



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

Employee Wellness Program

Year-End Report

Program Year:

September 2016 - August 2017
(FY19 Premium Rewards)

HARRISHEALTH
SYSTEM



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Executive Summary



Executive Summary

- **Wellness Program Engagement:**
 - 81.6% of Employees met the FY19 Premium Reward Requirements; increase of 4.6% greater than prior year
 - 119% Increase in FY19 Wellness Program Units of Service (UOS)/Engagement (from 30,303 to 66,444 UOS)
 - 88.6% of all employees completed ≥ 1 program or activity in FY19 compared to 57.4% in FY18; an increase of 54.35%.
 - 99.8% all eligible medical plan participants completed ≥ 1 program or activity in FY19 compared to 70.8% in FY18; an increase of 40.96%
 - 24.1% of all Wellness Participants completed 9 or more activities during the program year. This includes all employees and spouses regardless of medical plan status. This was a 146% increase over the prior program year.
 - 26.3% of all eligible Medical Plan participants completed 9 or more wellness activities during the program year.
- **Population Health:**
 - Decreased Prospective Risk Score by .21 for Employees and by .18 for Spouses; improving future health and cost forecast
 - Decreased total population health risks by 7%
 - Decreased prevalence of high waist circumference by 6%
 - Decreased prevalence of hyperlipidemia by .6%
 - Decreased prevalence of low HDL by 1%
 - Decreased prevalence of high LDL by 3%
 - Decreased prevalence of high glucose risk by 2%
 - Decrease physical activity risk by 3%
 - Decreased tobacco utilization by .7%
 - Decreased Nutrition risk by 4.2%
 - Decreased Stress Risk by 3.1%
 - Shifted risk stratification by 2.6% (decreased moderate risk by 1.6% and reduced high risk by 1%); Low risk increased by 2.6% (good increase)
 - Decreased the prevalence & distribution of all employee chronic health conditions by 4%



Executive Summary

- **Preventive Care Utilization:**
 - Increased Preventive Care Utilization by 51.1%
 - Annual Physicals increased by 104.6%
 - Mammograms increased by 17.5%
 - Cervical Cancer Screenings increased by 36.9%
 - Colorectal Screenings increased by 23.2%
- **Culture and Environment:**
 - 80.4% of employees believe that Harris Health System cares about their health and well-being.
 - 75.6% of employees believe there is a culture of health and wellness within Harris Health System.
- **Wellness Program Satisfaction:**
 - 55.5% of employee population rated the wellness program as good or excellent.
- **Program Highlights**
 - Implemented Livongo Diabetes Management Program, Naturally Slim and the Diabetes Prevention Program. Developed and implemented Well Powered Living Program Series.
 - Naturally Slim:
 - 70% (372 people) completed Foundations™ in the current program year
 - 44% of participants lowered their diabetes risk
 - Participants lost more than 2,800 pounds
 - 56% of participants lost 5 or more pounds; 22% of participants lost more than 10 pounds
 - Prospective risk score for participants is .08 less than non-participants
 - Naturally Slim participant claims for April 2017 – September 2017 have decreased to \$365.47 PMPM Claims for members that are eligible for Naturally Slim, but not participating, are 30.2% higher than members participating in the program.



Executive Summary

- **Program Highlights Continued:**
 - Livongo:
 - Achieved 44% participation in Livongo (first 6-months)
 - Reduced HbA1c of participants in Livongo by .9 per participant (HbA1c reductions are correlated to cost savings and reduced health risks)
 - 81% of members feel more empowered in their diabetes management
 - HHS Livongo participants have a Net Promoter Score (NPS) of 73 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.
 - Diabetics Participating in Livongo cost 14% less than non participants thus far; \$168 PMPM
 - Livongo participant claims for June 17 – Sept 17 have decreased by \$142 PMPM; early indicators are positive
 - Livongo participants are achieving clinical compliance with HEDIS measures and Diabetes Standards of Care
- **Presenteeism and Absenteeism**
 - 2.9% Decrease in presenteeism and absenteeism over the prior program year; estimated cost avoidance of \$.89/hour
 - 4.7% increase in employees' ability to perform their job due to better health
 - 15% Decrease in the amount of time health problems impacted employees' ability to work
- **Awards & Accolades:**
 - Achieved the Gold Level Workplace Health Achievement Award from the American Heart Association.
 - Received the Cigna Well-Being Award for Outstanding Culture of Well-Being
 - Achieved re-accreditation of the CEO Cancer Gold Standard
 - 2017 Certificate of Excellence from Go Healthy Houston; Healthy At Work



Executive Summary

- **Program Enhancements For FY19 Premium Rewards Program Year (September 2016-August 2107)**
 - Rebranded and incorporated all programs under Healthy@Harris; Caring for Ourselves So We Can Care For Others
 - Implemented Cigna’s MotivateMe Wellness Tracking Platform
 - Developed and implemented monthly Healthy@Harris Happenings and weekly “This Week In Wellness” communications
 - Developed and implemented monthly Explore and Learn Booths
 - Developed and implemented Well Powered Living Series
 - Implemented Livongo Diabetes Management Program
 - Implemented Naturally Slim
 - Revamped Wellness Champ Program
 - Implemented monthly Healthy Knowledge Seminars
 - Improved reporting and analytics
 - Add Cigna’s Healthy Pregnancy, Healthy Baby Program as well as promoted and rewarded participation in LBJ and CHC maternity programs
 - Promoted and rewarded participation in CHC Diabetes education program
 - Revamped Employee Wellness Website to ensure comprehensive and easy to navigate
 - Improved Field Day
 - Added more special events (Houston Corporate 5k, Poker Walk, AHA Event etc.)
 - Staff training in the Center For Disease Control’s Diabetes Prevention Program for roll out in September 2017 (FY20 Premium Reward Program Year)
 - Initiated Choose Healthier Project
 - New for FY20 Program Year: Nutrition Counseling, Diabetes Prevention Program, and Fitbit Device Subsidy

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.

FY19 Wellness Program Goals & Results



2017 Wellness Goals

2017 Wellness Goals (FY19 Program Year September 2016-August 2017)					
Goal	Baseline Metric	Target Metric	Outcome	Trend	Source Data
	2016	2017	2017		
Achieve 78% completion of the Health Assessment.	78.0%	Threshold: ≥ 70%	85.4%	↑ 7.4%	78% Cigna HRA completion Incentive Report 2016
		Target: ≥ 78%			
		Superior: ≥ 80%			
Achieve 70% completion of a Annual Physical with Lab Values.	39.8%	Threshold: ≥ 67%	81.5%	↑ 41.7%	IDAP Report; Employee Only Compliance
		Target: ≥ 70%			
		Superior: ≥ 75%			
Improve the Risk Stratification of the population by 2%	Low Risk (0-2): 62.9%	Threshold: ≤ 1.9%	2.6%	↓ 2.6%	Cigna Health Assessment Report 9/15-8/16 and 9/16-8/17
	Moderate Risk (3-4): 26.9%	Target: ≥ 2.0%			
	High Risk (5+): 10.2%	Superior: ≥ 2.5%			
Decrease the prevalence & distribution of employee chronic health conditions by 1%	58.4%	Threshold: = 58.4%	54.4%	↓ 4%	IDAP Chronic Condition Report Employee data only Excluding post-65 retirees & COBRA.
		Target: ≤ 57.4%			
		Superior: ≤ 56.4%			
Have 70% of participants successfully complete the Wellness Premium Incentive Program for FY19.	70.0%	Threshold: ≥ 67%	81.6%	↑ 11.6%	Cigna MotivateMe Report and Employee Wellness FY19 Program Year End Access Report
		Target: ≥ 70%			
		Superior: ≥ 75%			
Achieve 70% employee satisfaction with wellness program.	N/A: Establishing Baseline	Threshold: ≥ 60%	55.5%	N/A	Benefits and Wellness Satisfaction Survey
		Target: ≥ 70%			
		Superior: ≥ 80%			
Have 70% of employees agree that Harris Health cares about its employees.	N/A: Establishing Baseline	Threshold: ≥ 60%	80.3%	N/A	Benefits and Wellness Satisfaction Survey
		Target: ≥ 70%			
		Superior: ≥ 80%			
Have 70% of employees agree that there is a culture of health at Harris Health.	N/A: Establishing Baseline	Threshold: ≥ 60%	75.5%	N/A	Benefits and Wellness Satisfaction Survey
		Target: ≥ 70%			
		Superior: ≥ 80%			
Have 40% of Diabetics engaged in Livongo.	N/A: Establishing Baseline	Threshold: ≥ 30%	44.0%	N/A	Livongo Report; MMe Report
		Target: ≥ 40%			
		Superior: ≥ 50%			

Key:			
Below Threshold	Threshold	Target	Superior



2017 Wellness Goals

2017 Wellness Goals (FY19 Program Year September 2016-August 2017)					
Goal	Baseline Metric	Target Metric	Outcome	Trend	Source Data
	2016	2017	2017		
Have 70% of Participants enrolled in Naturally Slim successfully complete foundations.	N/A: Establishing Baseline	Threshold: ≥ 60%	70.0%	N/A	Naturally Slim Report, MME Report
		Target: ≥ 70%			
		Superior: ≥ 80%			
Increase participation in Employee Wellness Programs by 3%	30,303 visits	Threshold: ≥ 30,303	66,444	↑ 36,141	Employee Wellness FY19 Program Year End Access Report Vs FY18
		Target: ≥ 31,213			
		Superior: ≥ 31,818			
Achieve a 3% reduction in the percentage of people who have an undesirable waist circumference.	57%	Threshold: ≥ 57%	51.0%	↓ 6%	IDAP Report; Cigna Report
		Target: ≤ 55%			
		Superior: ≤ 53%			
Achieve a 1% reduction in the percentage of people who have Metabolic Syndrome.	Establishing Baseline	Threshold: ≤ 5.47%	5.5%	N/A	IDAP Report; Cigna Report
		Target: ≤ 4.5%			
		Superior: ≤ 3.5%			
Improve the average preventive care utilization of employees and spouses by 2%	60.2%	Threshold: ≥ 60%	63.4%	↑ 3.2 %	IDAP Report-Average of employee and spouse stats in Physical, Mammograms, Cervical, Colon Cancer YR 1 vs YR 2
		Target: ≥ 62%			
		Superior: ≥ 63%			
Achieve a 2% improvement in the percentage of people that are "at risk" or "high" risk for physical activity.	76.1%	Threshold: ≥ 1%	73.1%	↓ 3%	Cigna Health Assessment and Productivity Review
		Target: ≥ 2%			
		Superior: ≥ 3%			
Achieve a 2% improvement in the percentage of people that are "at risk" or "high" risk for glucose.	36.0%	Threshold: ≥ 1%	34.0%	↓ 2%	Cigna Health Assessment and Productivity Review, IDAP Report
		Target: ≥ 2%			
		Superior: ≥ 3%			
Achieve 2 Industry award(s) for a quality health promotion program.	1 Recognition	Threshold: Achieve 1 Award	4	↑ 3	
		Target: Achieve 2 Awards			
		Superior: Achieve 3 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	Program Director, Employee Wellness & EAP	713-566-6438	Director, strategic & Operational Planning, implementation, Evaluation	Michele.Hunnicutt@harrishealth.org
Ashley	Smith	MPH, RDN, LD	4	Human Resources	Employee Wellness Coordinator	713-566-6374	Health Educator, Wellness Coordinator, Health Coach, Program & Event Coordinator, Communication	Ashley.smith3@harrishealth.org
Kelle	Kampa	MPH, CHES	3.5	Human Resources	Employee Wellness Coordinator	713-566-6579	Health Educator, Wellness Coordinator, Database administrator, Group Exercise & Recreational Sports Coordinator	Kelle.Kampa@harrishealth.org
Latecia	Murphy	MEd, RN, BSN, CHES	18	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 ;
Morgan	Simmons		6	Human Resources-Cigna Onsite Employee	Cigna Advocate for Harris Health System	713-566-4391	Customer Service, Claims Assistance, Benefit Advocate	Morgan.SweetonSimmons@harrishealth.org

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: 9,365
 - Active Spouses on the Medical Plan: 1,687
- **Gender:**
 - 75% Female
 - 25% Male
 - Average Age: 43
- **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

❑ 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
- Cigna Motivate Me Portal
- 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

❑ 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
- Diabetes Education Class (CHC)
- Asthma Education Class (CHC)
- Naturally Slim (Pre-Diabetes and Metabolic Syndrome)
- Hypertension Management Program
- Special events
- Nutrition Counseling for Diabetics

❑ Growing Your Family

- Harris Health “Becoming a Mom” class
- Childbirth Education Class (CHC)
- Cigna “Healthy Pregnancy, Healthy Baby”
- Onsite Lactation Rooms

❑ Rewards

- Premium Rewards Program
- Harris Health Rewards

Employee Wellness Engagement



Program Summary

85.4%

Of employees completed a Health Assessment

81.5%

Of employees completed an Annual Physical

Decreased the Prospective Risk Score by **.21** for Employees and by **.18** for Spouses

7%

Net improvement in overall risks

2.6%

Risk shift

(decreased moderate risk by 1.6% and reduced high risk by 1%)



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%

81.6% of employees met the Premium Reward Requirements, which is 4.6% higher than the previous program year.

