assessment

88%

Of employees completed an Annual Physical

80.3%

Of Employees & Spouses Earned FY20 Premium Rewards

(75.4% earned full reward; 4.9% earned partial reward.)

79%

Net improvement in overall risks (at risk and high risk)



Premium Rewards Program

FY20 Premium Rewards Program

Level of Engagement	September 2017-August 2018; FY20 Premium Rewards Program	
	Without newly benefitted >=5/1/18	Including newly benefitted >=5/1/18
Full Engagement (Both Employee and covered spouse completed the Annual Physical with Lab Work, Health Assessment, & earned 1,000 points)	75.4%*	81.3%
Partial Engagement (Only one person completed the Annual Physical with Lab Work, Health Assessment, & earned 1,000 points)	4.9%*	3.7%
No Wellness (Employee and/or Employee and covered spouse did not complete all requirements)	19.7%*	15%

80.3% of employees and covered spouses hired before 5/1/18 earned Premium Rewards, which is 1.3% lower than the previous program year. This was the first year that spouses were required to complete it.

* The total eligible population includes all employees enrolled in the medical plan on or before 4/30/2018 (6751 employees and 1326 spouses). This group DOES NOT include:

- Employees who waived medical coverage.
- Employees who enrolled in the medical plan on or after 5/1/2018.
- Employees who enrolled in the medical plan between 5/1/2018 and 8/31/2018 had 120 days from their enrollment date to complete a modified version of the FY20 Premium Rewards Program. The requirements for this group were to complete 1) the annual physical and 2) the health assessment to keep their wellness premium discount through 2/28/2020 (FY20).
- Employees who enrolled in the medical plan on or after 9/1/2018 automatically receive the wellness premium discount through 2/28/2020 (FY20). However, employees in this group are required to complete the FY21 Premium Rewards Program, which runs from 9/1/2018-8/31/2019, and effects premiums starting in March 2020.



Premium Rewards Program

FY19 Premium Rewards Program

Level of Engagement	FY18
Full Engagement (Annual Physical with Lab Work, Health Assessment, & 1,000 points)	81.6%*
Partial Engagement	14.5%
No Engagement (No action)	3.9%

FY18 Tiered Benefits

Level of Engagement	FY17
Full Engagement (Health Assessment, Biometric & Activity)	77%
Partial Engagement (Health Assessment & Biometric)	12%
No Engagement (No action)	11%

FY19: 81.6% of employees met the Premium Reward Requirements, which is 4.6% higher than FY18.

* The total eligible population includes all employees enrolled in the medical plan on or before 4/30/2017 (7530 employees). This group DOES NOT include: Employees who waived medical coverage.

Employees who enrolled in the medical plan on or after 5/1/2017.

- Employees who enrolled in the medical plan between 5/1/2017 and 8/31/2017 had 120 days from their enrollment date to complete a modified version of the FY19 Premium Rewards Program. The requirements for this group were to complete 1) the annual physical and 2) the health assessment to keep their wellness premium discount through 2/28/2019 (FY19).
- Employees who enrolled in the medical plan on or after 9/1/2017 automatically receive the wellness premium discount through 2/28/2019 (FY19). However, employees in this group are required to complete the FY20 Premium Rewards Program, which runs from 9/1/2017-8/31/2018, and effects premiums starting in March 2019.
- **The total spouse population includes spouses of the above employee group who are enrolled in the medical plan (1599 spouses).



FY20 Premium Rewards Program Scorecard

STEP 1 – Complete an annual physical with lab values – Must Complete	Number of Participants	% of Participants*	Trend
Annual Physical with lab values	7278	88%	↑ 16.31%
STEP 2 – Complete Online Health Assessment – Must Complete	Number of Participants	% of Participants*	
Health Assessment	7186	86.87%	↑ 10.49%
STEP 3 – Complete Any Combination for 500 Total Additional Points	Number of Participants	% of Participants*	
Achieve Health Goals	Number of Participants	% of Participants*	
Achieve a healthy waist size of 35 in. (women) or 40 in. (men), or less	3243	39.20%	↑ 42.68%
Achieve a healthy blood pressure level of ≤ 120/80	3661	44.26%	↑ 39.33%
Achieve a fasting blood glucose (blood sugar) level of < 100	4243	51.29%	↑ 38.30%
Achieve a healthy LDL level of ≤ 100	4581	55.38%	↑ 24.14%
Achieve a healthy total cholesterol level of ≤ 200	5882	71.11%	↑ 29.58%
Preventive Goals	Number of Participants	% of Participants*	
Complete an Annual OB/GYN Exam (Females > 18)	2373	28.69%	↑ 23.81%
Complete a Cervical Cancer Screening (Females > 18)	2349	28.40%	N/A
Complete a Mammogram (Recommended at ≥ Age 40)	2495	30.16%	↑ 37.39%
Complete a Colon Cancer Screening (Recommended at Age 50 to Age 75)	879	10.63%	↑ 59.04%
Complete a Prostate Screening (Males >18)	1083	13.09%	↑ 60.02%
Complete a Dental Exam (self-reported goal)	4308	52.08%	↑ 38.77%
Complete a Vision Exam (self-reported goal)	4323	52.26%	↑ 38.51%

*The eligible population includes all employees and spouses enrolled in the medical plan prior to 5/1/2018. This group excludes pre-65 retirees, and participants enrolled in the medical plan due to PPACA eligibility. Employees and spouses who enrolled in the medical plan between 5/1/2018 and 8/31/2018 were only required to complete an annual physical and a health assessment within 120 days of enrollment to meet the Premium Rewards criteria. Employees and spouses who enrolled in the medical plan on or after 9/1/2018 automatically receive the premium reward for the FY20 plan year (3/1/2019-2/29/2020).

Data source: FY20 Final Premium Reward Report



FY20 Premium Rewards Program Scorecard Continued

STEP 3 – Complete Any Combination for 500 Total Additional Points	Number of Participants	% of Participants*
Cigna Health Coaching by Phone	Number of Participants	% of Participants*
Cigna Health Coaching by Phone: Make progress towards a goal to overcome a health problem (Note: Chronic condition only)	891	10.77%
Get help improving my lifestyle habits (Tobacco, Weight, or Stress)	905	10.94%
Tobacco	48	0.58%
Weight	530	6.41%
Stress	327	3.95%
Talk to a coach or visit the Ben Taub onsite coach to achieve a health goal	1327	16.04%
Cigna Online Health Coaching: Condition Management (Diabetes, Asthma, COPD, Heart Disease, Heart Failure)	Number of Participants	% of Participants*
Diabetes	4	0.05%
Asthma	3	0.04%
COPD	3	0.04%
Heart Disease	4	0.05%
Heart Failure	3	0.04%
Healthy Living Programs	Number of Participants	% of Participants*
Livongo - Diabetes Management Program	298	3.60%
Livongo - Diabetes Management Program Glucose Testing	655	7.92%
Naturally Slim Program Foundations-completes 8 out of 10 weeks	230	2.78%
Cigna Healthy Pregnancy, Healthy Baby Program 1 st Trimester	16	0.19%
Cigna Healthy Pregnancy, Healthy Baby Program 2nd Trimester	18	0.22%
Social Health and Wellness	Number of Participants	% of Participants*
Cigna Apps & Activities	663	8.00%

*The eligible population includes all employees and spouses enrolled in the medical plan prior to 5/1/2018. This group excludes pre-65 retirees, and participants enrolled in the medical plan due to PPACA eligibility. Employees and spouses who enrolled in the medical plan between 5/1/2018 and 8/31/2018 were only required to complete an annual physical and a health assessment within 120 days of enrollment to meet the Premium Rewards criteria. Employees and spouses who enrolled in the medical plan on or after 9/1/2018 automatically receive the premium reward for the FY20 plan year (3/1/2019-2/29/2020).

Data source: FY20 Final Premium Reward Report



FY20 Premium Rewards Program Scorecard Continued

STEP 3 – Complete Any Combination for 500 Total Additional Points	Number of Participants	% of Participants*
Employee Wellness Programs, Events & Activities	Number of Participants	% of Participants*
Complete a Wellness Class	1335	16.00%
Complete the Well Powered Living Class Series	687	8.30%
Complete the Diabetes Prevention Program Class Series	158	1.91%
Harris Health “Becoming a Mom” Program (LBJ Hospital)	4	0.05%
Naturally Slim NS4You	370	4.50%
Naturally Slim NS4Life	181	2.20%
Participate in a group Exercise Class or Recreational Sports Event	535	6.47%
Participate in a group Exercise Class	406	4.90%
Participate in a Recreational Sports Event	129	1.60%
Complete an online wellness challenge	1461	17.70%
Complete a Healthy Knowledge Seminar	4151	50.00%
Attend a Harris Health Special Event	1203	14.50%
Participate in an Explore & Learn Booth	1660	20.10%
Complete the annual Employee Wellness Survey	2809	34.00%
Met Requirements for Premium Rewards Program (including Newly benefitted employees hired on or after 5/1.)	7548	81.30%
Achieved Partial Wellness Status (including Newly benefitted employees hired on or after 5/1.)	343	3.70%
No Wellness (including Newly benefitted employees hired on or after 5/1.)	1389	15.00%
Met Requirements for Premium Rewards Program (excluding Newly benefitted employees hired on or after 5/1.)	5092	75.40%
Achieved Partial Wellness Status (excluding Newly benefitted employees hired on or after 5/1.)	332	4.90%
No Wellness (excluding Newly benefitted employees hired on or after 5/1.)	1327	19.70%

*The eligible population includes all employees and spouses enrolled in the medical plan prior to 5/1/2018. This group excludes pre-65 retirees, and participants enrolled in the medical plan due to PPACA eligibility. Employees and spouses who enrolled in the medical plan between 5/1/2018 and 8/31/2018 were only required to complete an annual physical and a health assessment within 120 days of enrollment to meet the Premium Rewards criteria. Employees and spouses who enrolled in the medical plan on or after 9/1/2018 automatically receive the premium reward for the FY20 plan year (3/1/2019-2/29/2020).



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program

Healthy@Harris Wellness Program		Program YTD (9/1/2017-8/31/2018)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged 9538 EE&SP enrolled in medical plan
Booth	CHC Booth	1	58	58	0.61%
	Cigna Booth	22	842	580	6.08%
	Explore and Learn Booth	61	2666	1285	13.47%
	Flu Campaign Kick-Off	1	119	119	1.25%
	National Nutrition Month	8	455	431	4.52%
	National Nutrition Month Photo Submission	1	38	38	0.40%
	Pet Appreciation Week	1	38	38	0.40%
	Sepsis Awareness Fair	1	78	78	0.82%
	Wear Blue Day	3	131	131	1.37%
	Wear Red Day	6	404	404	4.24%
Healthy Knowledge Seminar - Scheduled	Benefits 101	7	329	326	3.42%
	Cancer Resource Center Seminar (PIKNIC)	2	35	29	0.30%
	Cigna Workshop	15	709	353	3.70%
	Community Health Seminar	1	34	34	0.36%
	Cooking Class	11	759	606	6.35%
	Dietitian Class	1	9	9	0.09%
	EAP Webinar	13	1711	704	7.38%
	Employee Wellness Class	2	11	11	0.12%
	Employee Wellness Presentation	9	258	255	2.67%
	Kelsey-Seybold Seminar	39	1200	989	10.37%
Self-Defense (LBJ)	4	32	8	0.08%	
Stress Management - Nurse Orientation	2	65	63	0.66%	

Data source: Employee Wellness Program Year-End Report September 1, 2017 through August 31, 2018 (Effective towards FY20 Premium Rewards Program); Cigna Custom MotivateMe Report; Naturally Slim April Class Report; Livongo Activation and Usage Report



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program

		Program YTD (9/1/2017-8/31/2018)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged 9538 EE&SP enrolled in medical plan
Healthy Knowledge Seminar - Unscheduled	LMS Module: Dealing with Difficult People *	173	2030	2015	21.13%
	LMS Module: Emotional Minefields of Parent care *	47	603	603	6.32%
	LMS Module: Increase Your Resiliency *	107	964	962	10.09%
	LMS Module: Living in a 24-7 World *	63	941	941	9.87%
	LMS Module: Managing Work-Life Balance *	172	1606	1594	16.71%
	LMS Module: Personal Resiliency Pt_1*	186	1438	1423	14.92%
	LMS Module: Ready Set Go *	68	794	793	8.31%
	LMS Module: The Art and Science of Getting Good Sleep *	61	859	859	9.01%
	LMS Module: Time Management *	133	1224	1213	12.72%
	LMS Module: Trauma and Its Impact *	161	1215	1206	12.64%
Healthy Knowledge Seminar - Info Session	Premium Rewards Brainshark Video (FY20) *	269	2489	2459	25.78%
	Premium Rewards Info Session	24	923	893	9.36%
Inter-Department Collaboration	UAP Conference	1	26	26	0.27%
	Walking Trail Opening	1	19	19	0.20%
Online Health Coaching - My Health Assistant	Control Your Asthma *	3	3	3	0.03%
	Manage Your Chronic Obstructive Pulmonary Disease (COPD) *	3	3	3	0.03%
	Manage Your Diabetes *	4	4	4	0.04%
	Manage Your Heart Disease/Coronary Artery Disease *	4	4	4	0.04%
	Managing Heart Failure *	4	4	4	0.04%
Personal Health Analysis	Complete the Health Assessment-Must Complete *	353	8376	8258	86.58%

* These activities are not scheduled and can be completed by participants at any time. Therefore, the "Total Activities" count for these activities counts the number of dates when these activities have been completed.

Data source: Employee Wellness Program Year-End Report September 1, 2017 through August 31, 2018 (Effective towards FY20 Premium Rewards Program); Cigna Custom MotivateMe Report; Naturally Slim April Class Report; Livongo Activation and Usage Report



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program

Program		Program YTD (9/1/2017-8/31/2018)			
		Total Activities	Total participants	Total unique participants	% engaged 9538 EE&SP enrolled in medical plan
Employee Wellness Class - Scheduled	Becoming a Mom	30	35	5	0.05%
	Mindfulness Class	6	323	323	3.39%
	Prevent T2	80	675	184	1.93%
	Well Powered Living (Pilot - Summer 2017)	6	72	28	0.29%
	Well Powered Living Session 1 (Overview & Physical)	9	378	376	3.94%
	Well Powered Living Session 2 (Emotional)	8	432	430	4.51%
	Well Powered Living Session 3 (Mental)	8	467	465	4.88%
	Well Powered Living Session 4 (Spiritual)	9	368	367	3.85%
Employee Wellness Class - Unscheduled	Nutrition Counseling	15	31	21	0.22%
Naturally Slim Foundations (class-by-class)	session-01-Foundation *	20	112	112	1.17%
	session-02-Foundation *	17	98	98	1.03%
	session-03-Foundation *	17	89	89	0.93%
	session-04-Foundation *	14	86	86	0.90%
	session-05-Foundation *	13	83	83	0.87%
	session-06-Foundation *	17	79	79	0.83%
	session-07-Foundation *	11	80	80	0.84%
	session-08-Foundation *	13	77	77	0.81%
	session-09-Foundation *	11	72	72	0.75%
	session-10-Foundation *	5	65	65	0.68%
Naturally Slim NS4Life	session-01-NS4Life *	103	203	203	2.13%
	session-02-NS4Life *	93	169	169	1.77%
	session-03-NS4Life *	80	152	152	1.59%
	session-04-NS4Life *	76	147	147	1.54%
	session-05-NS4Life *	78	140	140	1.47%
	session-06-NS4Life *	64	131	131	1.37%
	session-07-NS4Life *	4	4	4	0.04%

* These activities are not scheduled and can be completed by participants at any time. Therefore, the "Total Activities" count for these activities counts the number of dates when these activities have been completed.