* 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).



FY19 Premium Rewards Program

STEP 1 – Start Up Goals – Must Complete Both	Number of Participants	% of Participants*	
Annual Physical with lab values	6091	81.5%	
Health Assessment	6432	85.4%	
STEP 2 – Complete Any Combination for 500 Total Additional Points	Number of Participants	% of Participants*	
Achieve a healthy waist size of 35 in. (women) or 40 in. (men), or less	1859	24.4%	
Achieve a healthy blood pressure level of \leq 120/80	2221	29.5%	
Achieve a fasting blood glucose (blood sugar) level of $<$ 100	2618	34.4%	
Achieve a healthy LDL level of \leq 100	3475	46.1%	
Achieve a healthy total cholesterol level of \leq 200	4142	55.0%	
Complete an Annual OB/GYN Exam (Females $>$ 18)	1808	24.0%	
Complete a Mammogram (Recommended at \geq Age 40)	1562	20.7%	
Complete a Colonoscopy (Recommended at Age 50 to Age 75)	360	4.8%	
Complete a Prostate Screening (Males $>$ 18)	433	5.8%	
Complete a Dental Exam (self-reported goal)	2638	35.0%	
Complete a Vision Exam (self-reported goal)	2658	35.3%	
Cigna Health Coaching by Phone: Achieve a goal to overcome a health problem (Note: Chronic condition only)	464	6.2%	
Cigna Health Coaching by Phone: Get help improving my lifestyle habits (Tobacco, Weight, or Stress)	347	4.6%	
	Tobacco	21	0.3%
	Weight	218	2.9%
	Stress	108	1.4%
Cigna Health Coach: Talk to a coach or visit the Ben Taub onsite coach to achieve a health goal	829	11.0%	

Note:

The total eligible population includes all employees enrolled in the medical plan on or before 4/30/2017 (7,530 employees). This group DOES NOT include: Employees who waived medical coverage or Employees who enrolled in the medical plan on or after 5/1/2017.

Participation results are not all inclusive due to the 1,000 point cap. The cap was removed for FY20 Program.



FY19 Premium Rewards Program Continued

STEP 2 – Complete Any Combination for 500 Total Additional Points	Number of Participants	% of Participants*
Cigna Online Health Coaching: Lifestyle Management (Weight, Stress, Tobacco, Exercise, Nutrition, Positive Mood)	2628	34.9%
Weight	214	2.8%
Stress	587	7.7%
Tobacco	2	0.03%
Exercise	831	11.0%
Nutrition	420	5.6%
Positive Mood	574	7.6%
Cigna Online Health Coaching: Condition Management (Diabetes, Asthma, COPD, Heart Disease, Heart Failure)	0	0.0%
Diabetes	0	0.0%
Asthma	0	0.0%
COPD	0	0.0%
Heart Disease	0	0.0%
Heart Failure	0	0.0%
Livongo - Diabetes Management Program	175	2.3%
Harris Health “Becoming a Mom” Program (LBJ Hospital)	33	0.4%
Naturally Slim Program Foundations-completes 8 out of 10 weeks	388	5.2%
Naturally Slim NS4You		
Naturally Slim NS4Life		
Cigna Healthy Pregnancy, Healthy Baby Program 1 st Trimester	4	0.1%
Cigna Healthy Pregnancy, Healthy Baby Program 2nd Trimester	0	0.0%
Cigna Apps & Activities	19	0.3%
Harris Health Employee Wellness sponsored Physical Fitness or Education Classes	172	2.3%
Covered spouse completes an Annual Physical	668	41.8%**
Covered spouse completes the Health Assessment	151	9.4%**
Covered spouse completes Livongo - Diabetes Management Program	22	1.4%**
Covered spouse completes Naturally Slim	6	0.4%**
Covered spouse completes Cigna Healthy Pregnancy, Healthy Baby Program	1	0.1%**
Met Requirements for FY19 Premium Rewards Program	6145	81.6%

**The total spouse population includes spouses of the above employee group who are enrolled in the medical plan (1599 spouses).

Note: The total eligible population includes all employees enrolled in the medical plan on or before 4/30/2017 (7,530 employees). This group DOES NOT include: Employees who waived medical coverage or Employees who enrolled in the medical plan on or after 5/1/2017.

Participation results are not all inclusive due to the 1,000 point cap. The cap was removed for FY20 Program.

Data source: FY19 Final Premium Reward Report



Employee Wellness Programs

Healthy@Harris Wellness Program		FY19 Program Year (9/1/2016-8/31/2017)			
Category	Program/Activity	Total Activities	Total Participants	Total Unique Participants	% engaged
					#EEs = 7530
Health Education	Booth	29	1213	827	11.0%
	Health Education Class	104	2578	1394	18.5%
	Info Session	3	116	116	1.5%
	Inter-Department Collaboration	3	138	137	1.8%
	Personal Health Analysis (HRA)	1	6369	6369	84.6%
Health Coaching	Healthy Coaching By Phone	1	1488	966	12.8%
	Maternity Support	1	2	2	0.0%
	Online Health Coaching-My Health Assistant	1	2437	1283	17.0%
Healthy Measures	Achieve a Fasting Blood Glucose (Blood Sugar) Level of Less Than 100	1	2509	2509	33.3%
	Achieve a Healthy Blood Pressure Level of Less Than or Equal to 120/80	1	2153	2153	28.6%
	Achieve a Healthy LDL Level of Less Than or Equal to 100	1	3322	3322	44.1%
	Achieve a Healthy Total Cholesterol Level of Less Than or Equal To 200	1	3930	3930	52.2%
	Achieve a Healthy Waist Size of 35 In. (Women) or 40 In. (Men), or Less	1	1788	1788	23.7%

Data source: Employee Wellness Program Year-End Report September 1, 2016 through August 31, 2017 (Effective towards FY19 Premium Rewards Program); Cigna MotivateMe Report; Naturally Slim April Class Report; Livongo Activation and Usage Report



Employee Wellness Programs

Healthy@Harris Wellness Program		FY19 Program Year (9/1/2016-8/31/2017)			
Category	Program/Activity	Total Activities	Total Participants	Total Unique Participants	% engaged
					#EEs = 7530
Prevention	Complete An Annual Physical Exam with Biometric Values-Must Complete	1	6565	6565	87.2%
	Get A Colon Cancer Screening (Preventative Exam)	1	332	332	4.4%
	Get a Mammogram (Preventive Exam)	1	1476	1476	19.6%
	Get a Prostate Cancer Screening (Preventive Exam)	1	413	413	5.5%
	Get My Annual OB/GYN Exam	1	1668	1668	22.2%
	I Received My Annual Dental Exam (Self-Reported Goal)	1	2507	2507	33.3%
	I Received My Annual Vision Exam (Self-Reported Goal)	1	2497	2497	33.2%
Healthy Living Programs	Livongo Enroll Activate	90	565	565	7.5%
	Naturally Slim Foundations	1	510	510	6.8%
	Naturally Slim NS4You	101	526	231	3.1%

Naturally Slim:

- One class finished during this program year. Foundations: 10 sessions (weekly). Completion = completing 8 out of 10 classes

Livongo

- Launched June 2017 (last 3 months of the program year). Includes only those who met criteria by 8/31/17

Data source: Employee Wellness Program Year-End Report September 1, 2016 through August 31, 2017 (Effective towards FY19 Premium Rewards Program); Cigna MotivateMe Report; Naturally Slim April Class Report; Livongo Activation and Usage Report



Employee Wellness Programs

Healthy@Harris Wellness Program		FY19 Program Year (9/1/2016-8/31/2017)			
Category	Program/Activity	Total Activities	Total Participants	Total Unique Participants	% engaged
					#EEs = 7530
Physical Activity	Group Exercise	1096	11812	949	12.6%
	Special Event	5	413	411	5.5%
	Sports	202	5124	291	3.9%
	Social Health and Wellness (Apps & Activities)	1	16	16	0.2%
Wellness Challenge	Online Challenge	7	3551	1482	19.7%
	Other Challenge	2	426	426	5.7%
Total Units of Service (# of Touches/Engagements)			66,444		

- **Total Units of Service (# of Touches/Engagements) increased by 36,141 over the prior program year.**
- **119% increase from FY18 to FY19 Program Year.**
- **FY18: 30,303 Units of Service**
- **FY19: 66,444 Units of Service**



Employee Wellness Programs

Healthy@Harris Wellness Program	FY19 Program Year (9/1/2016-8/31/2017)
Average # of wellness activities per participant	8.1
# who participated in 9 or more wellness activities	1983
Total # of participants	8225
% of total wellness participants who participated in ≥ 9 wellness activities	24.1%
% of all eligible employees (7530) who participated in ≥ 9 wellness activities	26.3%
# who met requirements for medical premium discount	6145
% who met requirements for medical premium discount	81.6%

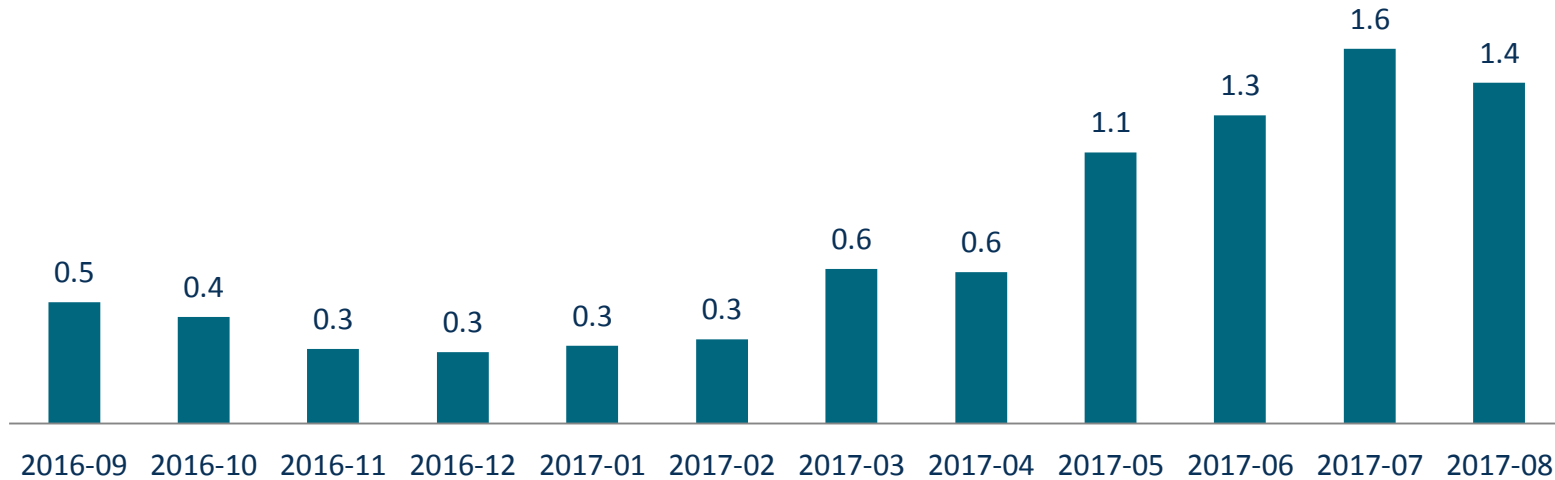
- 88.6% of all employees completed ≥ 1 program or activity in FY19 compared to 57.4% in FY18; an increase of 54.35%.
- 99.8% all eligible medical plan participants completed ≥ 1 program or activity in FY19 compared to 70.8% in FY18; an increase of 40.96%
- 24.1% of all Wellness Participants completed 9 or more activities during the current program year. This includes all employees and spouses regardless of medical plan status.
- 26.3% of all eligible Medical Plan participants completed 9 or more wellness activities during the current program year. This was a 146% increase over prior program year.