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program

Program		Program YTD (9/1/2017-8/31/2018)			
		Total Activities	Total participants	Total unique participants	% engaged 9538 EE&SP enrolled in medical plan
Naturally Slim NS4You	session-01-NS4You *	88	428	428	4.49%
	session-02-NS4You *	78	288	288	3.02%
	session-03-NS4You *	76	250	250	2.62%
	session-04-NS4You *	79	209	209	2.19%
	session-05-NS4You *	83	203	203	2.13%
	session-06-NS4You *	65	187	187	1.96%
	session-07-NS4You *	61	172	172	1.80%
Employee Wellness Survey	Employee Wellness Survey	1	3260	3260	34.18%
Health Coaching by Phone	Get Help Improving My Lifestyle Habits – Stress *	150	380	378	3.96%
	Get Help Improving My Lifestyle Habits – Tobacco *	52	74	73	0.77%
	Get Help Improving My Lifestyle Habits – Weight *	184	612	609	6.38%
	Make Progress Towards a Goal to Overcome a Health Problem (Note: Chronic Condition Only) *	267	1152	1016	10.65%
	Talk to a Coach or Visit the Ben Taub Onsite Coach to Make Progress Toward a Health Goal *	279	1697	1514	15.87%
Maternity Support	Speak with a Maternity Nurse Starting in Your 1st Trimester and One Call After the Baby is Born *	22	24	24	0.25%
	Speak with a Maternity Nurse Starting in Your 2nd Trimester and One Call After the Baby is Born *	26	27	27	0.28%
HbA1c Check	HbA1c Check	7	61	61	0.64%
Livongo Enroll Activate	Livongo Enroll & Activate DIABETES *	225	374	374	3.92%
Livongo Monthly Testing	Livongo Monthly Glucose Testing	10	4700	810	8.49%
Naturally Slim Foundations (Cigna file)	Naturally Slim-Weight Management Program Completion (Foundations; complete 8 out of 10 sessions) *	53	272	272	2.85%

* These activities are not scheduled and can be completed by participants at any time. Therefore, the "Total Activities" count for these activities counts the number of dates when these activities have been completed.

Data source: Employee Wellness Program Year-End Report September 1, 2017 through August 31, 2018 (Effective towards FY20 Premium Rewards Program); Cigna Custom MotivateMe Report; Naturally Slim April Class Report; Livongo Activation and Usage Report



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program

Program		Program YTD (9/1/2017-8/31/2018)			
		Total Activities	Total participants	Total unique participants	% engaged 9538 EE&SP enrolled in medical plan
Achieve Health Goals (Standard - Alternatives are Telephonic Coaching, Online WebMD Program)	Achieve a Fasting Blood Glucose (Blood Sugar) Level of Less Than 100 *	326	4805	4802	50.35%
	Achieve a Healthy Blood Pressure Level of Less Than or Equal to 120/80 *	312	4094	4091	42.89%
	Achieve a Healthy LDL Level of Less Than or Equal to 100 *	357	5365	5362	56.22%
	Achieve a Healthy Total Cholesterol Level of Less Than or Equal to 200 *	357	6911	6908	72.43%
	Achieve a Healthy Waist Size of 35 in. (Women) or 40 in. (Men), or Less *	298	3617	3615	37.90%
Group Exercise	Boot Camp	83	1125	90	0.94%
	Fit 4 U	32	147	24	0.25%
	Flexibility/Yogilates	19	58	12	0.13%
	MixFitz	188	2895	70	0.73%
	QM Yoga	11	47	21	0.22%
	Sonia's Dance	1	10	10	0.10%
	Soul Grooves	63	690	91	0.95%
	Spin (Timberline)	4	16	10	0.10%
	Stretching	69	777	140	1.47%
	Yoga (LBJ)	9	84	38	0.40%
	Yoga (MLK)	17	91	9	0.09%
	Zumba	112	1062	134	1.40%
Social Health and Wellness	Get Connected! Have Fun and Earn Rewards on Apps and Activities *	261	1902	742	7.78%
Sports	Basketball	85	858	74	0.78%
	Flag Football	31	255	18	0.19%
	Soccer	1	5	5	0.05%
	Softball	27	480	48	0.50%
	Volleyball	55	1153	52	0.55%

* These activities are not scheduled and can be completed by participants at any time. Therefore, the "Total Activities" count for these activities counts the number of dates when these activities have been completed.



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program

		Program YTD (9/1/2017-8/31/2018)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged 9538 EE&SP enrolled in medical plan
Preventive Care	Complete an Annual Physical Exam with Biometric Values-Must Complete *	297	8672	8637	90.55%
	Get a Cervical Cancer Screening (Preventive Exam) *	268	2865	2850	29.88%
	Get a Colon Cancer Screening (Preventive Exam) *	274	1136	1123	11.77%
	Get a Mammogram (Preventive Exam) *	307	3183	3067	32.16%
	Get a Prostate Cancer Screening (Preventive Exam) *	287	1377	1334	13.99%
	Get My Annual OB/GYN Exam *	265	2861	2855	29.93%
Self Reported Activities	I Received My Annual Dental Exam (Self-Reported Goal) *	357	4841	4791	50.23%
	I Received My Annual Vision Exam (Self-Reported Goal) *	358	4832	4802	50.35%
Special Event	AHA Heart Walk	1	5	5	0.05%
	Community Health Choice Kickball Tournament	1	20	20	0.21%
	Field Day	1	290	290	3.04%
	Houston Corporate Run	1	51	51	0.53%
	LBJ Garden Project	11	108	63	0.66%
	March of Dimes Walk	1	84	84	0.88%
	MS150	1	9	9	0.09%
	Poker Walk	6	884	883	9.26%
	Texas Med Run	1	258	258	2.70%
Online Challenge	Online Challenge: Biggest Winner COMPLETE	1	134	134	1.40%
	Online Challenge: Biggest Winner INCOMPLETE	1	253	253	2.65%
	Online Challenge: Filler Up Hydration	1	809	809	8.48%
	Online Challenge: Good Night's Sleep - Complete	1	501	501	5.25%
	Online Challenge: Good Night's Sleep - Incomplete	1	199	199	2.09%
	Online Challenge: Health Trails COMPLETE	1	274	274	2.87%
	Online Challenge: Health Trails INCOMPLETE	1	317	317	3.32%
	Online Challenge: Health Trails TEAM WINNER	1	17	17	0.18%
	Online Challenge: Oh What Fun 2017 COMPLETE	1	340	340	3.56%
	Online Challenge: Oh What Fun 2017 INCOMPLETE	1	302	302	3.17%
	Online Challenge: The Beat Goes On COMPLETE	1	351	351	3.68%
	Online Challenge: The Beat Goes On INCOMPLETE	1	239	239	2.51%
Other Challenge	Healthy Wage	1	45	45	0.47%

* These activities are not scheduled and can be completed by participants at any time. Therefore, the "Total Activities" count for these activities counts the number of dates when these activities have been completed.
Data source: Employee Wellness Program Year-End Report September 1, 2017 through August 31, 2018 (Effective towards FY20 Premium Rewards Program); Cigna Custom MotivateMe Report; Naturally Slim April Class Report; Livongo Activation and Usage Report



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program

Healthy@Harris Wellness Program		Program YTD (9/1/2017-8/31/2018)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged 9538 EE&SP enrolled in medical plan
TOTAL UOS		9,829	124,148	10,510	90%

- Total Units of Service (# of Touches/Engagements) increased by 57, 704 over the prior program year.
- 86.84% increase from FY19 to FY20 Program Year.
- FY18: 30,303 Units of Service
- FY19: 66,444 Units of Service
- FY20: 124,148 Units of Service



Employee Wellness Program Participation Summary

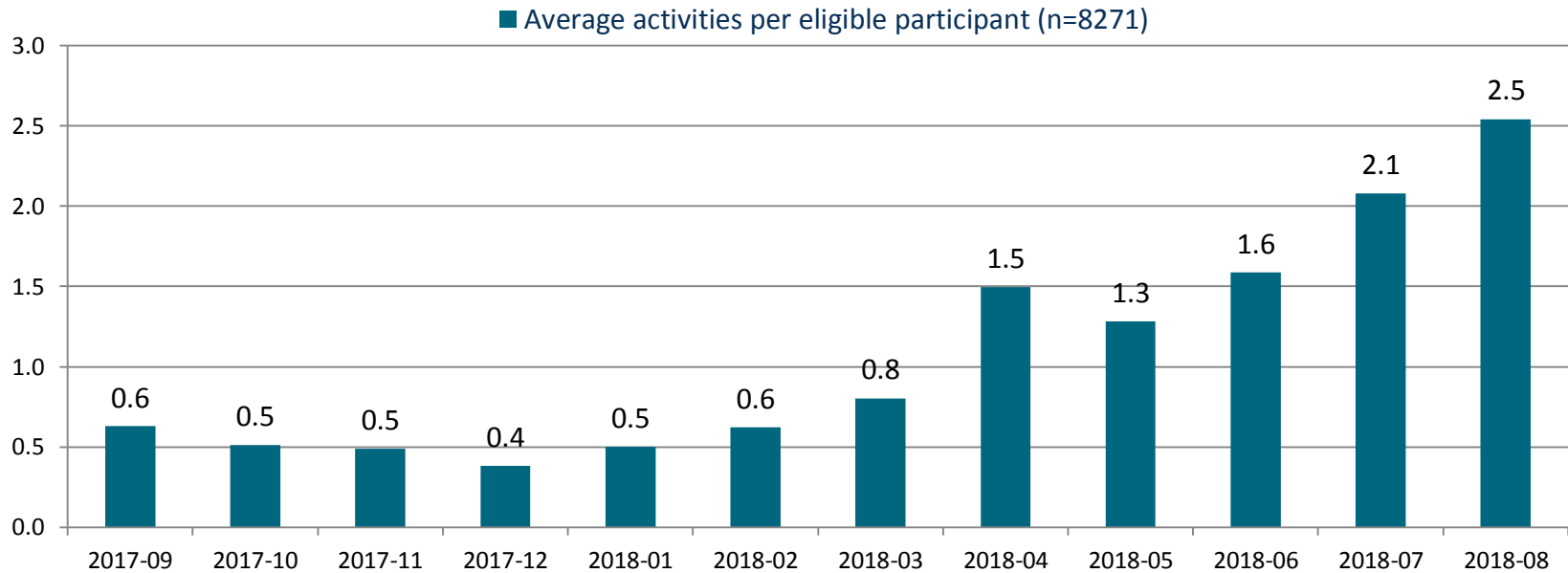
Healthy@Harris Wellness Program	Program YTD (9/1/2017-8/31/2018)
Average # of wellness activities per participant	11.8
# who participated in 9 or more wellness activities	6,067
Total # of participants engaged in wellness program during time period	10,510
% of total who participated in >= 1 wellness activities	96.06%
% of total who participated in >= 9 wellness activities	57.7%
% of medical plan participants engaged	90.0%
# of all participants who completed 1 or more wellness activities	10,510
# of medical plan participants who completed 1 or more wellness activities	5,769
# of eligible population*** who completed 1 or more wellness activities	7,907

- 96.06% (10,510/10,941) of all employees (regardless of medical plan status) and covered spouses completed ≥ 1 program or activity in FY20.
- 90% all eligible medical plan participants completed ≥ 1 program or activity in FY20
- 57.7% of all Wellness Participants completed 9 or more activities during the current program year compared to 24.1% in FY19; an increase of 33.6%. This includes all employees and spouses regardless of medical plan status.
- 67.4% of all eligible Medical Plan participants (8,491) completed 9 or more wellness activities during the current program year. This was a 41.1% increase over prior program year.



Monthly Activities

Average activities per eligible participant (n=8271)

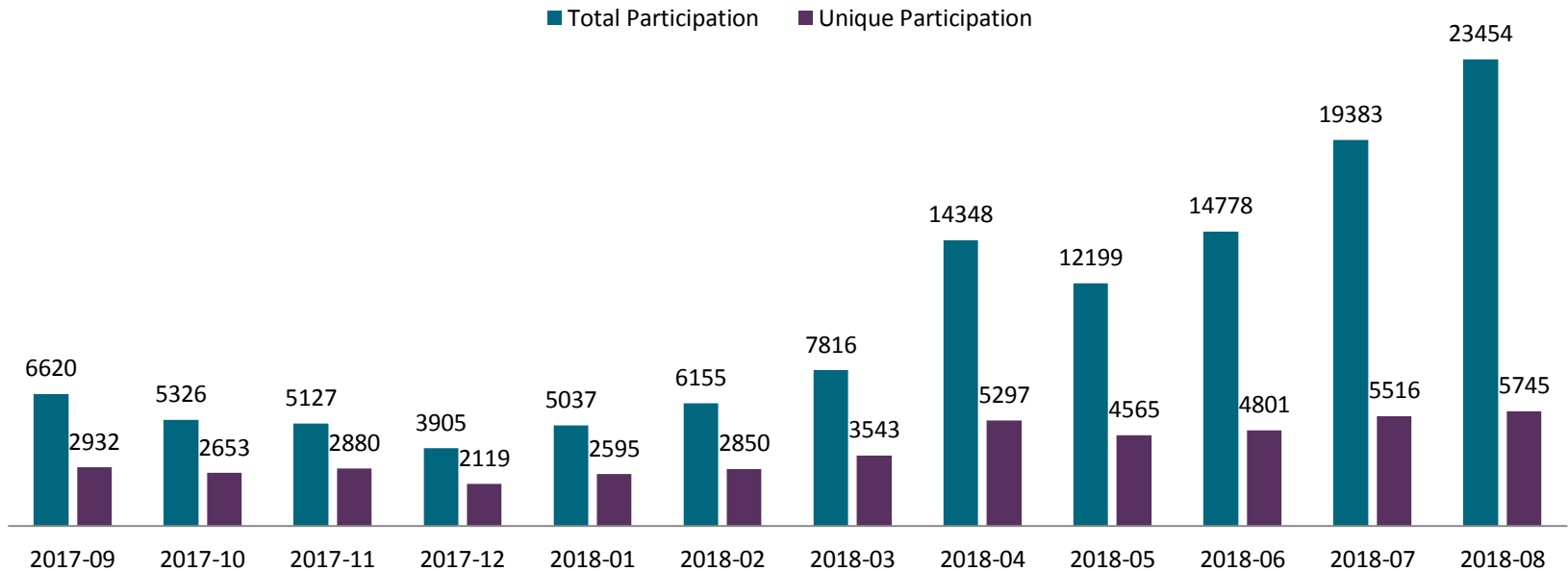


- 96.06% of all employees and covered spouses completed a wellness activity during the current program year
- 90% of all eligible medical plan participants completed a wellness activity during the current program year.



FY20 Wellness Program Engagement by Month

FY20 Program Engagement by Month



- Total Number of unique participants: 10,510
- 27.78% increase over prior program year

Population Health Results



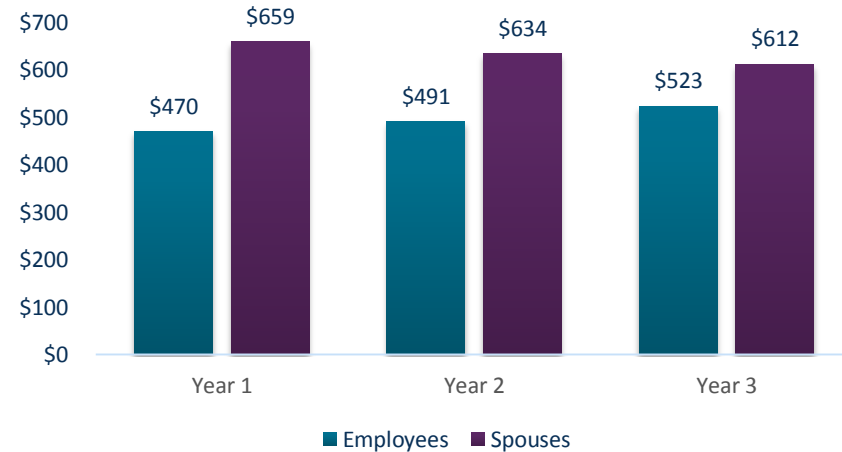
Population Health & Wellness - Active Employees

Population Health Status

Prospective Risk Score	Incurred 9/2015 – 8/2016, Paid through 9/2017	Incurred 9/2016 – 8/2017, Paid through 9/2017	Incurred 9/2017 – 8/2018, Paid through 9/2018
Employees	1.72	1.51	1.60
Spouses	2.01	1.83	1.89

Average Per Member Per Month (PMPM) Medial & Rx Claims	Incurred 9/2015 – 8/2016, Paid through 9/2017	Incurred 9/2016 – 8/2017, Paid through 9/2017	Incurred 9/2017 – 8/2018, Paid through 9/2018
Employees	\$470	\$491	\$523
Spouses	\$659	\$634	\$612

Average Per Member Per Month (PMPM) Medial & Rx Claims



Spouses tend to cost more and have a riskier health profile than employees, making it important to engage them in plan programs as well.



Population Health Statistics

Chronic Conditions

Top 3 Chronic Conditions	Sept 2015 – August 2016			Sept 2016 – August 2017			Sept 2017 – August 2018			Trends
	Prevalence	Number	Average Paid Per Claimant	Prevalence	Number	Average Paid Per Claimant	Prevalence	Number	Average Paid Per Claimant	
Hypertension	16.4%	2,642	\$11,163	16.8%	2,829	\$11,621	17.3%	2,877	\$11,737	↑ .99 %
Diabetes	9.4%	1,516	\$12,903	9.9%	1,670	\$13,837	10.6%	1,772	\$15,130	↑ 9.34 %
Hyperlipidemia	11.9%	1,914	\$9,891	11.3%	1,901	\$9,633	11.4%	1,902	\$9,467	↓ 1.72%

Actions:

- Programs to improve or eliminate chronic conditions;
 - Naturally Slim* (launched three classes in 2018 and had a total of 530 unique participants)
 - Livongo Diabetes Management* (954 currently enrolled as of 8/31/18)
 - On-site nurse*
 - On-site classes*
- Promote relationship with PCP to increase annual physical rate and physician involvement in Chronic Condition Management
- Spouses included in program requirements for FY20 premium rewards thus increasing spouse engagement and identification of health issues

Data source: IDAP, Y1 incurred September 2015 – August 2016, and Y2 incurred September 2016 – August 2017, paid through September 2017; Y3 incurred September 2017 – August 2018, paid through September 2018. Excluding post-65 retirees & COBRA; 2017-2018 data also excludes Grandfathered Disabled. Cost include medical and pharmacy; does not account for Capitation or Stop Loss.



Population Health Statistics

Preventive Care Statistics

	Sept 2015 – August 2016				Sept 2016 – August 2017				Sept 2017 – August 2018				
Preventive Screenings	Compliance Rate - EE	Eligible EE	Compliance Rate - Spouse	Eligible Spouse	Compliance Rate - EE	Eligible EE	Compliance Rate - Spouse	Eligible Spouse	Compliance Rate - EE	Eligible EE	Compliance Rate - Spouse	Eligible Spouse	Trend
Annual Physical	39.8%	7,409	38.7%	1,454	81.5%	7,834	49.3%	1,622	71.1%*	8,330	67.7%	1,761	↓ .97%
Mammogram	64.3%	3,712	57.4%	329	72.9%	3,860	58.7%	363	84.9%	3,494	71.3%	366	↑ 6.62%
Cervical Cancer Screening	66.1%	5,917	61.3%	478	86.8%	6,218	70.6%	510	91.7%	5,632	87.9%	486	↓ 2.88%
Colorectal Screening	39.4%	3,032	36.4%	851	48.2%	3,147	38.8%	869	54.5%	2,714	52.9%	786	↑ 2.21%
Prostate Screening	21%	1,310	25%	959	40%	1,317	30%	1,047	41%	1,276	49%	996	↑ 20.25%

Increased overall preventive care utilization by .95% over the prior program year*. Increased spouse compliance by 37.55%.

Notes:

*Employee compliance includes participants not eligible for premium rewards (PPACA participants etc.). 88% of eligible employees and spouses completed a physical (excludes new hires/newly benefitted employees hired 5/1/18 or later).

Data source: IDAP, Y1 incurred September 2015 – August 2016, and Y2 incurred September 2016 – August 2017, paid through September 2017; Y3 incurred September 2017 – August 2018, paid through September 2018. Excluding post-65 retirees & COBRA; 2017-2018 data also excludes Grandfathered Disabled. Cost include medical and pharmacy; does not account for Capitation or Stop Loss.



Population Health Statistics

Preventive Care Statistics

Preventive Screenings	Sept 2016 – August 2017					Sept 2017 – August 2018					Trend
	Compliance Rate - EE	Eligible EE	Compliance Rate - Dependents	Eligible Dependents	Total Compliance Rate (EE & Dep)	Compliance Rate - EE	Eligible EE	Compliance Rate - Dependents	Eligible Dependents	Total Compliance Rate (EE & Dep)	
Annual Dental Exam	61%	5,091	60%	5416	60.5%	63%	5,492	63%	5,902	63%	↑ 2.5%
Annual Vision Exam	43%	9,644	20%	4,202	31.5%	18%	9,647	10%	4,065	14%	↓ 17.5%

Increased overall preventive care utilization by 2.5% in dental exams but compliance in annual exams decreased by 17.5%.*

Notes:

*Dental and vision statistics were not included in the reported preventive care compliance statistics on the previous page because dental and vision data includes dependents (not just spouses). This is different that the other reported preventive care statistics so it was intentionally kept separate to maintain data integrity. Analysis is for evaluation and planning purposes only.



Population Health Statistics-Biometrics Risks

		Sept 2016– August 2017			Sept 2017 – August 2018			
Biometric	Biometric Description	% At risk	% High Risk	%Total (At Risk + High Risk)	% At risk	% High Risk	%Total (At Risk + High Risk)	Trends
BMI	At Risk: 25-29 High risk: >=30	32%	46%	79%	31%	44%	75%	↓ 4%*
Waist Circumference	Women: >=35 inches Men: >=40 inches	51%		51%	43%		43%	↓ 8%
Cholesterol	At Risk: 200-239 mg/dL High Risk: >=240 mg/dL	20%	5%	25%	22%	7%	29%	↑ 4%
HDL	Women: < 50 mg/dL Men: <40 mg/dL	44%		44%	29%		29%	↓ 15%
LDL	At Risk: >=100 mg/dL High Risk: >=160 mg/dL	47%	5%	52%	54%	5%	59%	↑ 7%
Triglycerides	At Risk: >=150 mg/dL High Risk: >=200 mg/dL	26%	13%	40%	19%	8%	27%	↓ 13%
Glucose	At-Risk: 100-125 mg/dL High-Risk: >=126mg/dL	24%	11%	34%	19%	8%	27%	↓ 7%
Blood Pressure	At-Risk: >=120/80 High-Risk: >=140/90	42%	6%	48%	28%	3%	31%	↓ 17%**

* Results inclusive of self-reported results in health assessment and BMI from Wellness Screening forms.

**Results may be skewed due to a larger percentage of people with “good” readings submitting wellness screening forms.



Population Health Statistics-Lifestyle Risks

		Sept 2016 – August 2017			Sept 2017 – August 2018			
Biometric	Biometric Description	% At risk	% High Risk	%Total (At Risk + High Risk)	% At risk	% High Risk	%Total (At Risk + High Risk)	Trends
Physical Activity*	At Risk: 60 to 150 minutes/week High Risk: 0-60 minutes/week	52.7%	20.4%	73.1%	65.7%	6.7%	72.4%	↓0.7%
Tobacco Use*	Current Tobacco user		4.3%	4.3%	3.8%		3.8%	↓0.5%
Nutrition*	Less than 5 servings of fruit, vegetables and high fiber foods	81%	1.6%	82.6%	34.5%	2.0	36.5%	↓ 46.1 %
Stress*	High Risk: (stress scale score >18)		12.5%	12.5%	28.1%	5.7%	33.8%	↑21.3%

Increasing physical activity is effective in lowering the prevalence of cardiovascular disease, certain cancers, diabetes and certain mental and nervous disorders.

Poor Nutrition is one of the primary unhealthy lifestyle behaviors contributing to hypertension in working age adults



Chronic Conditions Prevalence – Employee Population

Year 2: Sep 2016 through Aug 2017 and Paid through Sep 2017		
Chronic Condition	# With Condition	% of Members
Affective Psychosis	15	0.18%
Asthma	272	3.23%
Atrial Fibrillation	49	0.58%
Blood Disorders	550	6.52%
CAD	144	1.71%
COPD	43	0.51%
Cancer	229	2.72%
Chronic Pain	184	2.18%
Congestive Heart Failure	67	0.79%
Demyelinating Diseases	13	0.15%
Depression	202	2.40%
Diabetes	1,264	14.99%
ESRD	74	0.88%
Eating Disorders	5	0.06%
HIV/AIDS	60	0.71%
Hyperlipidemia	1,428	16.93%
Hypertension	2,259	26.78%
Immune Disorders	9	0.11%
Inflammatory Bowel Disease	21	0.25%
Liver Diseases	183	2.17%
Morbid Obesity	423	5.02%
Osteoarthritis	308	3.65%
Peripheral Vascular Disease	50	0.59%
Rheumatoid Arthritis	63	0.75%

Year 3: Sep 2017 through Aug 2018 and Paid through Sep 2018		
Chronic Condition	# With Condition	% of Members
ADHD	52	0.62%
Affective Psychosis	19	0.23%
Atrial Fibrillation	48	0.58%
Blood Disorders	626	7.52%
Cancer	228	2.74%
Chronic Pain	257	3.09%
Chronic Respiratory Failure	13	0.16%
Congestive Heart Failure	68	0.82%
COPD	52	0.62%
Demyelinating Diseases	13	0.16%
Depression	231	2.77%
Diabetes	1,341	16.10%
Eating Disorders	10	0.12%
ESRD	15	0.18%
HIV/AIDS	60	0.72%
Hypertension	2,261	27.14%
Immune Disorders	9	0.11%
Inflammatory Bowel Disease	24	0.29%
Liver Diseases	198	2.38%
Lower Back Pain	514	6.17%
Metabolic Disorders	1,916	23.00%
Metabolic Syndrome	18	0.22%
Morbid Obesity	580	6.96%
Paralysis Other	23	0.28%

*Chronic Conditions may include duplicative members

The prevalence & distribution of employee chronic health conditions increased by 8 % versus the prior program year.

The increase in Year 3 is due to 861 employees that did not have a chronic condition in prior years, however are now reported to have at least 1 new chronic condition. The increase is likely attributed with the increase Annual Physicals with a physician and having an established relationship with a provider. Top chronic conditions newly diagnosed: lower back pain (134), Metabolic disorders (90), Hypertension (71), blood disorders (62), Morbid Obesity (48).

Environment & Culture



Environment and Culture

- 88.54% of employees believe that Harris Health System cares about their health and well-being, a 8.22% increase from prior year.
- 86.3% of employees believe there is a culture of health and wellness within Harris Health System, a 10.76% increase from the prior program year.

2018 Employee Wellness Survey Report						
Please indicate your agreement with the following questions:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No opinion
Harris Health System cares about the health and well-being of employees.	45.45%	42.42%	7.75%	1.71%	1.91%	0.76%
There is a culture of health and wellness within Harris Health System.	38.55%	46.38%	10.19%	1.63%	1.66%	1.60%
The managers in my department support employees' participation in the wellness program.	34.00%	37.09%	17.83%	4.01%	2.58%	4.49%
The managers in my department care about the health and well-being of employees.	36.13%	38.55%	15.08%	3.73%	2.86%	3.65%

2017 total survey responses: 2,206

2018 total survey responses: 3,562

Employee Wellness Program Satisfaction



Wellness Program Satisfaction

- 82.19% of employees are satisfied with the Wellness Program, a 26.61% increase from 2017.

2018 Employee Wellness Survey Report						
Now, we would like to ask about the Wellness Program satisfaction. On a scale of 1-5, where 1=poor and 5=excellent, how would you rate your satisfaction with the overall wellness program? If you did not participate in the wellness program, please mark "no opinion."	Excellent	Good	Neutral	Fair	Poor	No opinion
	26.85%	43.17%	9.49%	4.24%	1.43%	14.8%
Please indicate your agreement with the following questions:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No opinion
The wellness program has helped me improve my overall health.	23.71%	45.80%	16.78%	3.38%	1.36%	9.0%
The wellness program has helped me feel more confident about making decisions about my health.	25.35%	45.43%	15.84%	3.29%	1.31%	8.77%
The wellness program has helped me increase my readiness to make positive health behavior changes.	27.54%	45.85%	14.51%	2.81%	1.28%	8.04%
I have made at least one significant health behavior change since participating in the wellness program.	28.53%	45.32%	12.35%	3.72%	1.28%	8.83%
The wellness program has helped me be more productive when I'm NOT at work.	22.37%	41.79%	19.42%	5.37%	1.59%	9.48%
The wellness program has been of value to my spouse or others in my family.	15.99%	28.76%	19.45%	4.66%	1.87%	29.30%
The wellness program has led to improved quality of life for me and/or my family.	22.66%	42.67%	18.65%	3.75%	1.48%	10.79%
The wellness program is a valuable part of my employee benefits.	32.68%	43.47%	12.10%	2.58%	1.82%	7.35%
I have gained knowledge and/or skills from the wellness program that I use in my everyday life.	27.94%	45.00%	14.25%	3.21%	1.39%	8.21%

2017 total survey responses: 2,206

2018 total survey responses: 3,562

Data sources: Wellness Survey conducted 3/30/18-4/30/18.



Wellness Program Satisfaction

Satisfaction with Specific Programs and Resources	2018
Premium Rewards Program	77.70%
Telephonic Health Coaching	68.17%
In-person Health Coaching	67.63%
Cigna Online Chronic Condition Coaching	71.08%
Livongo Diabetes Management Program	73.10%
Naturally Slim Weight Management Program	75.64%
Well Powered Living Program	74.31%
Prevent T2-Diabetes Prevention Program	72.82%
Online Wellness Challenges	81.25%
Healthy Knowledge Seminars	82.85%
EAP Webinars	73.96%
Special Events-Go Red, Poker Walk, Houston Field Day, Corporate 5k etc.	79.44%
Explore & Learn Booths	77.45%
Group Exercise Classes	78.34%
Recreational Sports	77.27%
Nutrition Counseling	80.60%
Healthy Cooking Classes	80.96%
Healthy Wage Weight Loss Contest	75.86%
Cigna Healthy Pregnancy, Healthy Baby Program	70.50%
Employee Assistance Program through FEI	75.31%
Childbirth Class (CHC)	65.73%
Living With Diabetes Class (CHC)	70.48%
Living with Asthma Class (CHC)	67.80%
Becoming a Mom Class (LBJ)	65.98%

2017 total survey responses: 2,206

2018 total survey responses: 3,562

Data sources: Wellness Survey conducted 3/30/18-4/30/18.