Monthly Activities

Average Activities Per Eligible Participant (n=7,530)

■ Average activities per eligible participant (n=7530)

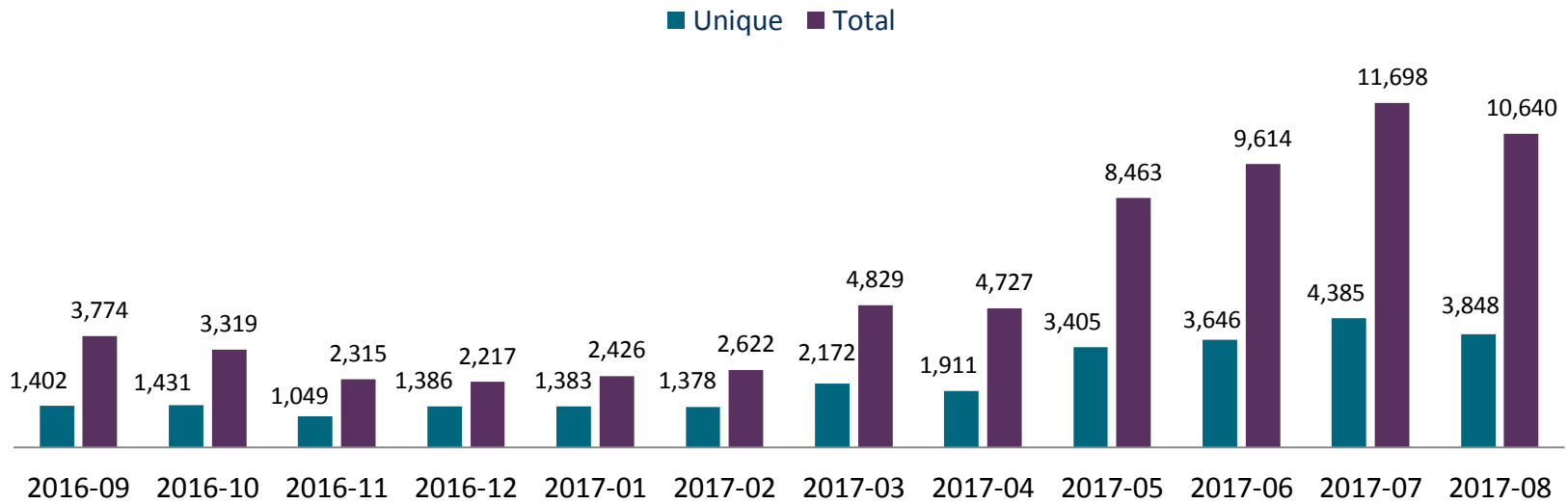


- 88.6% of all employees completed a wellness activity during the current program year
- 99.8% of all eligible medical plan participants completed a wellness activity during the current program year.



FY19 Wellness Program Engagement by Month

FY19 Wellness Program Engagement by Month



- Total Number of unique participants: 8,225
- 211% increase over prior program year

Population Health Results



Population Health & Wellness - Active Employees

Revised wellness program which has resulted in improved risk scores

Population Health Status

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

- Reduced Prospective Risk by .21 for Employees and by .18 for spouses
- Engaging spouses for FY20
- Adding additional multi-modal program opportunities

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
Employees	\$470	\$491
Spouses	\$659	\$634

Spouses are costing us more and have a higher risk health profile than employees, making it important to engage them in plan programs as well.



Population Health Statistics

Chronic Conditions

	Sept 2015 – August 2016			Sept 2016 – August 2017			
Top 3 Chronic Conditions	Prevalence	Number	Average Paid Per Claimant	Prevalence	Number	Average Paid Per Claimant	Trends
Hypertension	16.4%	2,642	\$11,163	16.8%	2,829	\$11,621	↑ 7.1%
Diabetes	9.4%	1,516	\$12,903	9.9%	1,670	\$13,837	↑ 10.2%
Hyperlipidemia	11.9%	1, 914	\$9,891	11.3%	1,901	\$9,633	↓ .68%

Actions:

- Programs to improve or eliminate chronic conditions
 - Naturally Slim* (launched three classes in 2017 and had 931 participants)
 - Livongo* (launched program in June 2017; currently 775 enrolled as of 12/28/17)
 - On-site nurse*
 - On-site classes*
- Promote relationship with PCP to increase annual physical rate and physician involvement in Chronic Condition Management

* Programs were launched in the last 6 months of program year so we expect to see greater impact on health metrics upon conclusion of the September 2017 through August 2018 Program Year.



Population Health Statistics

Preventive Care Statistics

	Sept 2015 – August 2016				Sept 2016 – August 2017				
Preventive Screenings	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	↑ 104.6%
Mammogram	64.3%	3,712	57.4%	329	72.9%	3,860	58.7%	363	↑ 17.5%
Cervical Cancer Screening	66.1%	5,917	61.3%	478	86.8%	6,218	70.6%	510	↑ 36.9%
Colorectal Screening	39.4%	3,032	36.4%	851	48.2%	3,147	38.8%	869	↑ 23.2%

Increased compliance by 51.1% over the prior program year.

Actions:

- Programs to improve preventive care utilization:
 - Required annual physical with lab work with PCP to be eligible for premium rewards
 - Provided Premium points for getting age and gender appropriate preventive exams (mammograms, cervical screenings, colorectal screenings and PSAs)
 - Provided Onsite Mammograms
 - Targeted communications
- New Program Year: Requiring spouse participation in FY20 Premium Rewards Program (EE=\$50/month; Spouse \$50/month beginning 9/1/17)



Population Health Statistics

Metabolic Syndrome

Risk Factors	<u>Prospective Risk Score: 1.95</u>	Prevalence
Fasting glucose \geq 100 mg/dL or on medicine to treat high glucose		25%
Blood Pressure \geq 130/85 mmHg or on medicine to treat high blood pressure		16%
HDL (men $<$ 40 mg/dL and women $<$ 50 mg/dL) or on medicine to treat low HDL		44%
Triglycerides \geq 150 mg/dL or on medicine to treat high triglycerides		26%
Large Waist (males $>$ 40", females $>$ 35")		51%

- 921 members (5.4% of total population) meet Metabolic Syndrome criteria (3 out of 5 risk factors)
- The average cost of a member with Metabolic Syndrome is \$8,069 per year, versus \$4,391 per year for a member without Metabolic Syndrome.
- Potential cost avoidance = \$3,387,438 (921* \$3,678)

Actions:

- Naturally Slim engagement
- Onsite Diabetes Prevention Program
- On-site nurse outreach
- On-site healthy cooking classes
- PCP visits and clinical management
- Well Powered Living Program



Population Health Statistics-Biometrics Risks

		Sept 2015 – August 2016			Sept 2016 – August 2017			
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	33%	39%	72%	32%	46%	79%	↑ 7%
Waist Circumference	Women: >=35 inches Men: >=40 inches			57%	51%		51%	↓ 6%
Cholesterol	At Risk: 200-239 mg/dL High Risk: >=240 mg/dL	20%	5%	25%	20%	5%	25%	↔
HDL	Women: < 50 mg/dL Men: <40 mg/dL	45%		45%	44%		44%	↓ 1%
LDL	At Risk: >=100 mg/dL High Risk: >=160 mg/dL	49%	6%	55%	47%	5%	52%	↓ 3%
Triglycerides	At Risk: >=150 mg/dL High Risk: >=200 mg/dL	23%	12%	35%	26%	13%	40%	↑ 5%
Glucose	At-Risk: 100-125 mg/dL High-Risk: >=126mg/dL	24%	11%	36%	24%	11%	34%	↓ 2%
Blood Pressure	At-Risk: >=120/80 High-Risk: >=140/90	41%	6%	47%	42%	6%	48%	↑ 1%

Data sources:

IDAP, incurred September 2015 – August 2016, and incurred September 2016 – August 2017, paid through September 2017. Excluding post-65 retirees & COBRA September 2016 Cigna Biometric Summary Report



Population Health Statistics-Lifestyle Risks

		Sept 2015 – August 2016			Sept 2016 – August 2017			
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	55.9%	20.2%	76.1%	52.7%	20.4%	73.1%	↓ 3%
Tobacco Use	Current Tobacco user		4.3%	4.3%		3.6%	3.6%	↓ .7%
Nutrition	Less than 5 servings of fruit, vegetables and high fiber foods	85%	1.8%	86.8%	81%	1.6%	82.6%	↓ 4.2%
Stress	High Risk: (stress scale score >18)		15.6%	15.6%		12.5%	12.5%	↓ 3.1%

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

*Data source: HRA Report 3/1/2016–2/28/2017

**Data source: HRA Report 3/1/2017 – 9/1/2017

Data source: IDAP, incurred September 2015 – August 2016, and incurred September 2016 – August 2017, paid through September 2017. Excluding post-65 retirees & COBRA



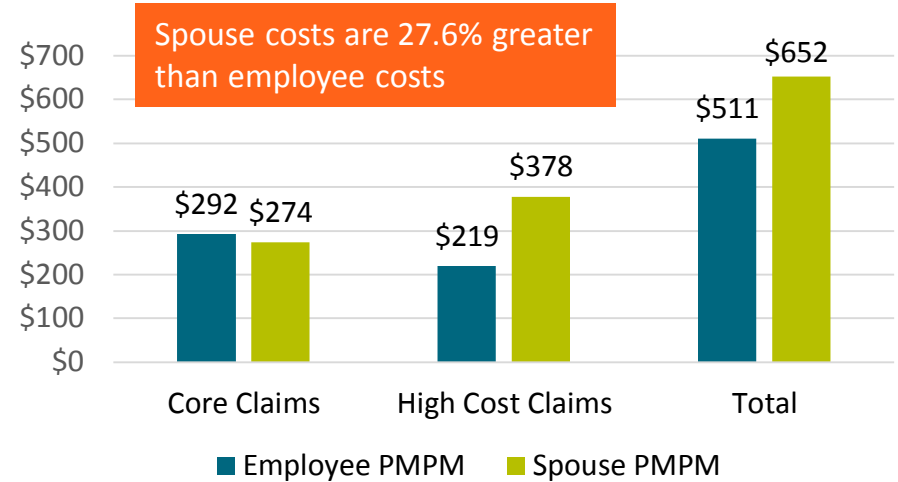
Employee/Retiree versus Spouse Cost & Risk Analysis

Demographics

	Age	% Female	Prospective Risk Score
Employee	44.8	76.6%	1.58
Spouse	49.2	28.8%	1.80

Average risk score is 1.0

Cost Per Member Per Month PMPM



Chronic Conditions (Plan Year)

Top 3 Chronic Conditions	Spouses Prevalence	Number of Spouses	Employees Prevalence	Number of Employees
Hypertension	30.4%	458	25.7%	1,840
Diabetes	20.8%	313	14.3%	1,026
Hyperlipidemia	24.6%	370	16.9%	1,209

Action:

- Expanded wellness program points to include spouse engagement
- Requiring spouse engagement for FY20 Premium Rewards Program



Chronic Conditions Prevalence – Employee Population

Year 1: Sep 2015 through Aug 2016 and Paid through Sep 2016		
Chronic Condition	# With Condition	% of Members
Affective Psychosis	19	0.24%
Asthma	236	2.93%
Atrial Fibrillation	41	0.51%
Blood Disorders	463	5.75%
CAD	129	1.60%
COPD	36	0.45%
Cancer	211	2.62%
Chronic Pain	107	1.33%
Congestive Heart Failure	71	0.88%
Demyelinating Diseases	15	0.19%
Depression	113	1.40%
Diabetes	1,148	14.26%
ESRD	66	0.82%
Eating Disorders	3	0.04%
HIV/AIDS	56	0.70%
Hyperlipidemia	1,430	17.76%
Hypertension	2,084	25.88%
Immune Disorders	9	0.11%
Inflammatory Bowel Disease	21	0.26%
Liver Diseases	165	2.05%
Morbid Obesity	285	3.54%
Osteoarthritis	277	3.44%
Peripheral Vascular Disease	46	0.57%
Rheumatoid Arthritis	60	0.75%

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%

Decreased the prevalence & distribution of employee chronic health conditions by 4% versus the prior program year.