Wellness Program Needs & Interests

Needs & Interests	2017	2018 Trend	
Preferred method for receiving wellness program and activity information. Please check all that apply.			
Weekly e-mail tips	54.10%	61.08%	↑ 6.98%
Company Intranet	22.20%	47.63%	↑ 25.43%
Company Internet	N/A	27.77%	
Text message	11.70%	19.45%	↑ 7.75%
Communication through an App	N/A	15.78%	
Staff meetings	5.00%	14.85%	↑ 9.85%
Which of the following would be most beneficial to you in supporting your goal of to becoming more physically active? Please check all that apply.			
Discounts to fitness centers / exercise clubs	N/A	59.21%	
Onsite fitness classes and/or fitness equipment	N/A	44.05%	
Access to an online fitness challenge	N/A	43.93%	
Discounted Fitness devices such as Fitbit, Garmin, Jawbone, etc.	N/A	40.70%	
Fitness Subsidy to use on gym memberships, exercise classes, recreational sports etc.	N/A	39.65%	
Community Events (5k runs/walks etc.)	N/A	20.58%	
Sports Leagues (soccer, softball, flag football, kickball, volleyball)	N/A	16.97%	
Other (please specify)	N/A	8.76%	
Which of the following would be most beneficial to you in reaching work-life balance? Please check all that apply.			
Flexible hours	N/A	68.70%	
Paid time off	N/A	52.20%	
Work from home / Work remote	N/A	42.97%	
Childcare	N/A	14.73%	
Other (please specify)	N/A	7.63%	
If you were interested in making a lifestyle change such as losing weight, starting an exercise program, eating better, etc. Which of the following program styles would you be most likely to participate? Select two.			
In person health coaching with a health professional, dietitian or personal trainer	37.80%	45.94%	↑ 8.14%
Online health activity tracking challenge	32.20%	41.92%	↑ 9.72%
Online self-directed lifestyle program	29.20%	37.61%	↑ 8.41%
Onsite program with group support	21.70%	35.02%	↑ 13.32%
Smart Phone program / Application with texting and personalized support	21.30%	29.55%	↑ 8.25%
Medically-based program led by my physician or other qualified medical professional	18.90%	23.73%	↑ 4.83%
Individual telephonic health coaching with a health professional	21.50%	19.39%	↓ -2.11%

2017 total survey responses: 2,206

2018 total survey responses: 3,562

Data sources: Wellness Survey conducted 3/30/18-4/30/18.

Livongo Diabetes Management Program

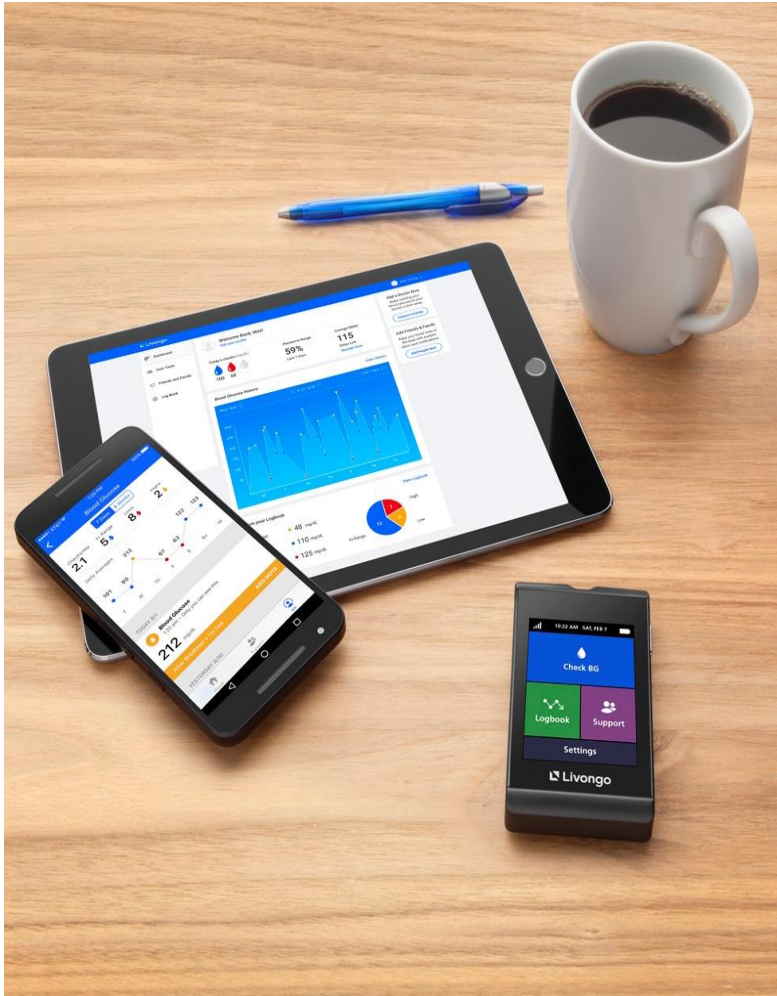


Livongo Diabetes Management Program

- Program designed to empower participants with the latest technology, information and coaching to more effectively manage their diabetes.
- Livongo is FREE program provided to Harris Health System employees, spouses and pre-65 retirees who have Diabetes and are enrolled in the Harris Health System Medical Plan. The program empowers people with Diabetes to live a better life.
- Our Goals:
 - Achieve $\geq 40\%$ enrollment and engagement in Livongo.
 - Program year enrollment =53%.
 - Decrease ER visits and complications associated with Diabetes
 - Improve number of glucose checks as well as number of time glucose readings are in range
 - Achieve HbA1c reductions of $\geq 1\%$
 - Participants saw an HbA1c reduction of 1.4%.
 - Increase the percentage of the diabetic population that has an HbA1c in the well-managed range (< 7%)
 - 22.1% more diabetics are in good diabetic control <7%
 - Improve clinical compliance with HEDIS measures and the Diabetes Standards of Care
 - Improved
 - Achieve positive participant feedback that Livongo is easy to use and is a valuable resource in better self management.
 - Net promoter score of 85+; positive testimonials



Livongo Diabetes Management Program



The Livongo Diabetes Management Program includes:

- A two-way, smart blood glucose meter
- Instant, personalized tips with each blood glucose check
- Real-time support when participants are out of range
 - Within 3 minutes of high or low glucose reading a Livongo member has electronically been given immediate action to treat and they receive a call from a Certified Diabetes Educator who can assist 24/7/365.
- Free test strips and supplies mailed directly to member's home
- Test strip reordering, right from the meter
- Optional Family alerts keep everyone in the loop
- Data Sharing with Family and Health Providers directly from the meter, app or portal
- Automatic uploads for better reporting and management
- Unlimited, personalized coaching
- Informative resources and learning tools help participants improve their lifestyle, manage their Diabetes and improve their health
- Available via desktop, laptop or mobile device including apps for both iPhone and Android devices



Livongo Diabetes Management Executive Summary

- **Diabetics Participating in Livongo cost 28% less** than non participants; a difference of \$374 PMPM; a total difference of \$4,016,760 per year.
 - Participants engaged in Livongo have decreased their costs by \$47 PMPM; totaling \$573,024.
- **High member satisfaction** – Based on 1-year survey feedback, the overall Livongo Net Promotor Score (NPS) among Harris Health members is +85. Additional assessments indicate members feel 48% more empowered in their diabetes management and improving their blood sugar control. In addition, members feel 4% less distress in their chronic disease management.¹
- **Strong engagement results** – 53% of identified population are enrolled in Livongo for this program year; this is greater than the Livongo BoB of 41% for hospital/health system clients
 - 66% Female
 - 34% Male
 - 80% of population between 45-64
 - 20% of Diabetic Population ≤ 44
 - 96% Type 2 Diabetes; 4% Type 1
- **Reduced HbA1c readings**– Members saw an HbA1c reduction of 1.4%. Reductions in HbA1c are correlated to cost savings and reduce potential health risks.
 - Participants with a high HbA1c (HbA1c $\geq 9\%$) decreased their HbA1c by 0.79% over the last year
- **Reduced time out of range**– Members are 20% less likely to have out of range low blood glucose readings, which may help prevent acute events.
- **Improved clinical Compliance** – Members improved clinical compliance with standards of care
 - Livongo participants reduced their overall clinical risks by 44%

¹ Diabetes Empowerment Scale (DES) and Diabetes Distress Scale (DDS) Assess Impact



Diabetic versus Non Diabetic Cost & Risk Analysis

Top 3 Chronic Conditions	Spouses Prevalence	Number of Spouses	Employees Prevalence	Number of Employees
Hypertension**	32.60%	574	27.10%	2,261
Diabetes*	21.70%	383	16.10%	1,341
Hyperlipidemia	25.30%	446	16.70%	1,388

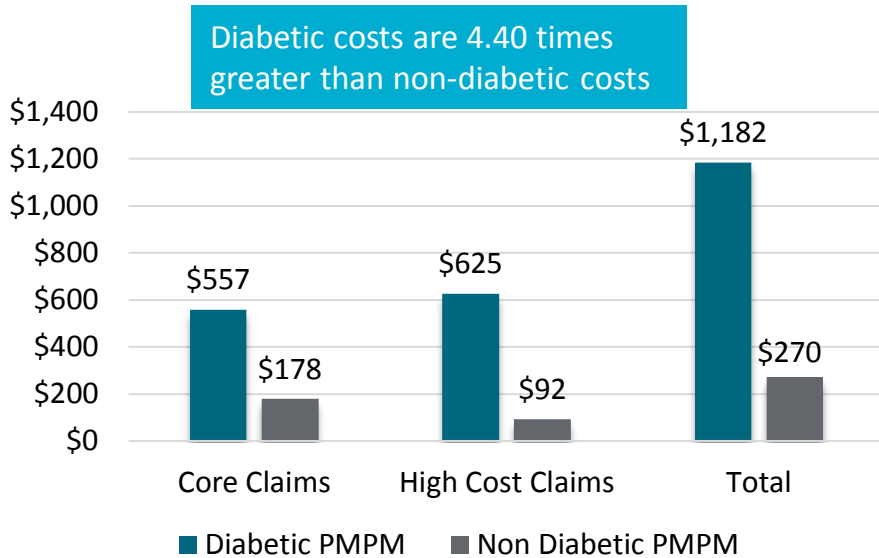
* Total Population excluding Post 65 Retirees, COBRA and Grandfathered Disabled.

**Hypertension determined based on current high blood pressure standard of 120/80

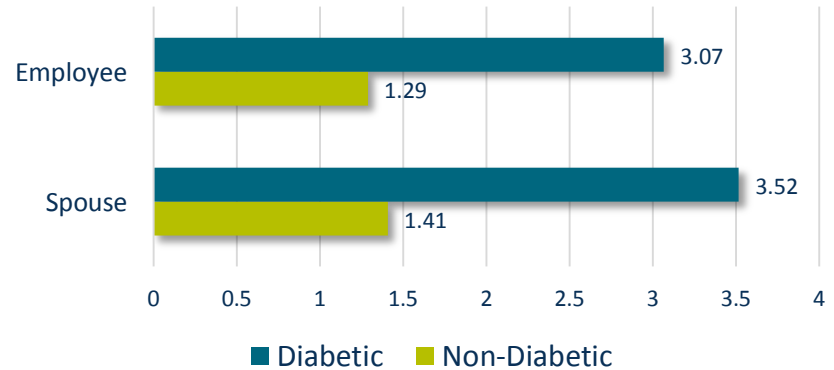
	Diabetic # of ER Visits	Diabetic ER Spend
Diabetic	822	\$2,566.27
Non-Diabetic	2,939	\$1,897.01

Diabetics had 1.35 times more average ER Plan spend than non-diabetics

Cost Per Member Per Month PMPM



Diabetic vs. Non-Diabetic Prospective Risk Score



Prevalence of hypertension and hyperlipidemia is 5 and 8 times higher, respectively, for diabetics versus non-diabetics



Chronic Condition Population

Diabetes HEDIS Measures:

	LDL < 100 mg/dl	LDL Test in last 12 months	HbA1c in last 12 months	Poor Diabetic Control: HbA1c > 9%	Moderate Diabetic Control: HbA1c 7%-9%	Good Diabetic Control: HbA1c < 7%
% of Diabetic Members 18-75	56.1%	97.7%	93.7%	13.4%	37.5%	49.1%

Medication Non-Adherence:

	Diabetes (Type 2)	Hypertension	High Cholesterol	Depression	Psychoses
Members	1,209	3,965	2,346	947	117
Non-compliant	29.7%	21.4%	36.9%	45.9%	47.0%

Diabetic Drug Utilization & Cost:

Total Drug Utilization	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Sept 17 – Aug 18	1,771	11,214	\$314.01	\$38.18	\$3,521,363

Data sources:

Cigna Diabetes HEDIS Measurement Report September 2017 – August 2018, includes entire population, based off 12-month Engagement results.

Optum Medication Adherence Report September 2016 – August 2017, includes entire population.

IDAP, incurred September 2017 – August 2018, paid through September 2018. Excluding post-65 retirees & COBRA. Costs include medical and pharmacy



Diabetic Population – Livongo Participants

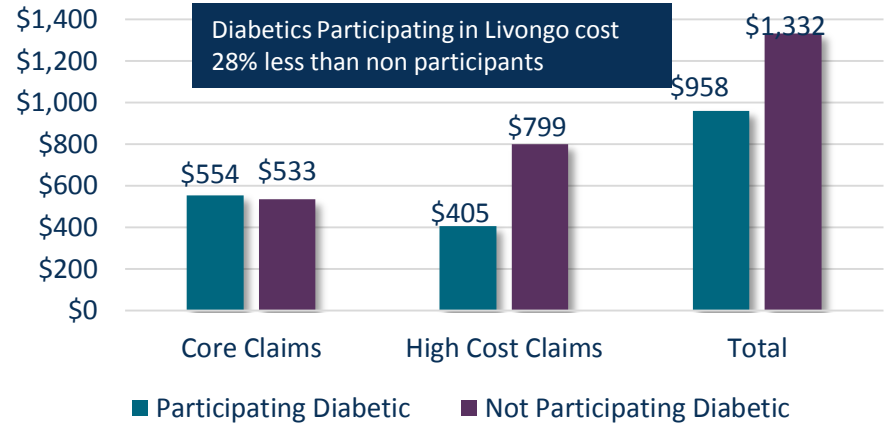
PARTICIPATING IN LIVONGO

1,016 
Participating

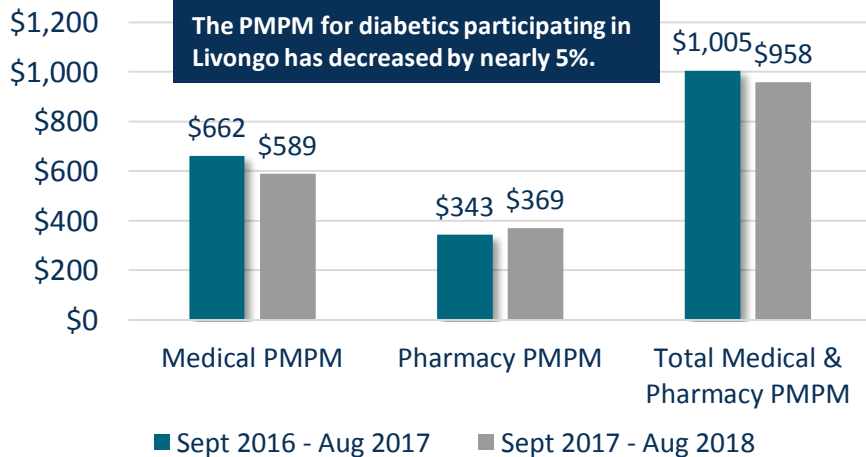
895 
Not Participating

*Currently 1,147 at participants in Livongo (1/27/19)

Cost Per Member Per Month PMPM
Sept 17 – Aug 18



Livongo Participant Cost Per Member Per Month PMPM



Livongo participant claims have decreased by \$47 PMPM

Prospective Risk Scores

Participating in Livongo	Member Count (Current)	Prospective Risk Score CURRENT
Participating	1,016	2.79
Not Participating	895	2.80

Prospective risk score is slightly lower in Livongo Participants versus non-participants. Early indications of program effectiveness are favorable.