*Chronic Conditions may include duplicative members

Environment & Culture



Environment and Culture

- 80.4% of employees believe that Harris Health System cares about their health and well-being.
- 75.6% of employees believe there is a culture of health and wellness within Harris Health System.

2017 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.	33.9%	46.5%	12.9%	2.7%	1.4%	2.7%
Please indicate your assessment of the following statement: There is a culture of health and wellness within Harris Health System.	Culture of health and wellness is integral to company mission and goals	A culture of health and wellness is strongly promoted and supported	A culture of health and wellness is offered but not supported	No Opinion		
	34.9%	40.7%	8.5%	15.9%		

Employee Wellness Program Satisfaction



Wellness Program Satisfaction

- 55.6% of employees are satisfied with the Wellness Program.*

2017 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
	25.8%	29.8%	10.3%	8.2%	1.7%	24.2%
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.	19.5%	37.5%	14.4%	2.1%	1.4%	25.1%
The wellness program has helped me feel more confident about making decisions about my health.	19.2%	37.6%	14.2%	2.5%	1.3%	25.2%
The wellness program has helped me increase my readiness to make positive health behavior changes.	19.8%	38.7%	12.7%	2.2%	1.3%	25.2%
I have made at least one significant health behavior change since participating in the wellness program.	20.3%	37.6%	13.0%	2.4%	1.3%	25.3%
The wellness program has helped me be more productive when I'm NOT at work.	17.7%	34.4%	17.1%	2.9%	1.6%	26.2%
The wellness program has been of value to my spouse or others in my family.	15.2%	27.0%	16.1%	3.1%	1.7%	36.8%
The wellness program has led to improved quality of life for me and/or my family.	17.7%	35.2%	15.9%	2.8%	1.4%	26.9%
The wellness program is a valuable part of my employee benefits.	23.2%	36.5%	12.4%	1.8%	1.4%	24.7%

Note: The Wellness Survey was incorporated into the Benefits Survey and rolled in May versus December. Survey was conducted right after launch of new Premium Rewards Program. This will provide us a benchmark for moving forward.

Data sources:
Benefits and Wellness Survey, May 2017

Livongo Diabetes Management Program

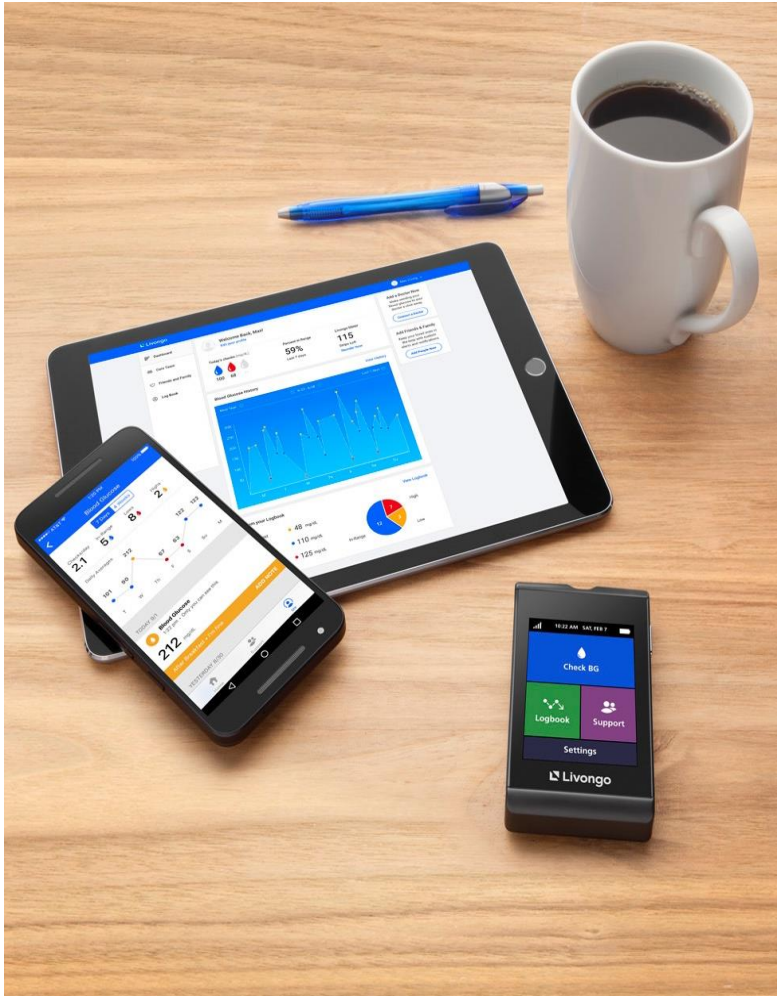


Livongo Diabetes Management Program

- 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 and spouses 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
 - 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 $\geq 1\%$
 - Increase the percentage of the diabetic population that has an HbA1c in the well-managed range ($< 7\%$)
 - Improve clinical compliance with HEDIS measures and the Diabetes Standards of Care
 - Achieve positive participant feedback that Livongo is easy to use and is a valuable resource in better self management.



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 Executive Summary

Livongo has delivered positive early results for the Harris Health System population

- **Diabetics Participating in Livongo cost 14% less** than non participants; a difference of \$168 PMPM
- **Members feeling more empowered** – 81% of members feel more empowered in their diabetes management¹, correlating to increased confidence & positive outcomes; Members reporting efficiencies with the new meter as well as value with the personalized insights
- **Continue enrollment growth** – 44% of identified population are enrolled in Livongo for this program year; this is greater than the Livongo BoB of 30% for similar clients
 - 68% Female
 - 32% Male
 - 80% of population between 45-64
 - 20% of Diabetic Population ≤44
- **Positive early clinical results** – Reductions in A1c are correlated to cost savings and reduce potential health risks
 - members saw an A1c reduction of .9%

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*	16.51%	233	10.59%	759
Diabetes*	26.22%	370	17.59%	1,261
Hyperlipidemia	14.03%	198	9.23%	662

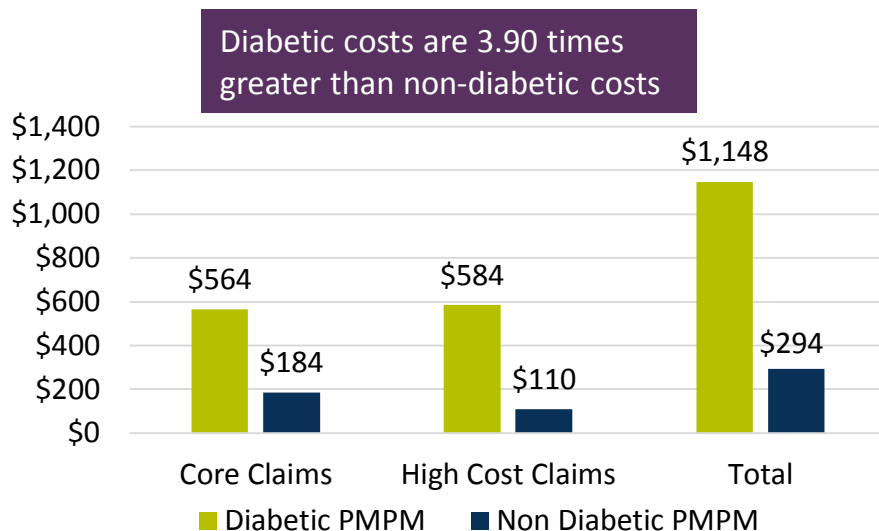
* Prevalence based on employee and spouse populations only

**Hypertension determined based on previous high blood pressure standard of 140/90

Diabetic # of ER Visits	Diabetic ER Spend
805	\$1,851,371

Diabetics had 2.27 times more ER visits than non-diabetics

Cost Per Member Per Month PMPM



Top Diabetic Comorbidities	Prevalence
Hypertension	59.8%
Hyperlipidemia	51.7%

* Data includes employees, spouses and dependents

**Hypertension determined based on previous high blood pressure standard of 140/90

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

Solutions Implemented:

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

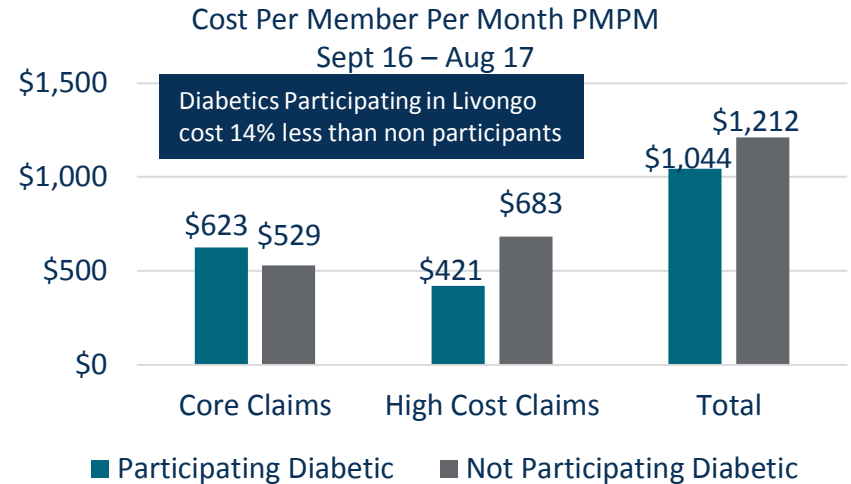


Diabetic Population – Livongo Participants

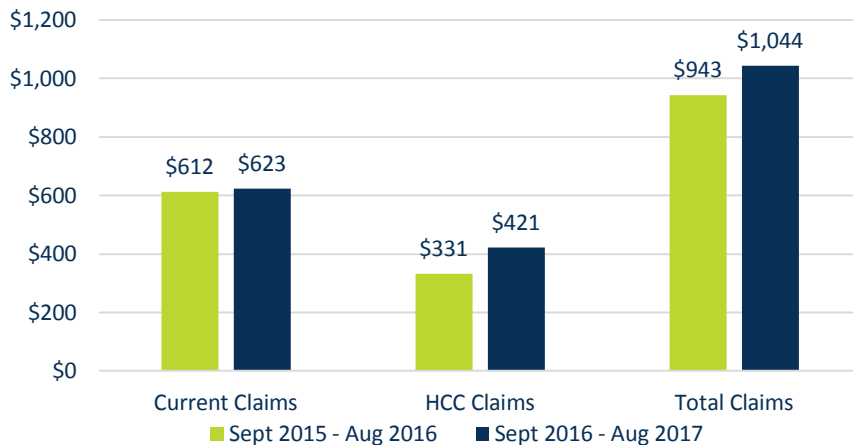
Participating in Livongo	Count	Prospective Risk Score
Participating	630	3.8
Not Participating	1,040	3.0

Average risk score is 1.0

*Currently at 820 participants in Livongo



Livongo Participant Cost Per Member Per Month PMPM



Livongo participant claims for June 17 – Sept 17 have decreased to \$902 PMPM

10% of our population has Pre-Diabetes and 79% of our population is overweight

1,247 Pre-Diabetics: glucose ≥ 100 and < 126 , or an HbA1c $> 5.7\%$ and $< 6.4\%$, and no diagnosis of diabetes

243 Potentially undiagnosed diabetics: glucose ≥ 126 , or an HbA1c $\geq 6.4\%$, and no diagnosis of diabetes

Solutions: Naturally Slim and the Diabetes Prevention Program



Diabetic Population – Livongo Participants

Livongo Participants Clinical Compliance

Clinical Measure	Percent Compliant – Livongo	Percent Compliant – Employee	Percent Compliant – Spouse
Annual dilated eye exam	56.4%	56.1%	56.4%
Annual foot exam	82.5%	86.4%	60.6%
Annual HbA1c exam	95.2%	96.2%	92.6%
Annual lipid profile	94.0%	94.4%	92.6%
Annual LDL-C screening	93.6%	94.0%	92.6%
Pneumonia vaccine*	none	none	none
Flu vaccine	96.7%	94.7%	2.0%
Preventive visit	89.5%	91.7%	78.9%

***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 Livongo program**



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	59%	99%	97%	53%	22%	25%
Diabetics Not participating in Livongo	64%	97%	92%	51%	18%	31%

Notes:

- Achieved an average HbA1c reduction of .9%
- Engaging diabetics who need assistance with self-management
- Participants have been in Livongo less than 6-months so results of program are limited.