Diabetic Population – Livongo Participants

Livongo Participants Clinical Compliance

Clinical Measure	Percent Compliant – Livongo	Percent Compliant – Employee	Percent Compliant – Spouse
Annual dilated eye exam	51.5%	56.1%	56.4%
Annual foot exam	91.1%	86.4%	60.6%
Annual HbA1c exam	96.4%	96.2%	92.6%
Annual lipid profile	92.9%	94.4%	92.6%
Annual LDL-C screening	92.6%	94.0%	92.6%
Pneumonia vaccine*	none	none	none
Flu vaccine	82%**	82%**	N/A
Preventive visit	95.4%	95.6%	93.8%

*Pneumonia vaccine administered once per lifetime, and is generally recommended to high risk diabetics, and diabetics over 65. Post-65 retirees do not participate in the Livongo program.

**Data on Employees only since flu vaccinations are performed onsite at Harris Health System

There were 6.6% more Diabetics participating in Livongo complete a preventative screening than the year prior.



Diabetic Population – Livongo Participants

Livongo Participants Clinical Compliance

Clinical Measure	Livongo – September 2016 – August 2017	Livongo – September 2017 – August 2018	Risk Shift
LDL \geq 100 mg/dL	45.4%	46.2%	+0.8%
Total Cholesterol > 200 mg/dL	22.5%	23.1%	+0.6%
HDL < 50 mg/dL for Females / < 40 mg/dL for Males	43.1%	41.6%	-1.5%
Triglycerides \geq 150 mg/dL	32.9%	31.3%	-1.6%
Glucose \geq 100 mg/dL	76.4%	74.1%	-2.30%
Blood Pressure \geq 120/80 mm Hg	35.9%	31.0%	-4.9%
HbA1C > 9%	53%	17.9%	-35.10%

Participants had 44% net improvement in clinical risks



Diabetic Population – Livongo Participants

Diabetes HEDIS Measures:

	LDL < 100 mg/dl	LDL Test in last 12 months	HbA1c in last 12 months	Poor Diabetic Control: HbA1c > 9%	Moderate Diabetic Control: HbA1c 7%-9%	Good Diabetic Control: HbA1c < 7%
Diabetics participating in Livongo	58.6%	99.4%	96.9%	17.9%	38.1%	44.0%
Diabetics Not participating in Livongo	54.1%	97.3%	91.2%	14.7%	29.1%	56.2%

Livongo Participants:

- Achieved an average HbA1c reduction of 1.4%
- Participants increased LDL test compliance by 0.4%
- The Livongo participants in poor diabetic control (>9%) has decreased by 35.1% from the last program year
- 16.1% of Livongo participants improved to moderate diabetic control (7%-9%) from the last program year
- 19% of Livongo participants improved to good diabetic control (<7%) from the last program year
- Livongo participants reduced their overall clinical risks by 44%
- The program is engaging diabetics who need assistance with self-management

All Diabetics:

- 22.1% of all diabetics are in good diabetic control <7%
- 59.4% of Diabetic participants also have hypertension
- 51.7% of Diabetics have hyperlipidemia
- Prevalence of hypertension and hyperlipidemia is 5 and 8 times higher, respectively, for diabetics versus non-diabetics

Solutions:

- Livongo Diabetes Management Program, Naturally Slim (Pre-Diabetes, MetS, Overweight), Diabetes Prevention Program, Nutrition Counseling and Hypertension Management Program (New program year)



Chronic Condition Population

Diabetic Drug Utilization & Cost by Livongo Engagement:

Sept 17 – Aug 18	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Diabetics participating in Livongo	1,016	7,093	\$336.05	\$35.72	\$2,383,610
Diabetics Not Participating in Livongo	895	4,358	\$274.23	\$41.82	\$1,195,115

Diabetic Drug Utilization & Cost:

Total Drug Utilization	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Sept 17 – Aug 18	1,771	11,214	\$314.01	\$38.18	\$3,521,363

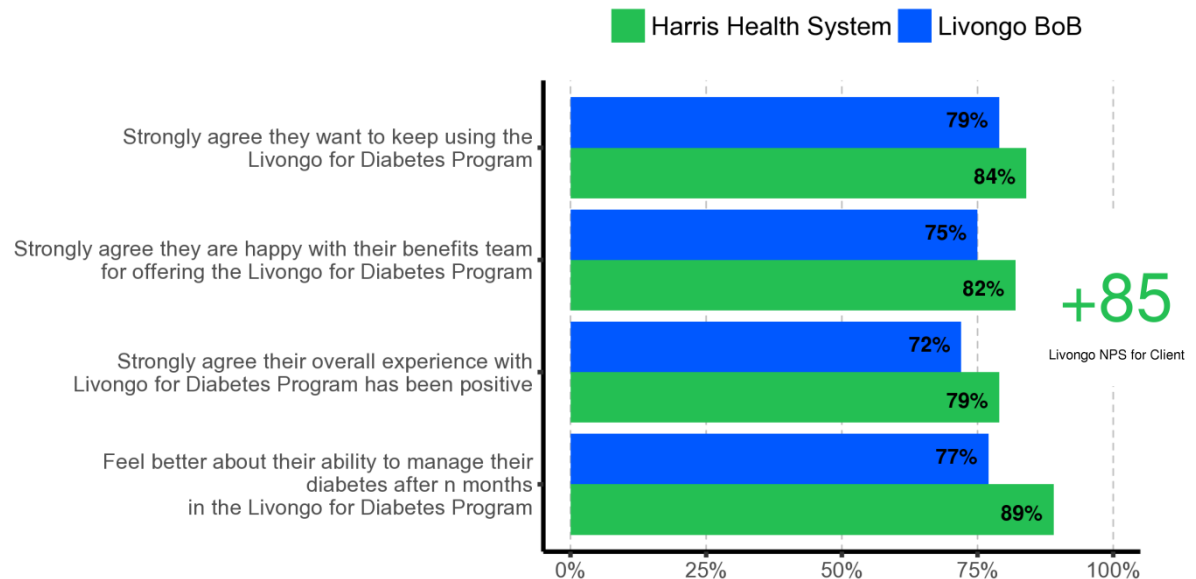
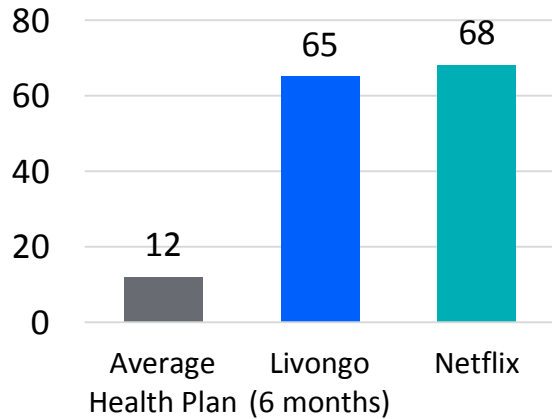


Member Satisfaction Survey & NPS

Net Promoter Score (NPS): Livongo has Industry Leading Member Satisfaction

NPS is an index from -100 to 100 that measures a member's willingness to recommend a company's products or services.

Net Promoter Score



n= 207 Client 1Y Sat Survey Respondents

n= 8,890 Livongo BoB 1Y Survey Respondents



Diabetes Empowerment and Distress Scale

Diabetes Empowerment Scale	Pre-program	1-Year	Change	BoB Change
I am able to turn my diabetes goals into a workable plan.	4.00	4.45	↑ 0.45	0.24
I can ask for support for having and caring for my diabetes when I need it.	4.10	4.60	↑ 0.50	0.34
I can find ways to feel better about having diabetes.	3.85	4.35	↑ 0.50	0.25
I can try out different ways of overcoming barriers to my diabetes goals.	4.03	4.42	↑ 0.39	0.14
I know enough about myself as a person to make diabetes care choices that are right for me.	3.97	4.48	↑ 0.51	0.27
I know the positive ways I cope with diabetes-related stress.	3.76	4.34	↑ 0.58	0.38
I know what helps me stay motivated to care for my diabetes.	3.94	4.48	↑ 0.54	0.35
I know what part(s) of taking care of my diabetes I am dissatisfied with.	3.94	4.27	↑ 0.33	0.09

Diabetes Distress Scale	Pre-program	1-Year	Change	BoB Change
Feeling overwhelmed by the demands of living with diabetes.	2.21	2.29	↓ 0.08	-0.08
Feeling that I am often failing with my diabetes routine.	2.45	2.35	↓ 0.12	-0.22

DES is measured on a scale of 1 - 5, with 5 being the most empowered

DDS is measured on a scale of 1 - 6, with 1 being the least distressed

207 Client 1-Year Respondents and 433 Client Pre-program Survey Respondents



Harris Health System Members on the Impact of Livongo

“I could manage my sugar levels lower after using Livongo meter. Thanks Livongo!!”

“Feel better which makes me happier since not worrying about high blood sugars and food intake constantly.”

“I’ve noticed more consistent blood sugar and less spikes making my over all energy level better.”

“I feel that I have the support needed to help me more with my condition. Thank you!”

“Confidence & Control - look back option, reviewing averages, etc. is tremendously important as it no longer requires manual tracking (or not) and just gives you the facts to make better decisions too.”

“I can manage by diabetes better.”

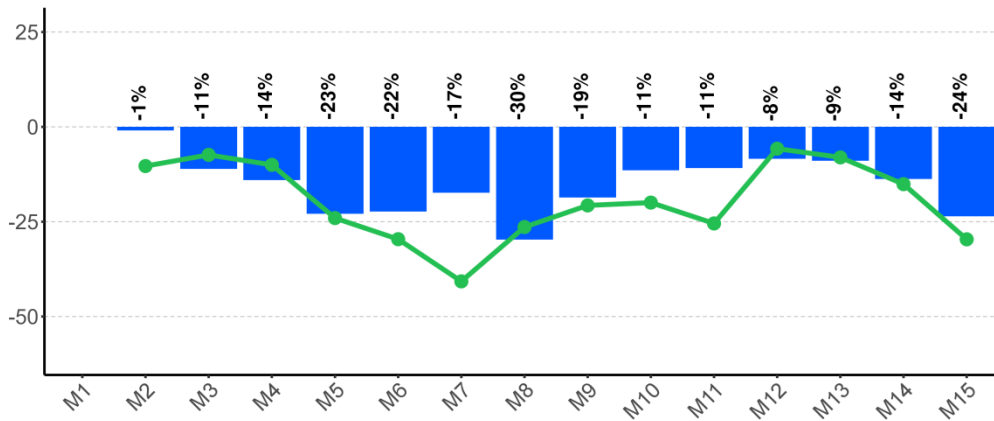
Member Quotes from Client Satisfaction Surveys



Livongo Reduces the Likelihood of Being Out of Range

Likelihood of Days with Blood Glucose < 80

● Harris Health System ■ Livongo BoB



20% less likely on average to have days with readings < 80

Diabetes Prevention Program



Population Health Statistics-Pre-Diabetes

Pre-Diabetes		Sept 2016– August 2017		Sept 2017– August 2018		TRENDS	
Biometric	Biometric Description	#	%	#	%	#	%
Population with Pre-Diabetes	Glucose ≥ 100 and < 126 , or an HbA1c $> 5.7\%$ and $< 6.4\%$, and no diagnosis of diabetes	1,247	10%	1,243	9%	↓ 4	↓ 1%
Potentially undiagnosed diabetics	Glucose ≥ 126 , or an HbA1c $\geq 6.4\%$, and no diagnosis of diabetes	243		135		↓ 108	↓ 44.4%
% of Population Overweight (BMI)	At Risk: 25-29 High risk: ≥ 30		79%		75%		↓ 4%
% of Population Overweight (Waist Circumference)	Women: ≥ 35 inches Men: ≥ 40 inches		51%		43%		↓ 8%

Solutions:

- **Prevent T2 Onsite Diabetes Prevention Program:**

- Participants gain the knowledge and skills to make effective healthy lifestyle changes. Class topics include nutrition, exercise, weight-loss, and stress management. This is a year-long class that meets weekly for the first 6 months, and then bi-weekly and monthly during the second 6 months.
- 101 participants during the program year
- Total classes attended: 534
- Average number of classes completed: 5

- **Naturally Slim™:**

- See slides 71-75 for outcomes



Naturally Slim Weight Management Program



Naturally Slim™

- Weight Management program designed to decrease risks for lifestyle diseases and reduce health care expenditures related to being overweight and/or obese.
- Our Goals:
 - Achieve measurable weight loss
 - Participants who completed Foundations™ lost more than 2,700 pounds
 - Achieve 70% program completion
 - Achieved 67% program completion. 73.3% completion for three classes not impacted by Hurricane Harvey.
 - Receive positive participant feedback
 - Received very positive feedback from participants (76% satisfied from Employee Wellness Survey)
- Naturally Slim is FREE weight-loss program provided to Harris Health System employees and spouses enrolled in the medical plan that meet eligibility requirements. It teaches participants to change what they eat instead of what they eat.
- The Naturally Slim program includes:
 - 3 Phases over the course of 1 year:
 - Naturally Slim Foundations™ – Skill Building
 - NS4You™ –Skill Reinforcement
 - NS4 Life™ –Skill Maintenance
 - Welcome Kit shipped to the home with workbook and tools
 - Informative videos and learning tools to teach participants how to lose weight and improve their health
 - Social sharing and counselor support
 - Participants track goals with weight loss and physical activity with available syncing of 100+ eligible devices and wireless scales
 - Available via desktop, laptop or mobile device including apps for both iPhone and Android devices





Naturally Slim™-Foundations

44% of individuals lowered their Diabetes Risk

Participation

67%
Completion

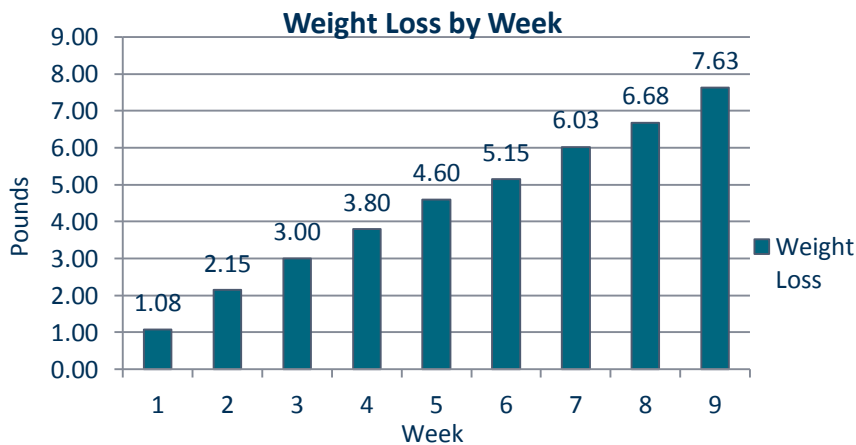
- 588 people started the program
- 67% Completed at least 8 out of 10 weeks
- Classes offered in July, October, March and June

Average BMI

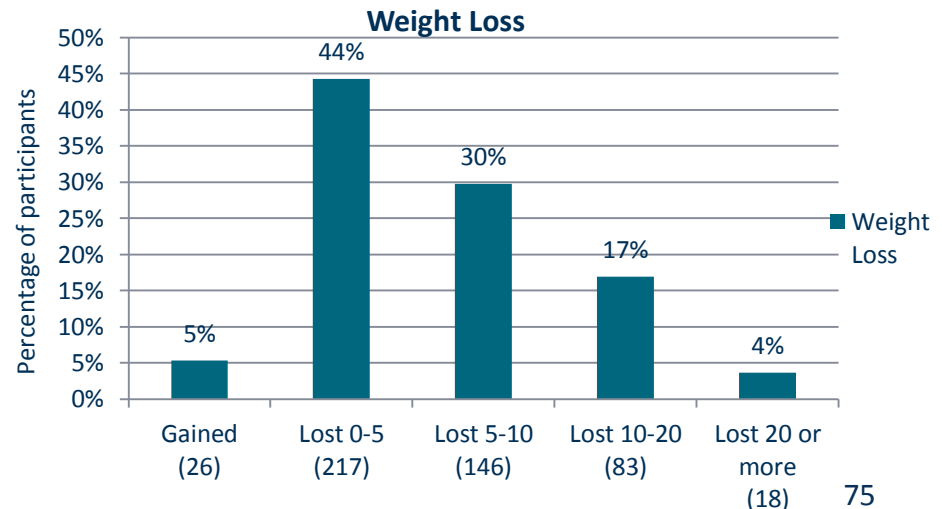
34

AVERAGE BMI	
Normal:	BMI 18.5 to < 25.0
Overweight:	BMI 25.0 to < 30.0
Obese:	BMI \geq 30.0

Participation: Weight Loss by Week



Total Weight Loss Greater Than 2,700 lbs.