Medication Non-Adherence

	Diabetes (Type 2)	Hypertension	High Cholesterol	Depression	Psychoses
Livongo Members	64	47	43	6	1
Non-compliant – Livongo	19%	17.3%	22.1%	17.6%	33.3%
Not Participating Members	36	36	26	11	2
Non-compliant – Not participating	21.4%	20%	18.8%	23.9%	34.4%

Data sources:

Cigna Diabetes HEDIS Measurement Report September 2016 – August 2017, Livongo cohort versus non participants, based off 12-month Engagement results.

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

IDAP, incurred September 2016 – August 2017, paid through September 2017. Excluding post-65 retirees & COBRA. Costs include medical and pharmacy



Chronic Condition Population

Diabetic Drug Utilization & Cost

Sept 16 – Aug 17	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Diabetics participating in Livongo	630	5,281	\$301.77	\$34.97	\$1,593,635
Diabetics Not Participating in Livongo	1,040	5,940	\$268.31	\$31.15	\$1,593,758

Total Drug Utilization	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Sept 16 – Aug 17	1,334	11,246	\$284.13	\$33.03	\$3,195,312

Data sources:

IDAP, incurred September 2016 – August 2017, paid through September 2017. Excluding post-65 retirees & COBRA. Costs include medical and pharmacy

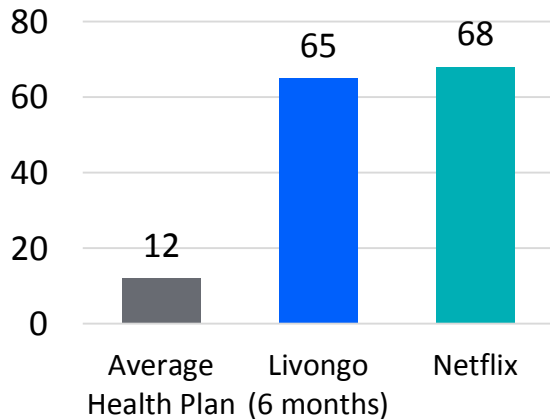


Member Satisfaction Survey & NPS

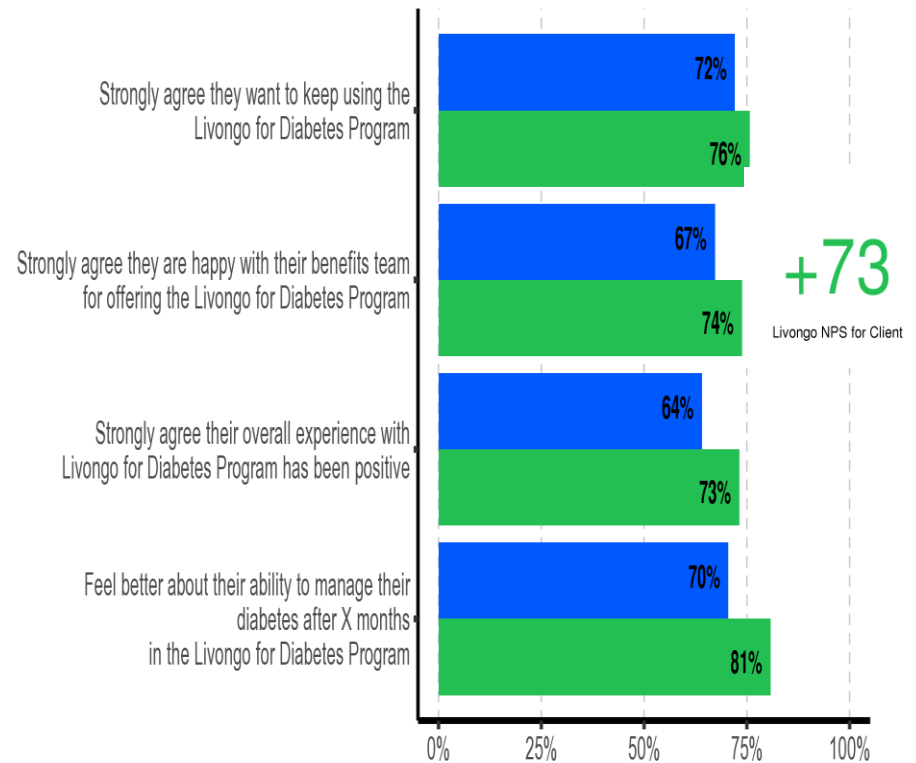
Net Promoter Score (NPS): Livongo has Industry Leading Member Satisfaction

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



Harris Health System Livongo BoB



n= 318 Client 1-Month Survey Respondents

n= 9,110 Livongo BoB 1-Month Survey Respondents



Diabetes Empowerment and Distress Scale

Diabetes Empowerment Scale	Pre-program	1-Month	Change	BoB Change
I am able to turn my diabetes goals into a workable plan.	4.00	4.15	0.15	0.24
I can ask for support for having and caring for my diabetes when I need it.	4.09	4.38	0.29	0.34
I can find ways to feel better about having diabetes.	3.84	4.10	0.26	0.25
I can try out different ways of overcoming barriers to my diabetes goals.	4.02	4.25	0.23	0.14
I know enough about myself as a person to make diabetes care choices that are right for me.	3.94	4.31	0.37	0.27
I know the positive ways I cope with diabetes-related stress.	3.73	4.11	0.38	0.38
I know what helps me stay motivated to care for my diabetes.	3.93	4.22	0.29	0.35
I know what part(s) of taking care of my diabetes I am dissatisfied with.	4.02	4.13	0.11	0.09

Diabetes Distress Scale	Pre-program	1-Month	Change	BoB Change
Feeling overwhelmed by the demands of living with diabetes.	2.18	2.31	0.13	-0.05
Feeling that I am often failing with my diabetes routine.	2.45	2.35	-0.10	-0.25

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

318 Client 1-Month Respondents and 339 Client Pre-program Survey Respondents



Harris Health System Members on the Impact of Livongo

“Feel positive about the readily available supplies. i.e. meter, strips and also the support via the meter as well as the tips included when testing blood sugar.”

“I feel encouraged and empowered to continue striving for improvement and my preventive health goals.”

“I feel better, more aware of what I am doing and eating. Love being able to see the progress, and the little notes of encouragement.”

“I just feel overall better about Diabetes because of Livongo and the feedback I get after I test is right away and it tells you what you need to do if your not in range.. way to go Livongo.”

“Helps me keep track of my glucose level. Make healthy decisions about what I eat.”

“Positive and hopeful that there is hope now that someone can help me manage this.”

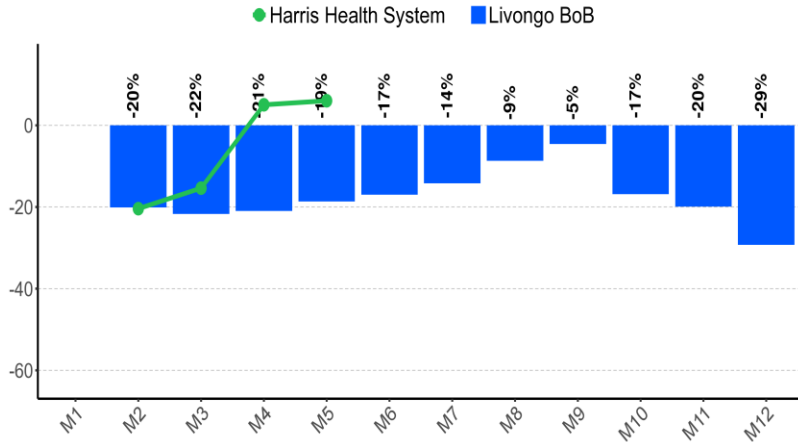
“Less stress and less depressed.”

Member Quotes from Client Satisfaction Surveys



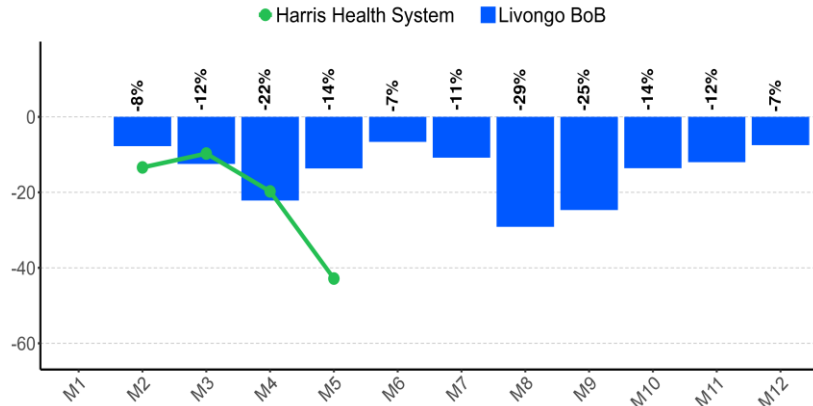
Livongo Reduces the Likelihood of Being Out of Range

Likelihood of Days with Blood Glucose > 180



6% less likely on average to have days with readings > 180

Likelihood of Days with Blood Glucose < 80

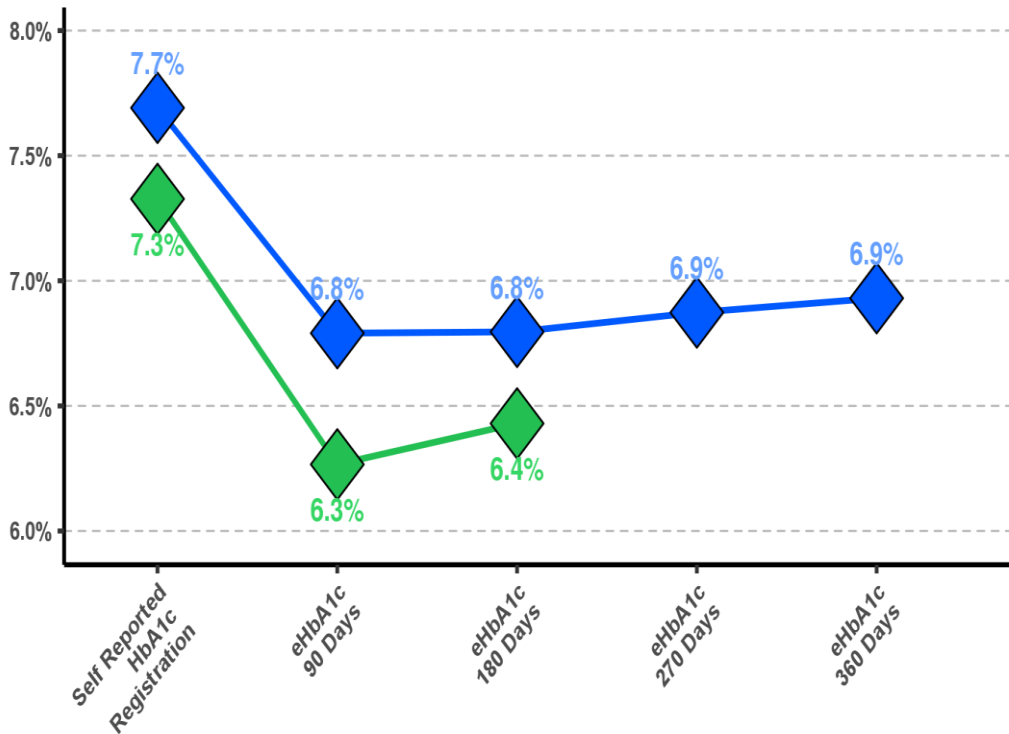
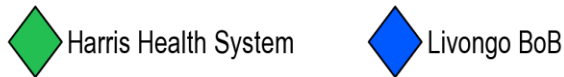


21% less likely on average to have days with readings < 80



Reductions in eHbA1c

eHbA1c



Harris Health participants experienced a 0.9pt decrease in eHbA1c at 180-days from the self reported values at registration.