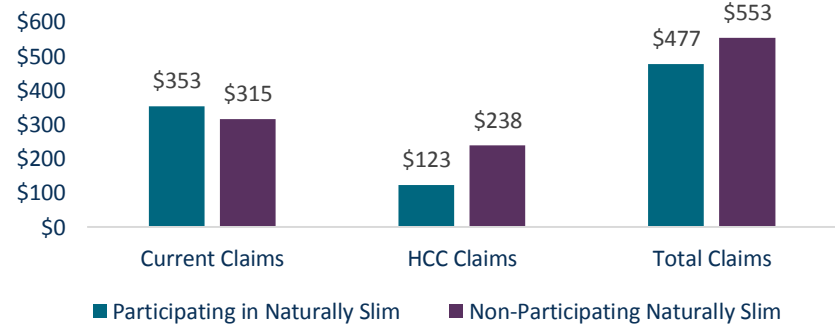


Naturally Slim™ Cost & Risk Analysis

Participating in Naturally Slim	Count	Prospective Risk Score
Participating	992	1.35
Not Participating	4,057	1.97

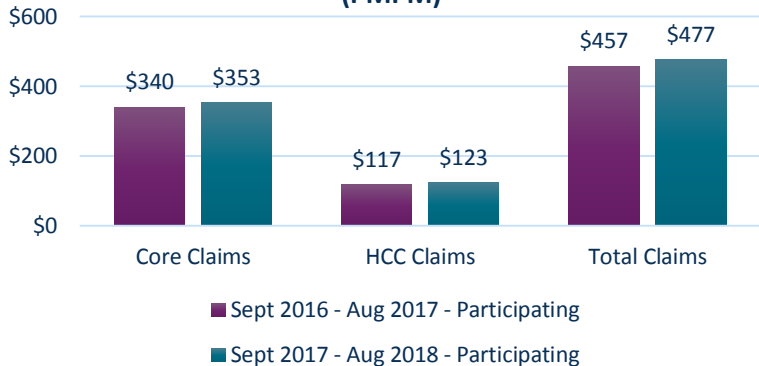
Average risk score is 1.59

Participating Naturally Slim vs Non-Participating Naturally Slim Cost PMPM



Claims for members that are eligible for Naturally Slim, but not participating, are 16% higher than members participating in the program.

Naturally Slim Cost Per Member Per Month (PMPM)



Naturally Slim participant claims have remained fairly stable only increasing roughly 4% which is below expected trend.

Top Naturally Slim Participant Comorbidities	Prevalence Sept 2016 – Aug 2017	Prevalence Sept 2017 – Aug 2018	Risk Shift
Hypertension	33.7%	33.4%	↓
Hyperlipidemia	22.3%	22.1%	↓
Diabetes	18.3%	20.1%	↑

Increased participation of participants with Diabetes.



Naturally Slim™ Post Foundations

- Testimonials

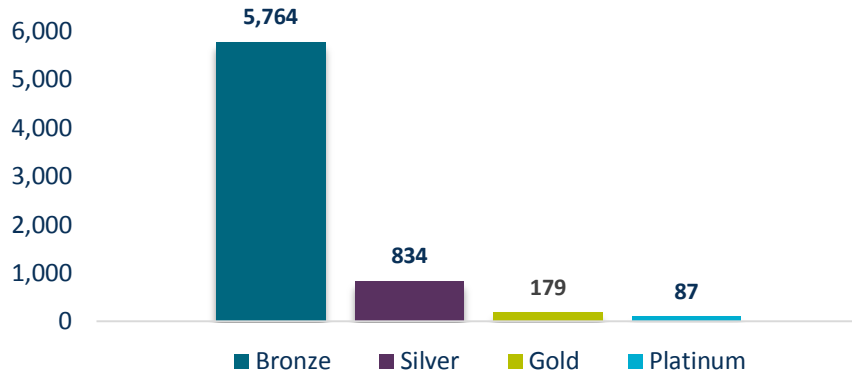
- “I lost 2 pounds. Even though I didn’t lose much weight, I felt more comfortable. Due to my Diabetic and Thyroid problems, I gained many pounds over the last few years. I think the Naturally Slim program is the most suitable program for me to decrease my pounds without any side effects. Especially the H2O orange decreases my thirst and hunger. I have a plan to continue the principles of this program for my entire life. Thank you to everybody to directing me to a healthier lifestyle. I’m excited to see the next programs.”
- “Was hoping to lose 10 pounds by the end of 10 weeks. Have lost 16.6 after 5 weeks and feel fantastic. Even have more energy to walk before going to work in the morning.”
- “I am on week 3 and have lost 4 pounds. I have some much energy and am feeling great.”
- “I’ve lost 4.8 pounds so far and I’m not feeling hungry like I thought I would be. This is a great program. Thank you Naturally Slim!”
- “I loved doing the program with my co-workers. It was nice having the group support!”
- “I’ve lost 31 pounds in 10 weeks. The best thing is how great I feel. Have been sedentary for years but am now walking almost 4 miles per day.”
- “I have found the principles in this program to be sustainable and easy to fit into my lifestyle/busy schedule without feeling deprived or stressed over having to find particular type of foods to eat in order to lose weight.”
- “I have lost 13 pounds since March 5th, 2018. However, the most visible change came from my body. I wore a tight fitting size 16 and now I am wearing some size 12 pants. My colleagues are very impressed and have been asking for the name of the program. Seeing the results keeps me motivated and energized. Thank you for this amazing program.”
- “I’m excited about this program, in that it is teaching me to change how and when I eat. I don’t feel like I’m dieting with this program, it’s more like a behavior change. Change is good.”
- “I have lost 18 pounds so far and my energy is through the roof! The new eating skills have made an impact on my body weight and on my health. My sleeping patterns have improved and I feel energized most of the day. I am amazed with the results and will enroll in the next level. Thank you.”
- “Naturally Slim is working wonders on my health, energy and dress size. Although I have lost 13 pound, I am able to wear pants from 2012 and they fit loose. I am also very satisfied with the amount of information and assistance the program provides. Enrolling in Naturally Slim has been a life changing experience!”
- I am on week 6 and have lost 13 pounds. For the past two weeks I have not lost much weight; however, my inches are shockingly decreasing and I am feeling energized and motivated on a daily basis. I went from a tight fitting size 16 to fitting in size 12 jeans. My co-workers are asking me what I am doing to change so quickly. I am thrilled with the idea of eating what I like without being punished by gaining weight that I am determined to complete the program and adopt the behavior changes as a way of life. Thank you for the great learning experience!”

Medal Level Analysis

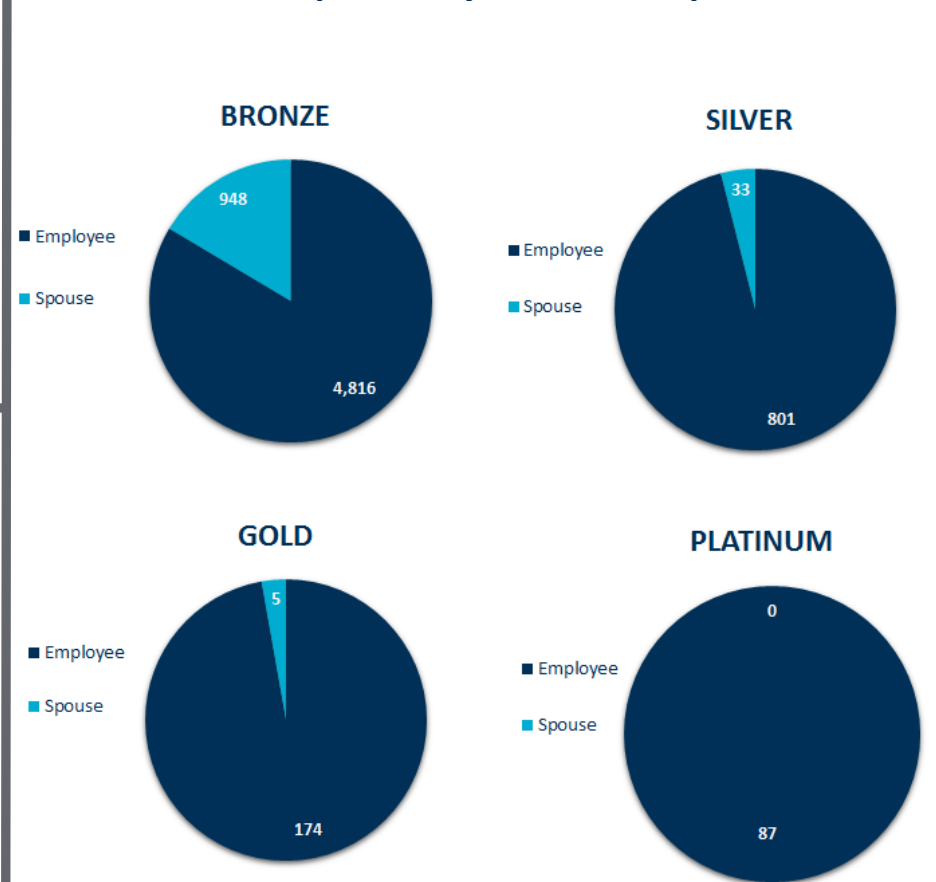


Medal Level Analysis

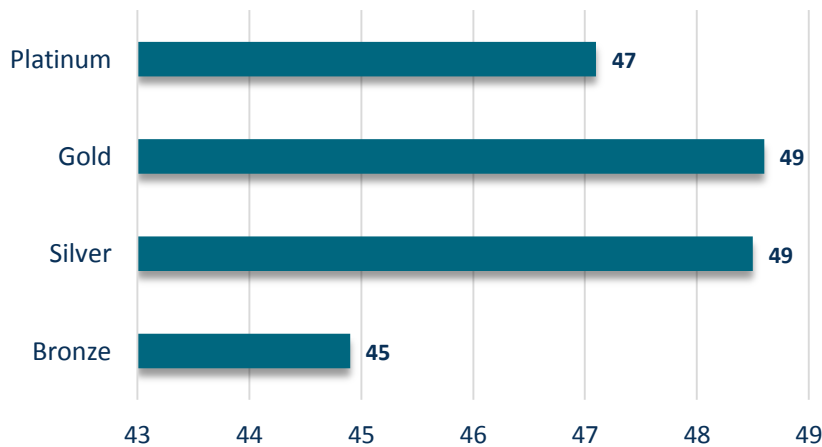
Participation by Medal Level



Participation by Relationship



Participant Average Age

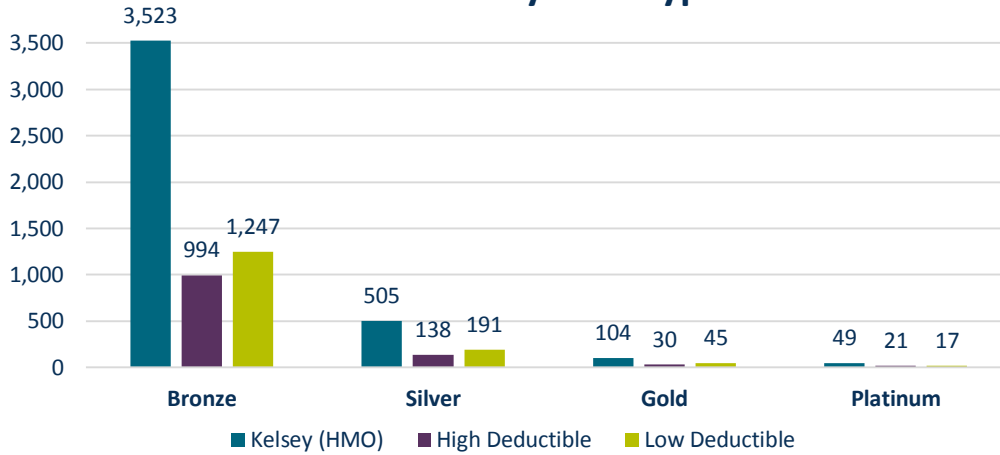


Data source: Medal Levels File; IDAP, incurred September 2016 – August 2017 and September 2017 – August 2018, paid through September 2018. Excluding post-65 retirees, COBRA & Dependents. Costs include medical and pharmacy

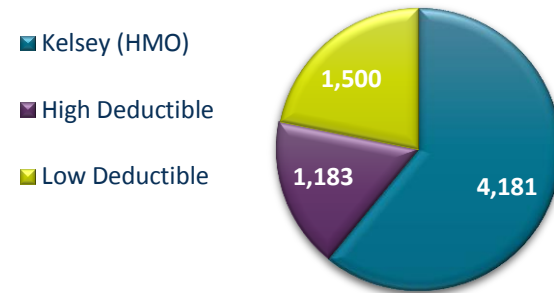


Medal Level Analysis

Medal Level by Plan Type

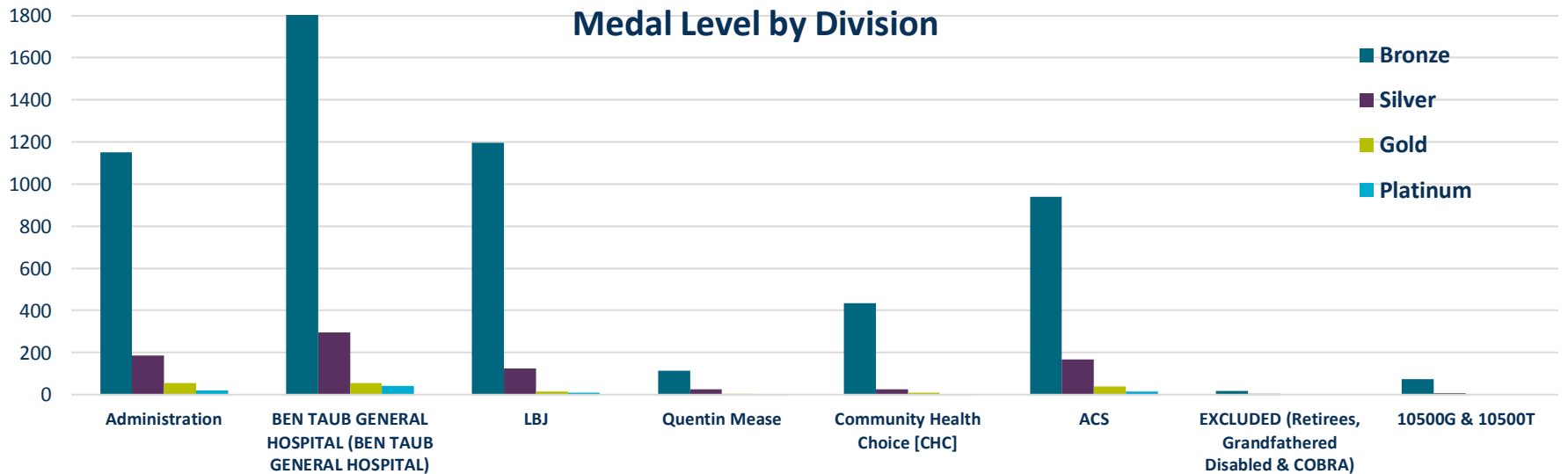


Medal Level by Plan Type - Total Count



Members enrolled in the KelseyCare Plan achieved 56% more medal completions than those enrolled in the PPO plans combined.