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
 - Achieve 70% program completion
 - Receive positive participant feedback
- 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 when and how 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; Weekly Class
 - NS4You™ –Skill Reinforcement; Bi-Weekly Class
 - NS4 Life™ –Skill Maintenance; Monthly class
 - 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

44% of individuals lowered their Diabetes Risk

Participation

**70%
Completion**

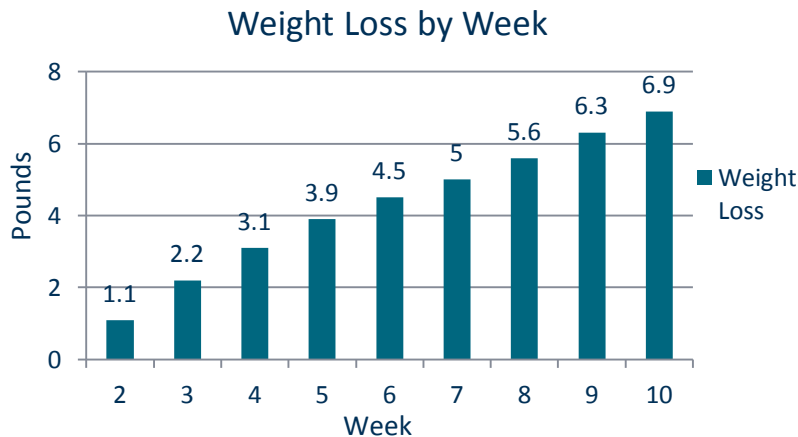
- 532 people started the program
- 70% Completed 8 out of 10 weeks
- First class offered in April 2017

Average BMI

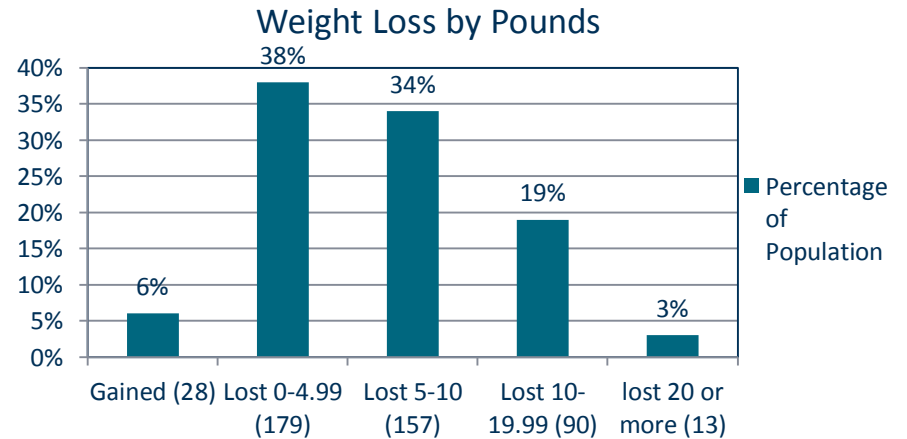
35.2

AVERAGE BMI	
Normal:	BMI 18.5 to < 25.0
Overweight:	BMI 25.0 to < 30.0
Obese:	BMI > 30.0

Participation: Weight Loss by Week



Total Weight Loss Greater Than 2,800 lbs.



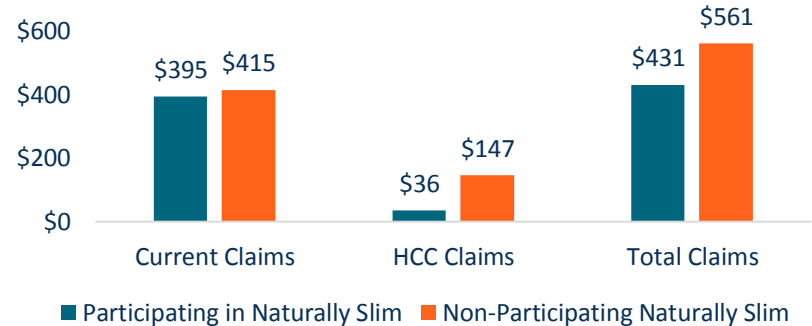


Naturally Slim Cost & Risk Analysis

Participating in Naturally Slim	Count	Prospective Risk Score
Participating	569	2.04
Not Participating	3,896	2.12

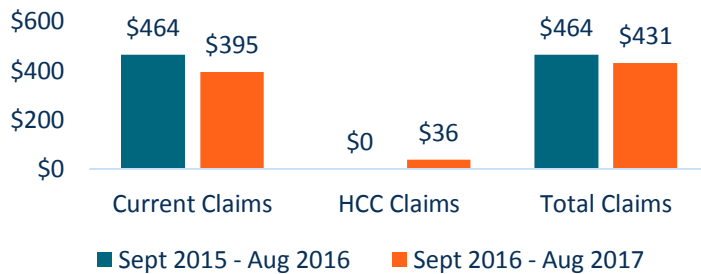
Average risk score is 1.59

Participating Naturally Slim vs Non-Participating Naturally Slim Cost PMPM



Claims for members that are eligible for Naturally Slim, but not participating, are 30.2% higher than members participating in the program.

Naturally Slim Cost Per Member Per Month (PMPM)



Naturally Slim participant claims for April 2017 – September 2017 have decreased to \$365.47 PMPM.

Top Naturally Slim Participant Comorbidities	Prevalence
Hypertension	33.7%
Hyperlipidemia	22.3%
Diabetes	18.3%



Naturally Slim Post Foundations™ Quality of Life Survey

- Changes experienced by participating in Naturally Slim:
 - 94% of individuals felt more in control of their weight
 - 75% of individuals experienced a newfound burst of energy
 - 87% of individuals experienced a boost of confidence
 - 79% of individuals increased their physical activity levels
- Testimonials
 - Its only week one but yet I have noticed a mayor change in my eating habits while still enjoying my favorite foods!! Thanks Naturally slim!
 - I'll never been so excited about a weight loss program, always depressed that I will have to stop eating my favorite foods. I'm on week 7 and I lost 12 lbs.
 - I set my goal to loose 10 lbs. in 10 weeks. I had to take steroids and gained 10 lbs., for more than a year I was not able to loose a single pound. I started naturally slim 2 weeks late because I was not really believing that they y can help me. After the 10 weeks I lost 9 lbs., 2 inch down on my waist and one size down.
 - I'll never been so excited about a weight loss program, always depressed that I will have to stop eating my favorite foods. I'm on week 7 and I lost 12 lbs.
 - Down 23 lbs.in 10 weeks! Nothing works as consistently as this!
 - Naturally Slim program not only impacted my weight, it impacted my health and lifestyle. I thank my employer for promoting this program.
 - Omg! This is the first program I don't had to change what I eat but when and how I eat it.. Let me tell you! It been amazing!! I've lost 18lbs in 9 weeks. I'm so grateful for this program! I'm finally consistent with my habits and its so easy to follow! Naturally Slim has change my life!!
 - I began to feel hopeful and powerful. I was somewhat depressed before and my house was a mess. I cleaned up my entire home, threw out about 25 bags of garbage in the process, gave many more to Good Will, and I have a contract on my house. I wanted to sell it for a long time but couldn't get motivated. This program has reached so much further into my personal life than you can imagine. I am making many positive changes. I am organizing my life. I am setting examples for my family and teaching them the principles. I am developing better relationships with my family because I feel better about myself. Thank you so much. Of course, my health has improved, but even better my mind and my motivation to LIVE AGAIN has improved. I cant thank you enough. Never expected these benefits. Never!!!! LOVE! LOVE! LOVE! I can LIVE again, I am hopeful!

Employee Assistance Program



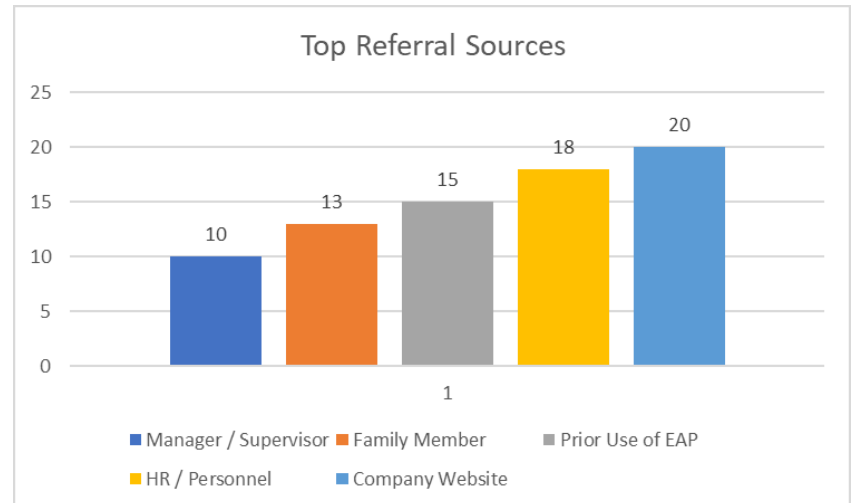
Employee Assistance Program

EAP Clinical Cases	Year to Date: March 2017- November 2017
Face To Face Cases	144
Telephonic Cases	0
Web-Video Consultation Cases	0
Total	144

6%
Quarterly
Utilization Rate
for EAP services

709 people participated in EAP webinars; an average of 100 people per webinar

Employer Cases	Year to Date: March 2017- November 2017
Critical Incident	2
Organizational Consultation	3
Training/Webinars	7
Total	12





Employee Assistance Program

Services Provided		Employee Number	Spouse/ Dependent Number	Dependent Number	Total Number
EAP Clinical Cases	Face To Face Cases	77	6	15	98
	Telephonic Cases	0	0	0	0
	Web-Video Consultation Cases	0	0	0	0
	Subtotal	77	6	15	98
Life Management Services	Adoption	0	0	0	0
	Adult Care	1	0	0	0
	Child Care	2	0	0	0
	Education K-12	0	0	0	0
	Elder Care	1	0	0	0
	Financial Services	4	0	0	0
	Higher Education	1	0	0	0
	Legal Services	34	0	0	0
	Subtotal	43	0	0	43
Total		120	6	15	141
Total By Percent		85.1%	4.2%	10.6%	100%



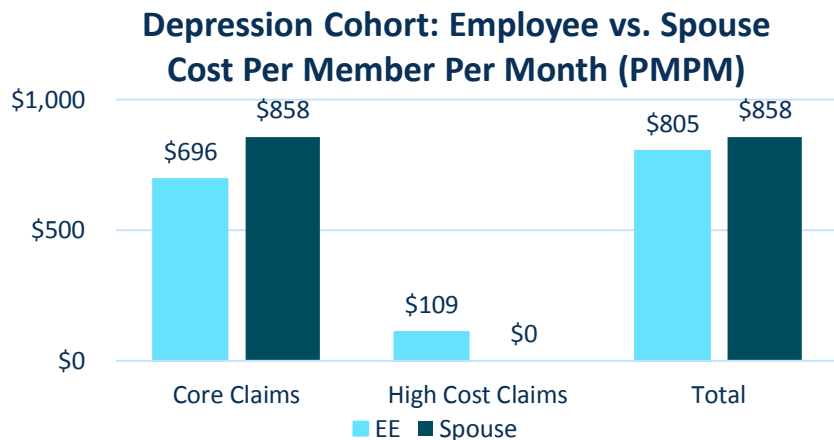
Depression versus Non Cost & Risk Analysis

Membership with Depression	Count	Prospective Risk Score
Employee	201	2.9
Spouse	28	3.3

Average Risk Score is 2.5

Top 3 Chronic Conditions	Spouse Prevalence	Number of Spouses	Employee Prevalence	Number of Employees
Hypertension*	39.30%	11	31.8%	64
Diabetes	17.90%	5	16.4%	33
Hyperlipidemia	46.40%	13	18.4%	37

*Hypertension determined based on previous high blood pressure standard of 140/90



Spouses with Depression costs are 6.5% greater than Employees with Depression.