Medal Level by Division



Data source: Medal Levels File; IDAP, incurred September 2016 – August 2017 and September 2017 – August 2018, paid through September 2018. Excluding post-65 retirees, COBRA & Dependents. Costs include medical and pharmacy



Medal Level Analysis

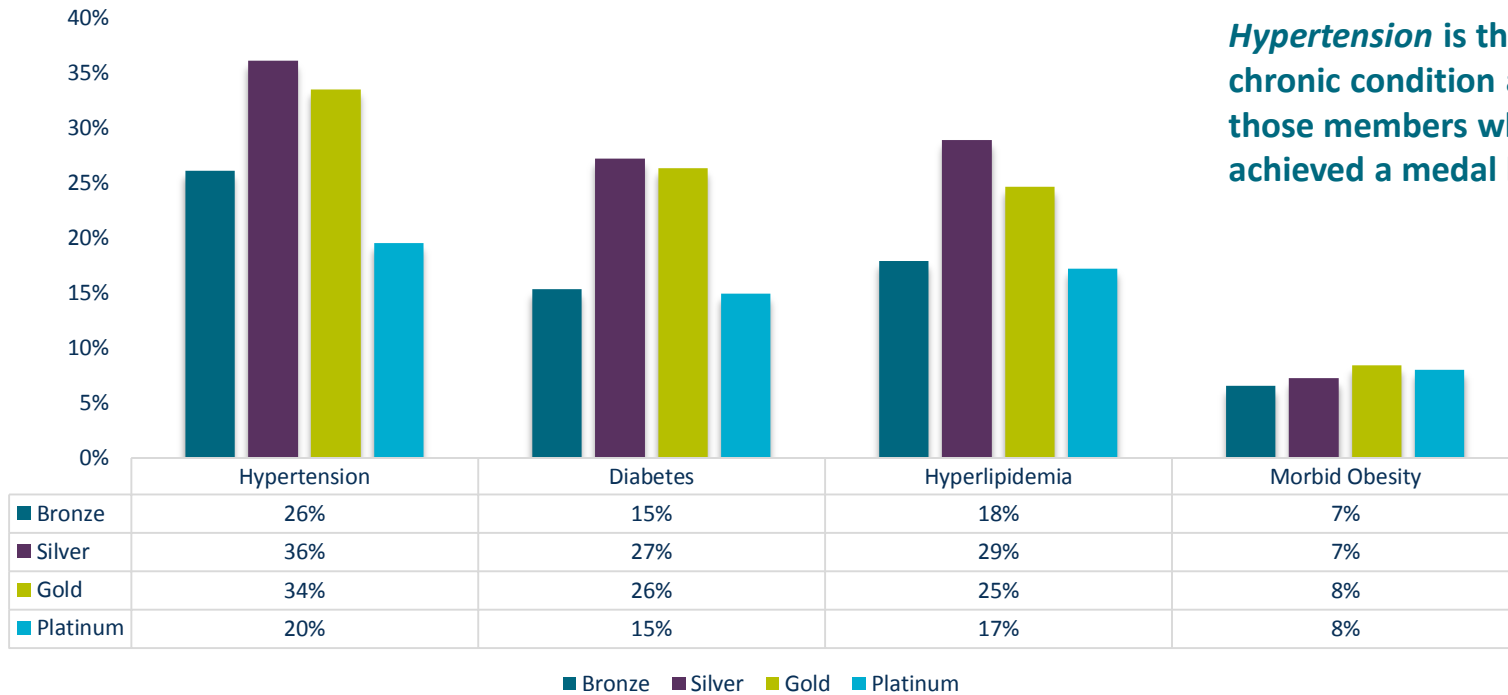
Count							
Scorecard Location	Total	Bronze	Silver	Gold	Platinum	Complete (Bronze or higher)	Incomplete
ACS	1429	959	168	39	14	1180	249
Administration	1638	1052	172	50	16	1290	348
Ben Taub Hospital	2857	1774	284	52	39	2149	708
Community Health Choice	669	420	24	10	2	456	213
LBJ Hospital	1951	1245	133	16	10	1404	547
Quentin Mease Hospital	162	104	25	4	1	134	28
Telecommute	66	44	1	0	0	45	21
Percent							
Scorecard Location	Total (count)	Bronze	Silver	Gold	Platinum	Complete (Bronze or higher)	Incomplete
ACS	1429	67.1%	11.8%	2.7%	1.0%	82.6%	17.4%
Administration	1638	64.2%	10.5%	3.1%	1.0%	78.8%	21.2%
Ben Taub Hospital	2857	62.1%	9.9%	1.8%	1.4%	75.2%	24.8%
Community Health Choice	669	62.8%	3.6%	1.5%	0.3%	68.2%	31.8%
LBJ Hospital	1951	63.8%	6.8%	0.8%	0.5%	72.0%	28.0%
Quentin Mease Hospital	162	64.2%	15.4%	2.5%	0.6%	82.7%	17.3%
Telecommute	66	66.7%	1.5%	0.0%	0.0%	68.2%	31.8%

Quentin Mease Hospital (82.7%) had the highest medal level completion followed by ACS (82.6%), Administration (78.8%), Ben Taub Hospital (75.2%), LBJ Hospital (72%) and Community Health Choice (68.2%) and Telecommute (68.2%).



Medal Level Analysis

Top Chronic Conditions by Medal Level



On average, Hypertension is trending nearly 23% higher than the 2nd leading chronic condition, *Hyperlipidemia* in all medal levels.



Medal Level - Utilization Analysis

Category	Metric	BRONZE		SILVER		GOLD		PLATINUM	
		#	% Meeting Metric	#	% Meeting Metric	#	% Meeting Metric	#	% Meeting Metric
Wellness	Annual flu vaccination (All Ages)	5,757	78.13%	834	79.26%	179	73.18%	85	9.41%
	Women aged 21 or older with cervical cancer screening in last 24 months	3,826	97.31%	658	96.96%	142	98.59%	78	96.15%
	Women aged 40 to 69 with a mammogram in last 24 months	2,341	90.09%	511	92.37%	119	95.80%	58	93.10%
	Men aged 49 or older with PSA test in last 24 months	717	87.59%	77	94.81%	12	91.67%	2	0.00%
	Routine office visit in last 6 months	5,762	98.47%	834	98.20%	179	97.77%	87	93.10%
	Members 19 years to 39 with preventive visit in last 24 months	2,207	97.78%	212	96.70%	45	97.78%	25	96.00%
	Members 40 years to 64 years with preventive visit in last 24 months	3,381	98.46%	587	97.44%	128	98.44%	58	96.55%
Diabetes	Annual HbA1c test done	953	90.24%	237	94.94%	48	95.83%	13	92.31%
	Annual lipid profile	953	95.17%	237	95.36%	48	93.75%	13	92.31%
	Claims for home glucose testing supplies in last 12 months*	953	40.08%	237	40.51%	48	37.50%	13	30.77%
Hyperlipidemia	Hyperlipidemia Annual lipid profile	1,025	98.05%	241	96.27%	44	93.18%	15	93.33%
	On lipid-lowering medication	975	58.97%	233	69.10%	42	64.29%	15	33.33%
	Prescribed statin with gaps in prescription refills	533	72.61%	151	70.20%	26	65.38%	5	80.00%
Hypertension	On antihypertensive medication	1,509	81.71%	303	82.51%	61	81.97%	17	88.24%
	Annual lipid profile	1,509	94.90%	303	95.05%	61	96.72%	17	94.12%
	Hypertension diagnosis, prescribed statin with gaps in Rx refills	541	71.72%	138	73.91%	26	65.38%	2	50.00%

The metrics highlighted in red represent areas of opportunity for improvement.

* Livongo Participants receive free glucose testing supplies directly from Livongo so participants will not have claims

Employee Assistance Program



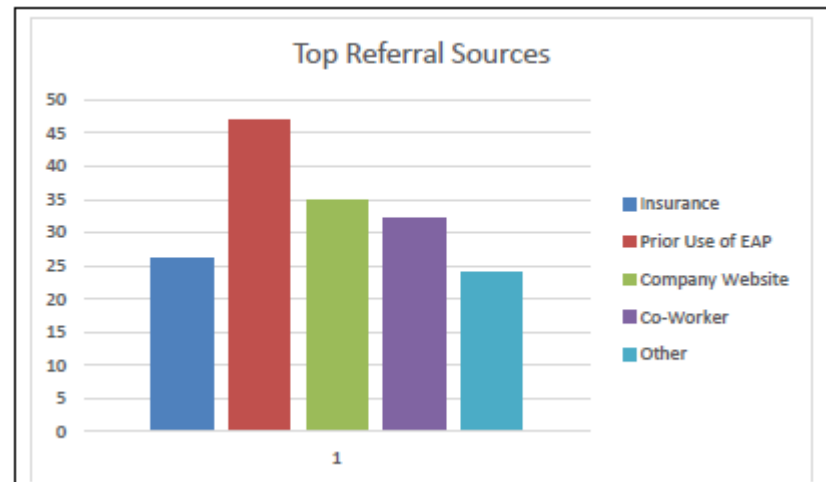
Employee Assistance Program

EAP Clinical Cases	Year to Date: March 2018- February 2019
Face To Face Cases	254
Telephonic Cases	0
Web-Video Consultation Cases	0
Total	254

11 %
Annualized
Utilization Rate
for EAP services

- **Subscribers (Monthly Average): 9,244**
- 13,313 total participants in live or recorded webinars; an average of 605 people per webinar

Employer Cases	Year to Date: March 2018-February 2019
Critical Incident	4
Manager Orientation/ Training	1
Organizational Consultation	4
Training/Webinars	16
Total	25





Employee Assistance Program

Services Provided		Employee Number	Spouse/Dependent Number	Dependent Number	Total Number
EAP Clinical Cases	Face To Face Cases	216	9	29	254
	Telephonic Cases	0	0	0	0
	Web-Video Consultation Cases	0	0	0	0
	Subtotal	216	9	29	254
Life Management Services	Adoption	0	0	0	0
	Adult Care	0	0	0	0
	Child Care	2	0	0	2
	Education K-12	0	0	0	0
	Elder Care	1	1	0	2
	Financial Services	6	0	0	6
	Higher Education	1	0	0	1
	Legal Services	66	1	0	67
	Subtotal	76	2	0	78
Total		292	11	29	332
Total By Percent		88%	3.3%	8.7%	100%



Employee Assistance Program-Healthy Knowledge Seminars

Summary of September 2017 – August 2018:

- Total live webinars: 12
- Total participants for live webinars: 1,704
- Average number of participants per live webinar: 142
- Total recorded webinars: 10
- Total participants who completed recorded webinar and quiz: 11,609
- Average number of participants per recorded webinar & quiz: 1,161



Employee Assistance Program-Healthy Knowledge Seminars

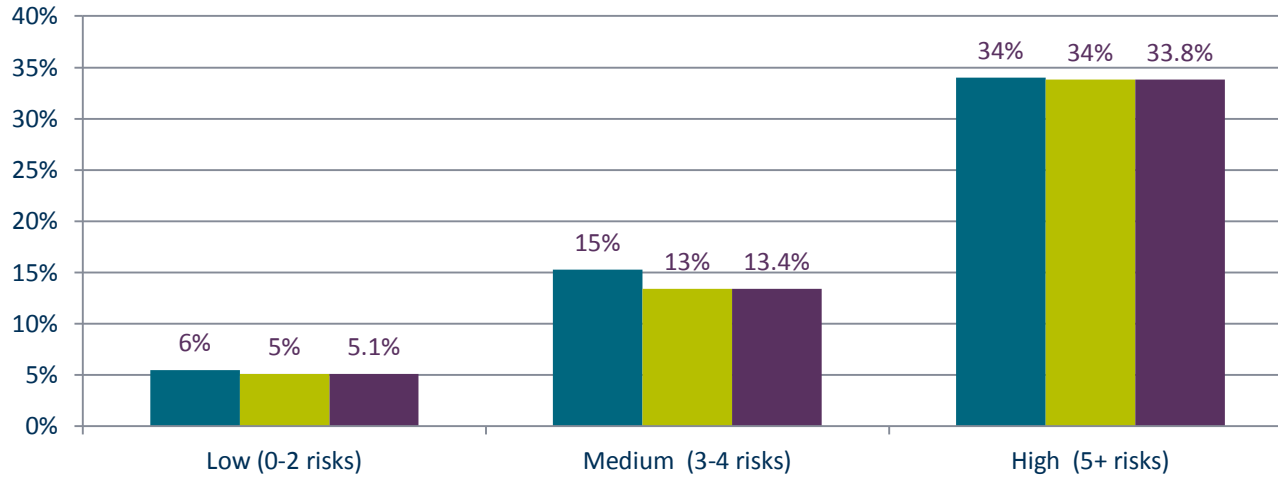
Healthy Knowledge Seminar Topic	Employee Number	Spouse/Dependent Number	Total Number
EAP Webinar: Conflict to Creative Solutions	113	10	123
EAP Webinar: Emotional Minefields	120	6	126
EAP Webinar: Increase Your Resilience	172	5	177
EAP Webinar: Partnering with a Healthcare Professional	129	4	133
EAP Webinar: Personal Resiliency Pt. 1 Retrain Your Brain	60	1	61
EAP Webinar: Personal Resiliency Pt. 2 Workplace Strategies	80	0	80
EAP Webinar: Ready Set Go Transtheoretical Model	168	7	175
EAP Webinar: Spending Personality	189	8	197
EAP Webinar: Stress Mgmt. Everyday Pursuit of Happiness	133	1	134
EAP Webinar: Time Management	201	3	204
EAP Webinar: Tools to Help You Cope	171	11	182
EAP Webinar: Trauma and Its Impact	111	1	112
LMS Module: Dealing with Difficult People	1,759	256	2,015
LMS Module: Emotional Minefields of Parent care	583	20	603
LMS Module: Increase Your Resiliency	854	108	962
LMS Module: Living in a 24-7 World	849	92	941
LMS Module: Managing Work-Life Balance	1,360	234	1,594
LMS Module: Personal Resiliency Pt. 1	1,185	238	1,423
LMS Module: Ready Set Go	707	86	793
LMS Module: The Art and Science of Getting Good Sleep	765	94	859
LMS Module: Time Management	1,045	168	1,213
LMS Module: Trauma and Its Impact	1,046	160	1,206

Presenteeism & Absenteeism



Presenteeism & Absenteeism

Presenteesim & Absenteeism By Risk Level



High Risk individuals who reported presenteeism & absenteeism decreased from 34% to 33.8%

\$23.10/hour

59% less lost days from prior program year.
Estimated Cost Savings due to increased productivity over the prior program year.