Members with Depression ER utilization	# of ER Visits	Depression ER Medical Spend
Employee	162	\$384,875
Spouse	29	\$69,342

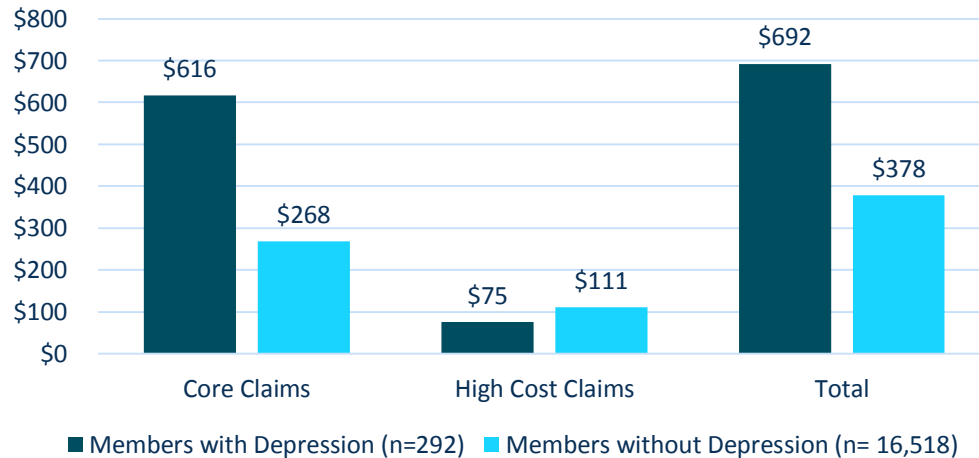
Employees with Depression ER cost are 82% greater than Spouses ER cost.

1 Employee in depression cohort has 29 ER visits within the Year 2 time period – Total claims cost \$267,710



Depression versus Non Cost & Risk Analysis

Members with Depression vs. Non-Depressed: Cost Per Member Per Month (PMPM)



The cost per month for Members with Depression is 56% more than non-depressed members. *Note: the difference in population size may result in skewed results.

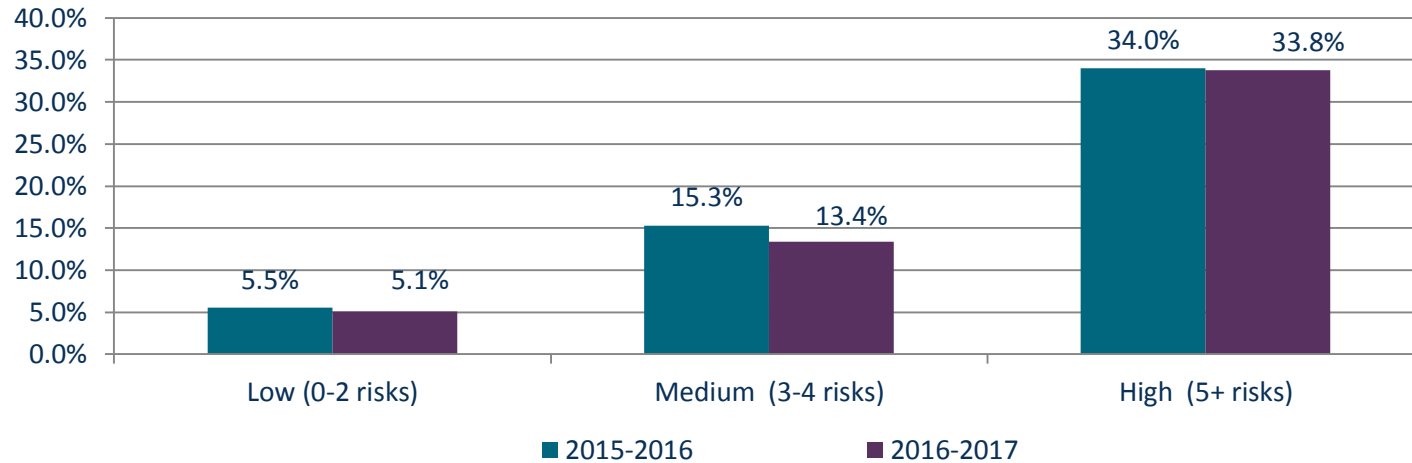
Actions: Need to address mental health in a more proactive manner and integrate with other programs and initiatives

Presenteeism & Absenteeism



Presenteeism & Absenteeism

Presenteeism & Absenteeism By Risk Level



\$.89/hour

Estimated Cost Savings due to increased productivity over the prior program year.

Based on Harris Health System average hourly rate of \$30.92

2.9%

Decrease in presenteeism and absenteeism over the prior program year

Data sources:

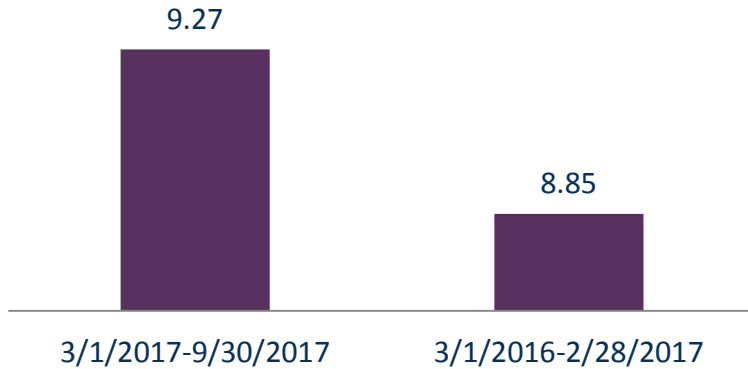
Harris Health System Health Assessment and Productivity Comparison Report September 2015 through August 2016 and September 2016 through August 2017. Average hourly rate as of August 31, 2017 provided by HR compensation.



Presenteeism & Absenteeism

Productivity Responses

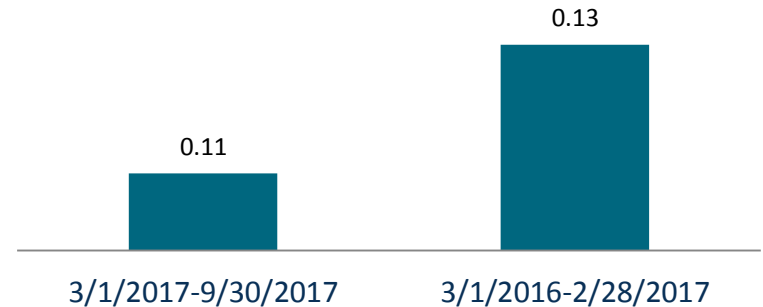
■ Average ability to carry out work duties (0 being not at all, 10 being extremely well)



4.7% increase in the ability to perform work duties due to better health over prior program year.

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

Rewards & Recognition



Rewards & Recognition



The Gold Level Workplace Health Achievement Award (2017)

Presented to Harris Health System for an evidence-based, scientific, best-practice Wellness program that is improving our employees' overall health and well-being. Awarded by The American Heart Association
Award Renewal: March 2018



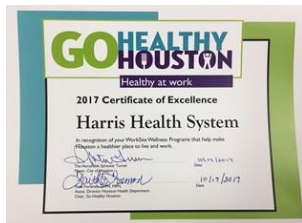
Achieved re-accreditation of the CEO Cancer Gold Standard (2012-2017)

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.
Award Renewal: March 2018



Cigna Well-Being Award for Outstanding Culture of Health (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.
Award Renewal: 2018



2017 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

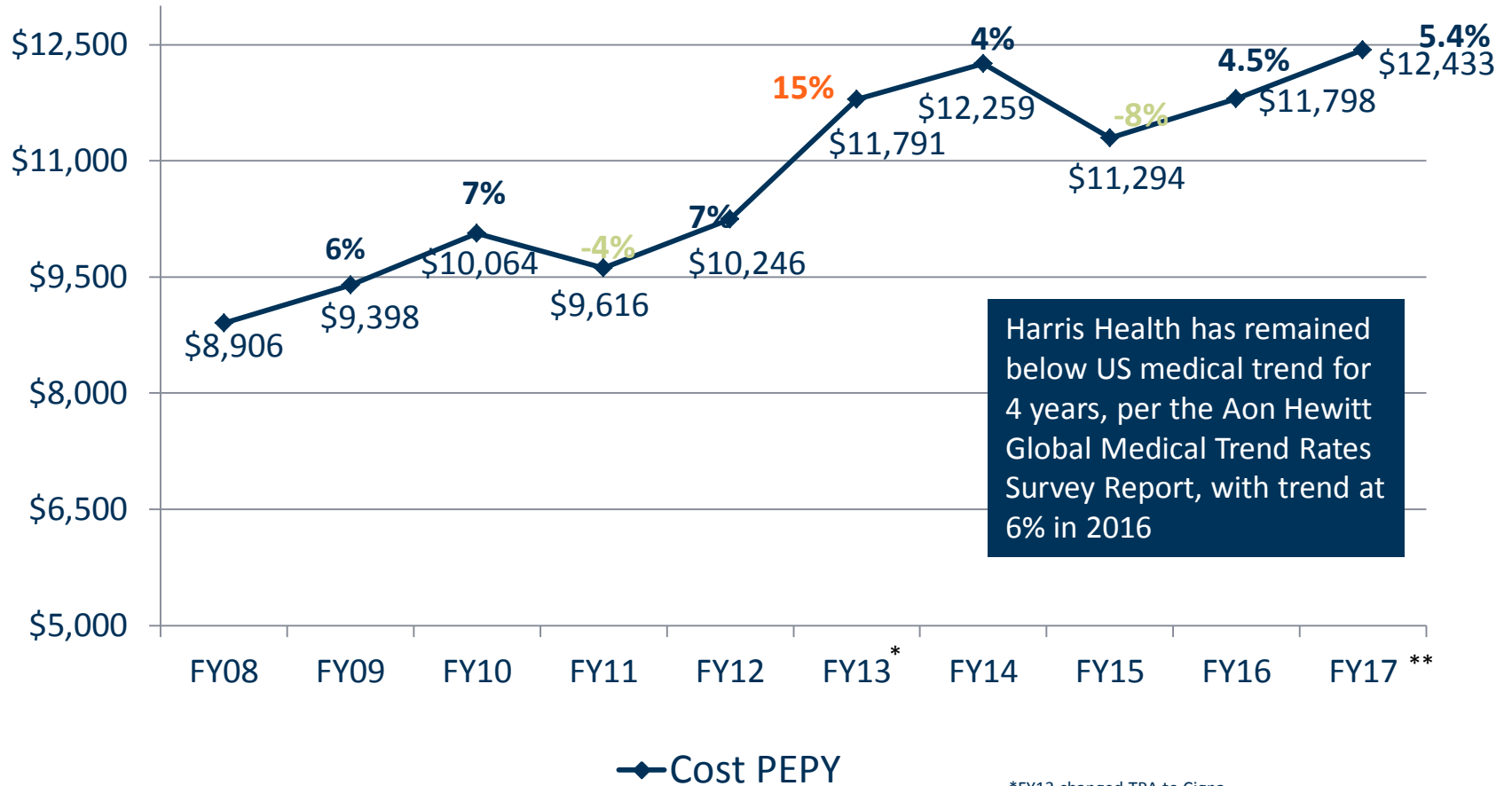
- Continue to focus on pre-diabetic, diabetic and metabolic syndrome population
 - Enhanced data analytics established for benchmarking against
- Continue to engage and reward spouses to drive participation in Wellness programs
 - New for FY20 Premium Reward Program: Both the employee and covered spouse 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
- Implementing 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
 - Currently 20% of diabetic population is non-compliant with medication adherence
 - Diabetics had 2.27 times more ER visits than non-diabetics with a total cost of \$1,851,371
- Free Nutrition Counseling with an RD, LD for participants engaged in Livongo to build skills around healthy eating, diabetes self-management, and lifestyle management
- Free quarterly HbA1c testing for Diabetics engaged in Livongo to encourage self-management and evaluate program effectiveness
- Discounts and subsidy on Fitbits to encourage physical activity and reduce risks
- Fitness Subsidy Program to encourage physical activity through participation at local gyms, fitness facilities etc.
- Implement Hypertension Management Program since it's one of the top 3 chronic conditions and comorbidities
 - 59.8% of all Diabetics have Hypertension (employees, spouses and dependents)
 - o 17.3% of Diabetics in Livongo are non-compliant with Hypertension medication adherence
 - o 20% of Diabetics not engaged in Livongo are non-compliant with Hypertension medication adherence
 - 16.4% of the entire Medical Plan population has Hypertension, with an average cost of \$11,163
- Drive engagement in EAP to assist in managing depression and other mental health issues-see appendix B for rationale
 - 191 ER visits for employees and spouses diagnosed with Depression
 - Top 3 chronic conditions of individuals with depression: Hypertension, Diabetes and High Cholesterol
 - The cost per month for Members with Depression is 56% more than non-depressed members