Based on Harris Health System average hourly rate of \$39.16

7%

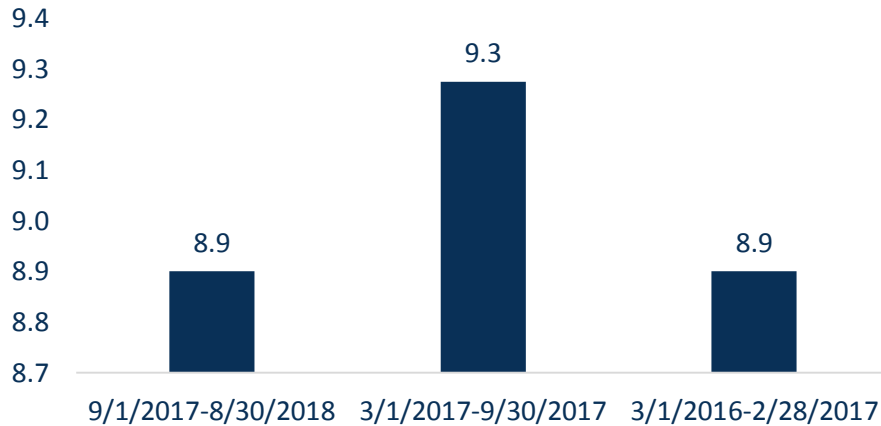
Decrease in presenteeism and absenteeism over the prior program year



Presenteeism & Absenteeism

Productivity Responses

■ Average ability to carry out work duties (0 being not at all, 10 being extremely well)

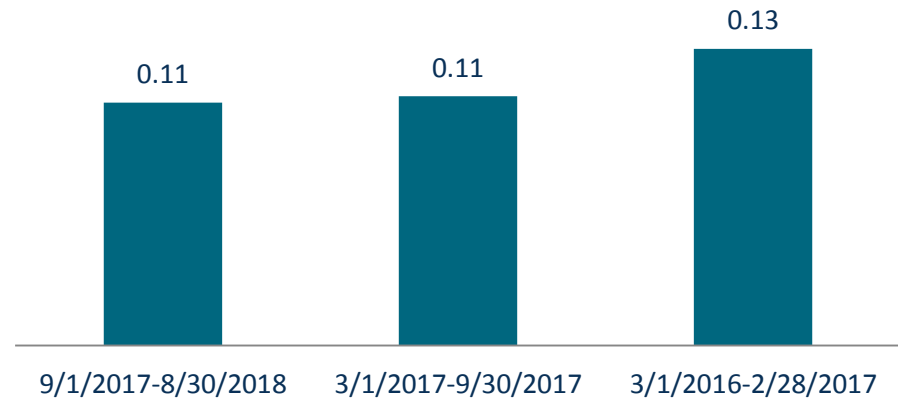


The ability to perform work duties due to better health has remained stable over prior program year (9/1/16-8/30/17).*

* FY19 Program Year ran from September 2016-August 2017. Since this was a switch from prior year, data from HRA overlapped.

Productivity Responses

■ Average level at which health problems affected productivity at work (0 being not at all, 3 being all of the time)



15% Decrease in the amount of time health problems impacted employees' ability to work since February of 2017

Rewards & Recognition



Awards & Accolades

The Healthy@Harris program has been honored with the following awards and accolades:

- **Achieved Top 100 Healthiest Workplaces in America (2018)**

- Harris Health System ranked 64th in the national Healthiest 100 Workplaces index for 2018.
- The winning organizations were honored for their exceptional achievement and leadership in building a healthy and productive workplace committed to employee and community health. Over 1,000 of America's top wellness programs were evaluated for this award across the country.
- Award applicants were evaluated across six key categories: Culture and Leadership Commitment, Foundational Components, Strategic Planning, Marketing and Communications, Programming and Interventions, and lastly, Reporting and Analytics. Applicants were evaluated with the proprietary Healthiest Employers® Index, a 1-100 rubric for wellness programming. These organizations have achieved lasting success through a wide array of employee wellness initiatives and corporate wellness programs



- **Houston Business Journal Healthiest Employers (2018)**

- Harris Health System was ranked 4th amongst the Houston Business Journal's Healthiest Employers within the "Extra Large Companies" category (5000+ employees) for 2018.
- The score is based on a 75-question survey given by Springbuk Health Analytics System that scored each company in six categories: culture and leadership commitment, foundational components, strategic planning, communications and marketing, programming and interventions, reporting and analytics. Healthiest Employers Inc. ranks the companies by total score and Healthiest Employer Index.



- **American Heart Association Workplace Health Achievement Gold Award (2018, 2017)**

- The American Heart Association has defined best practices for employers to use to build a culture of health for their employees in the workplace. The American Heart Association's Workplace Health Achievement Index measures the extent to which the company has implemented those workplace health best practices. Companies recognized at the Gold level have achieved an Index score of 175 - 217 out of a maximum 217 points.
- Harris Health System has earned the designation for our evidence-based, scientific, best-practice Wellness program that is improving our employees' overall health and well-being.





Awards & Accolades Continued

The Healthy@Harris program has been honored with the following awards and accolades:

- **Achieved re-accreditation of the CEO Cancer Gold Standard (2012-2018)**

- To earn *Gold Standard* accreditation, an employer must establish programs to reduce cancer risk by taking concrete actions in five key areas known as the Five Pillars: 1) Prevention, 2) Screening, 3) Cancer Clinical Trials, 4) Quality Treatment and Survivorship, and 5) Health Education and Health Promotion.



- **Cigna Well-Being Award for Outstanding Culture of Health (2018, 2017)**

- The Cigna Well-Being Award was presented to Harris Health System for actively and positively impacting the overall health and well-being of their population. Applicants are evaluated on various components of their well-being program including overall infrastructure (management support, goals, branding of the program), workplace environment, policies, program implementation, data collection, incentives and overall participation.



- **Certificate of Excellence from Go Healthy Houston; Healthy At Work (2017)**

- Harris Health System was awarded the 2017 Certificate of Excellence, Healthy At Work for improving the health of Houstonians by increasing access to healthy foods, physical activity, and tobacco-free places at work.



Current and Future Strategies



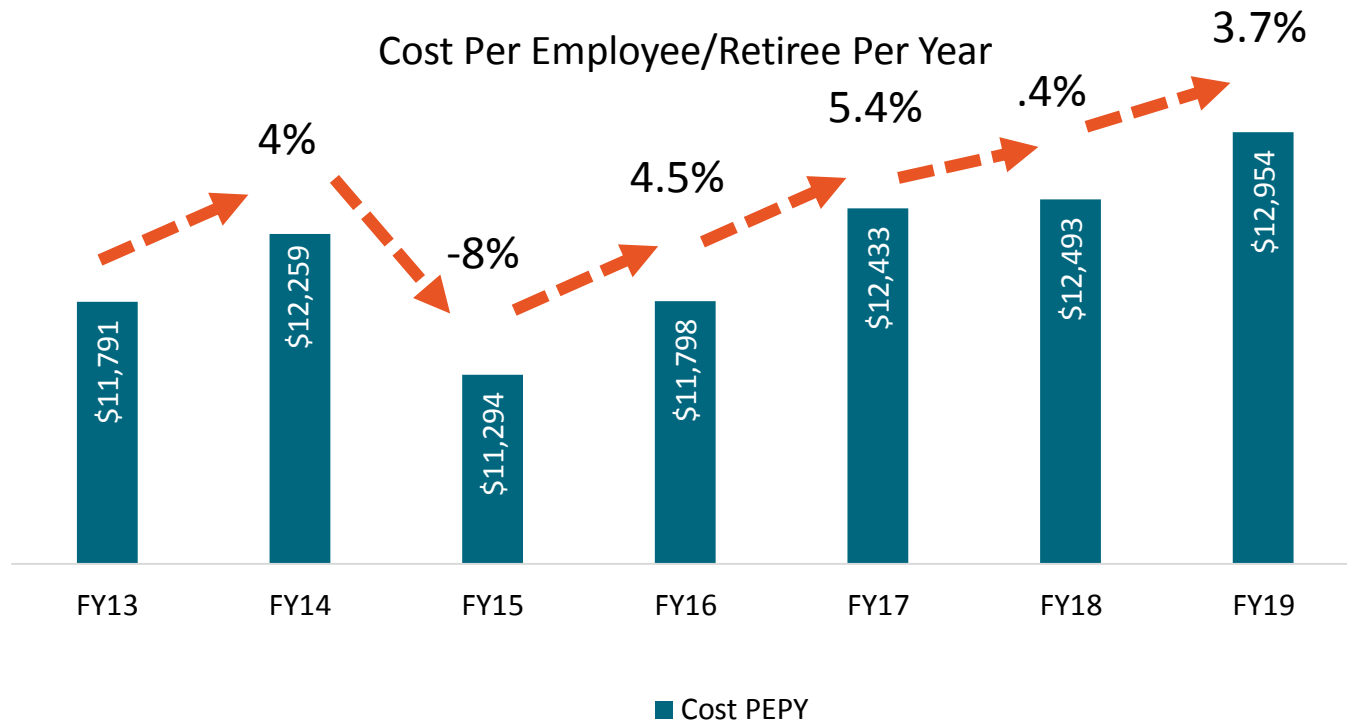
Summary of FY20 Program Year Strategies

- Continue to focus on pre-diabetic, diabetic and metabolic syndrome population
 - Enhanced data analytics established for benchmarking against
- Continue to engage and reward spouses to drive participation in Wellness programs
 - New for FY20 Premium Reward Program: Both the employee and covered spouse must individually complete the annual physical, health assessment and achieve 1,000 points to earn the full premium reward.
- Implemented tiered status rewards via Amazon eGift Cards to drive enhanced engagement in wellness and prevention beyond achievement of Premium Rewards; eliminated Harris Health Reward points to reduce future system liability
- Implemented Rx copay and deductible waiver for generic diabetes medications and supplies as well as insulin for individuals actively engaged in Livongo Diabetes Management Program-effective March 2018
 - Prior to program year, 20% of diabetic population was non-compliant with medication adherence
 - Prior to program year, Diabetics had 2.27 times more ER visits than non-diabetics with a total cost of \$1,851,371
- Implemented free Nutrition Counseling with an RD, LD for participants engaged in Livongo to build skills around healthy eating, diabetes self-management, and lifestyle management
- Implemented Free quarterly HbA1c testing for Diabetics engaged in Livongo to encourage self-management and evaluate program effectiveness
- Implemented Discounts and subsidy on Fitbits to encourage physical activity and reduce risks
- Implemented Fitbit Dashboard to reward for achieving 10,000 steps per day to promote physical activity in addition to using the dashboard to run fitness challenges making for a more streamlined user experience.
- Promoted discounted Gym memberships to encourage physical activity through participation at local gyms, fitness facilities etc.
- Added recorded Healthy Knowledge Webinars with quizzes to expand reach and participation of employees and spouses
- Preparations completed to prepare for implementing Hypertension Management Program in September and November 2018 (FY21 Program) since it's one of the top 3 chronic conditions and comorbidities
 - 59.4% of Diabetic participants also have hypertension
 - 17.3% of the entire Medical Plan population has Hypertension, with an average cost of \$11,737
 - 21.4% of people with Hypertension are not compliant with medication adherence
- Drive engagement in EAP to assist in mental and emotional well-being

Appendix A



Historical & FY19 Year-End Financial Snapshot

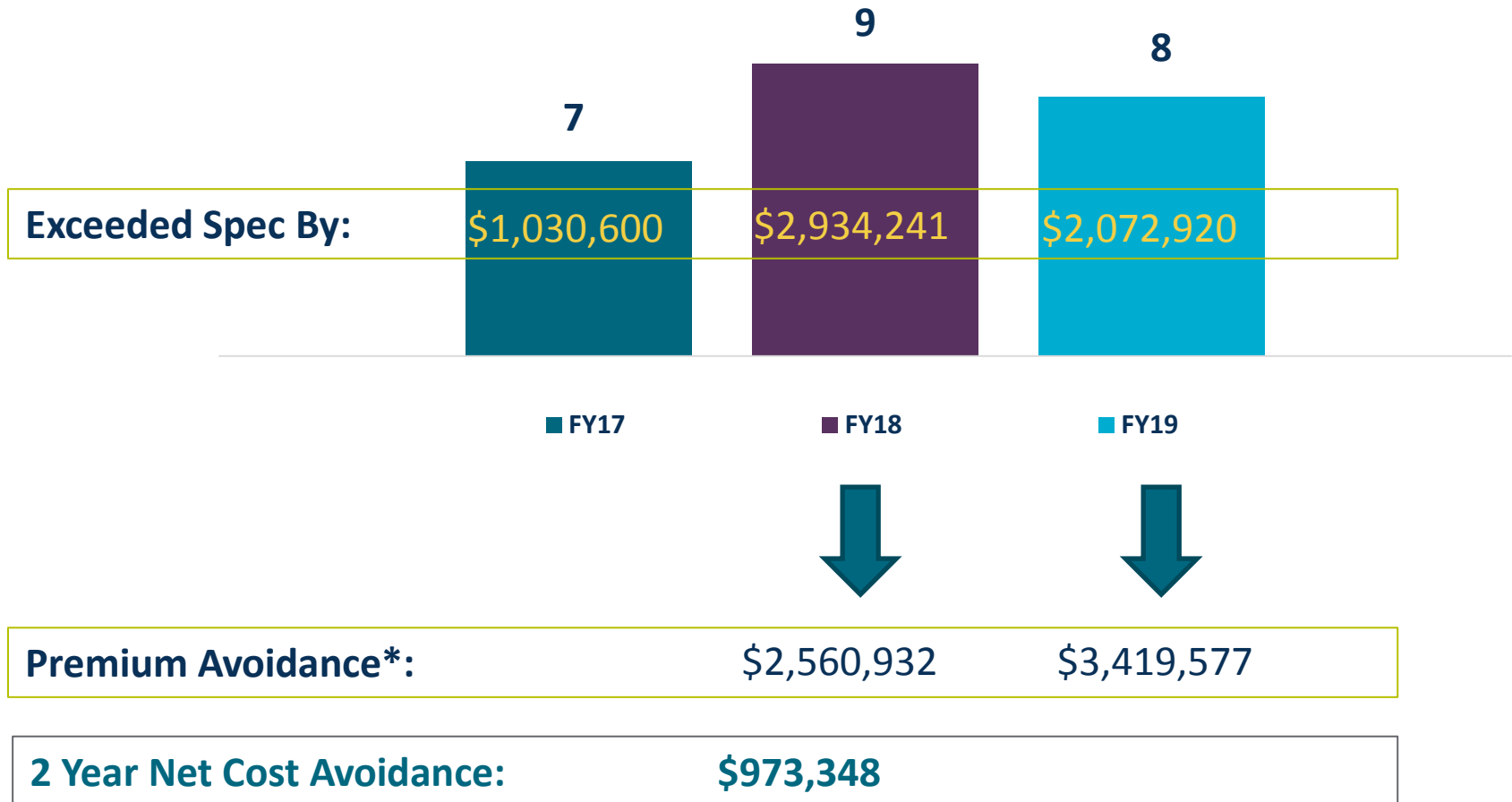


Assuming an annual trend rate of 6% year over year, Harris Health Costs are running 22.6% below expected costs



Specific Stop Loss Overview

of Claimants Exceeding FY17 \$480k Spec Level



**assumes same spec level with 20% stop loss increase each year*



WE ARE

HEALTHY@HARRIS

Caring for ourselves so we can care for others

Report Prepared By:

The Employee Wellness Team:

employee wellness@harrishealth.org

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#64