Appendix A

Historical Cost & Trend Per Employee/Retiree Per Year

Latest 12 month spend \$120M:

72.8% Medical, 20.8% Rx, 6.4% Admin/Stop Loss



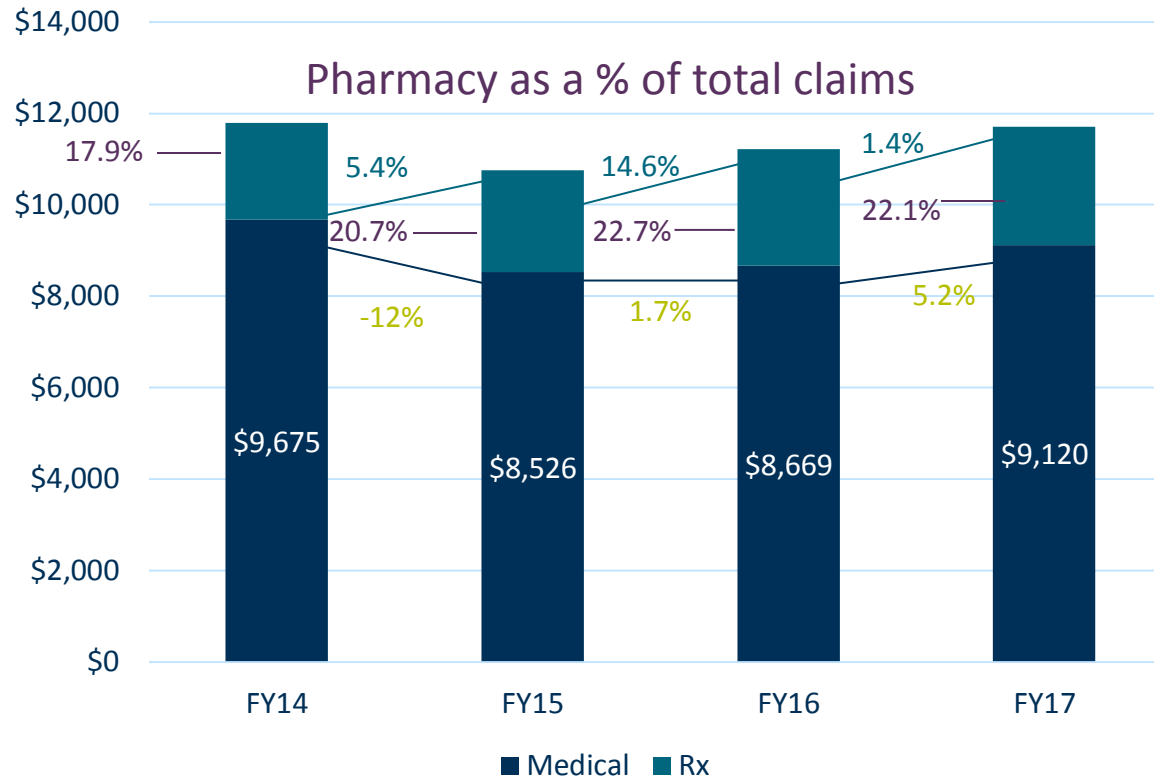
Harris Health has remained below US medical trend for 4 years, per the Aon Hewitt Global Medical Trend Rates Survey Report, with trend at 6% in 2016

Data Source: March 2017 FMR

*FY13 changed TPA to Cigna

**FY17 extended deductible and out of pocket maximum by 2 months

Medical vs Pharmacy Claims Spend - Per Employee/Retiree Per Year

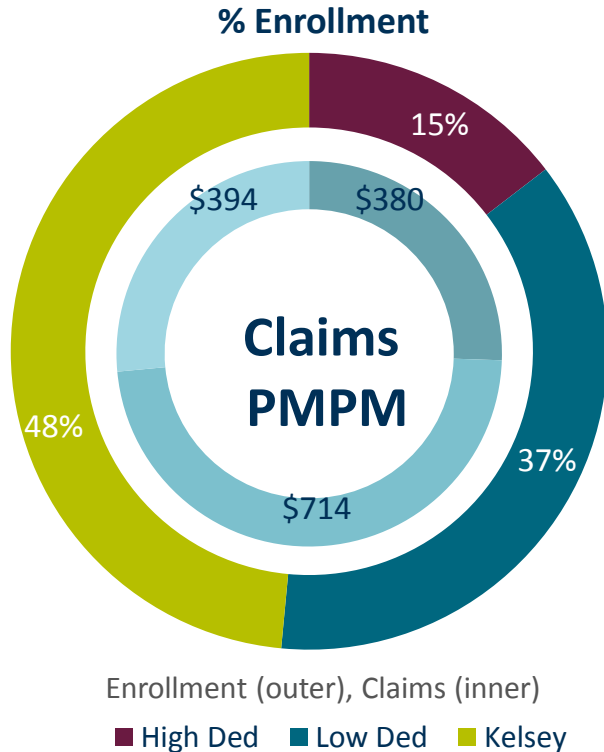


Total PEPY Claims Costs: Total PEPY Costs:

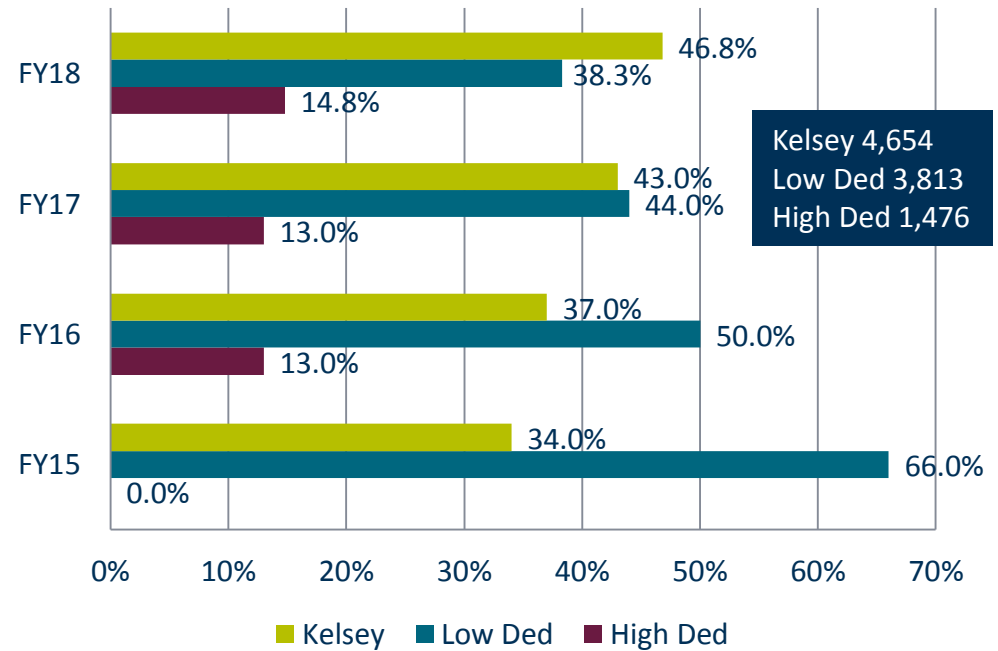
- FY14: \$11,785 \$12,259
- FY15: \$10,751 \$11,294
- FY16: \$11,218 \$11,798
- FY17: \$11,704 \$12,433

Data source: FMR; Costs excludes fixed costs, includes gross claims (stop loss credits not applied)

Plan Cost Versus Plan Enrollment



Historical Enrollment Shift



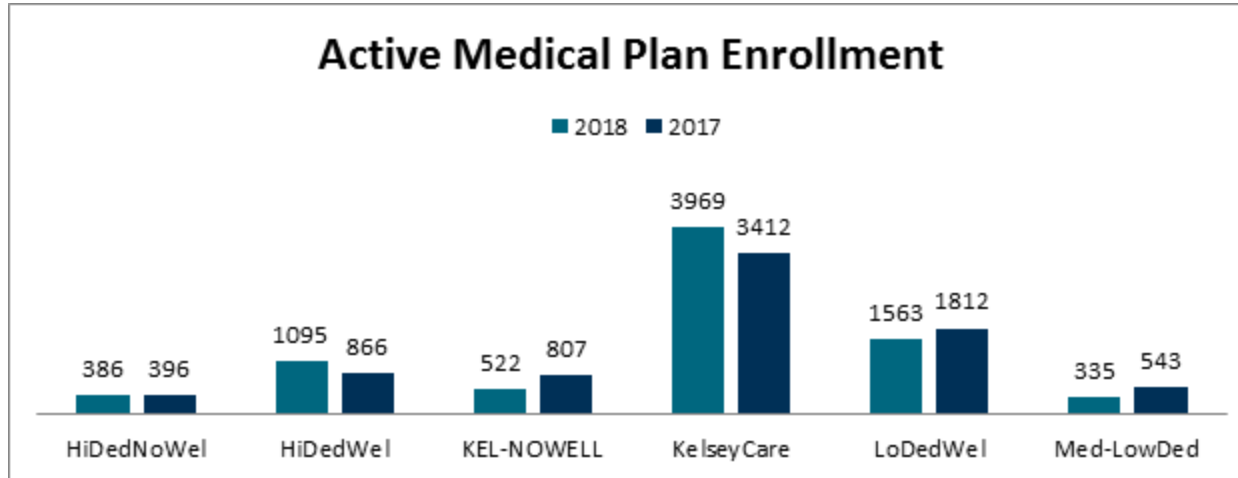
FY17 Enrollment vs PMPM Costs
KelseyCare is running 81% below the Low Ded, with inpatient costs 69% below the Low Ded inpatient costs

- FY15 Implemented Kelsey
- FY16 Implemented High Ded, modified contribution strategy to encourage employees to enroll in lower cost plans
- FY17 increased Low Ded from \$300 to \$500

Data source: IDAP, incurred March 2016 – February 2017, paid through March 2017. Excluding post-65 retirees Claims include medical, pharmacy and capitation



FY19 Premium Rewards by Plan Enrollment



- Low Deductible Enrollment decreased by 15% and the High Deductible Enrollment increased by 19%
- Positive enrollment shift to more cost effective plans
- \$1,491,600 will be generated in FY19 for those not earning the wellness discount
 - Money to be invested in Fitness Subsidy program to allow employees to enhance their physical activity through the use of outside fitness centers, fitness classes and programs
 - Proposing \$150/year per employee to be available as a subsidy after meeting the 96 workout minimum

Appendix B



Depression versus Non Cost & Risk Analysis

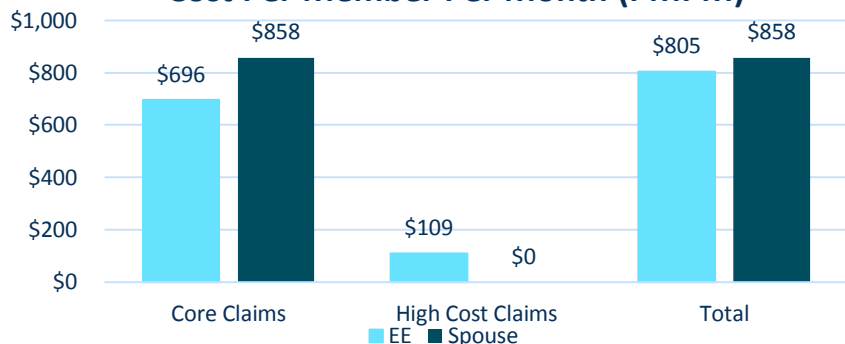
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Depression Cohort: Employee vs. Spouse Cost Per Member Per Month (PMPM)



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Report Prepared By:

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