



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

Employee Wellness Program

Year-End Report

Program Year:

September 2018 - August 2019
(FY21 Premium Rewards)

HARRISHEALTH
SYSTEM



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Executive Summary



Executive Summary

- **Wellness Program Engagement:**

- 81.8% of medical plan participants earned FY21 Premium Rewards (excluding Newly benefitted employees hired on or after 5/1/19); 79.2% earned full reward; 2.6% earned partial reward. Overall we had a increase of 1.5% over the prior program year.
 - Including participants enrolled on/after 5/1/19: 80.9% earned FY21 Premium Rewards; 78.3% earned full reward and 2.7% earned partial reward
- 254.6% increase in FY21 Wellness Program Units of Service (UOS)/Engagement (from 124,148 to 440,224 UOS); an increase of 316,076 UOS
- 94.3% all eligible medical plan participants completed ≥ 1 program or activity in FY21; a 4.3% increase over FY20 (90%)
- 95.9% (10,774/11,230) of all employees (regardless of medical plan status) and covered spouses completed ≥ 1 program or activity in FY21.
- 82% of all Wellness Participants completed 9 or more activities during the current program year compared to 57.7% in FY20; an increase of 24.3%. This includes all employees and spouses regardless of medical plan status.
- 78.26% of all eligible Medical Plan participants (7,452) completed 9 or more wellness activities during the FY21 program year. This was a 16.1% increase over prior program year.
- Participants completed an average of 40.9 wellness activities per person in FY21; a 247% increase over prior program year (increase of 29.1 wellness activities per person over FY20)

- **Preventive Care Utilization:**

- Increased overall preventive care utilization by 7.2% over the prior program year
 - Increased overall employee compliance by 7.8% and increased spouse preventive care utilization by 3.9%
 - Annual Physicals increased by 12.6% (92.7% completion of Physicals for FY21 Premium Rewards Program)
 - Mammograms increased by 8.5%
 - Cervical Cancer Screenings increased by 2.3% (may not be needed yearly)
 - Colorectal Screenings increased by 4.3%
 - Prostate Screenings decreased by 2.5%
- 91% of individuals continuously enrolled for at least 12 months saw a doctor
- Achieved 32.4% compliance with annual Dental exam for active employees and spouses
- Achieved 40% compliance with annual Vision exam for active employees and spouses



Executive Summary

- **Population Health:**

- Reduced Prospective Risk by .03 for Employees and by .03 for spouses
- Prevalence of Hypertension decreased by 1.84% and costs associated with people with Hypertension decreased by 5.8% over prior program year
- Prevalence of Diabetes decreased by 2.43% and costs associated with people with Diabetes decreased by 7.9% over prior program year
- Prevalence of Hyperlipidemia decreased by .63% and costs associated with people with Hyperlipidemia decreased by 1.14% over prior program year
- Achieved a 1.1% reduction in members with Metabolic Syndrome from prior year (4.3% (713 people) of total population meet Metabolic Syndrome criteria (3 out of 5 risk factors); a decrease of -1.1% from prior year
- The average cost of a member with Metabolic Syndrome (Med & Rx) is \$28,465 per year, versus \$21,080 per year for a member without Metabolic Syndrome.
- Potential cost avoidance = \$5,243,387 (713* \$7,385)
- 74% of respondents remained in the same risk category year over year
- 18% of respondents in FY21 had 0 health risks; 1ppt improvement from FY20
- Despite getting another year older the average risk count per respondent in this continuously enrolled cohort remained 2.1
- Total Cholesterol: 87% of members remained in the same risk category OR decreased in risk category
- Body Mass Index (BMI): 91% of members remained in the same risk category OR decreased in risk category
- Glucose (Fasting): 87% of members remained in the same risk category OR decreased in risk category
- Blood Pressure: 77% of members remained in the same risk category OR decreased in risk category
- Decreased total population health risks in biometric and lifestyle measures by 12.79% (at risk and high risk across 12 metrics)
 - Decreased prevalence of high BMI by 5%
 - Decreased prevalence of high Cholesterol by 1%
 - Decreased prevalence of low HDL by 1%
 - Decreased prevalence of high Triglycerides by 1%
 - Decreased prevalence of high glucose risk by 1%
 - Decreased prevalence of high blood pressure by 9%
 - Decrease physical activity risk by 0.6%



Executive Summary

- **Culture and Environment:**

- 89.87% of employees believe that Harris Health System cares about their health and well-being, a 1.33% increase from the prior year.
- 87.38% of employees believe there is a culture of health and wellness within Harris Health System, a 1.08% increase from the prior program year.
- 77.36% of employees report that their managers support their participation in the wellness program, a 2.94% increase from the prior program year.
- 78.18% of employees report that the managers in their department care about the health and well-being of employees, a .68% increase from the prior program year.

- **Wellness Program Satisfaction:**

- 89.03% of the employee population rated the wellness programs as good or excellent, a 6.84% increase from 2018.
- 80.21% of employees reported that the wellness program has helped them improve their overall health, an increase of 3.83%.
- 82.12% of employees reported that the wellness program has helped them feel more confident about making decisions about their health, a 4.53% increase over 2018.
- 84.13% of employees reported that they have made at least one significant health behavior changes since participating in the wellness program, a 3.13% increase over 2018.
- 84.56% of participants reported that they have gained knowledge and/or skills from the wellness program that they use in everyday life, a 5.10% increase over 2018.



Executive Summary

- **Livongo Diabetes Management Program:**
 - **Engagement:**
 - Achieved 55% participation in Livongo Diabetes Management Program during the program year compared to Livongo’s BOB of 36%
 - 30% of Members engaged in the Livongo Hypertension Management Program as well
 - **Costs:**
 - Diabetics Participating in Livongo cost 44% less than non-participants; a difference of \$397 PMPM; a total difference of \$3,768,324 per year.
 - Participants engaged in Livongo have decreased their costs by 6.2%; \$59 PMPM; totaling \$685,344.
 - **Decrease ER visits and complications associated with Diabetes:**
 - On average, diabetics participating in Livongo are 1.5x less likely to have an ER visit.
 - On average, Diabetics participating in Livongo are 3.6x less likely to have inpatient days compared to non-participants.
 - **Clinical Results:**
 - Prospective risk score is .28 lower in Livongo Participants versus non-participants.
 - Livongo participants are achieving clinical compliance. Greatest opportunity is with annual dilated eye exams (54.5%). Annual Exams: Foot exam (92.2%), HbA1c (94.9%), Lipid profile (92.1%), LDL-C (91.9%), Flu vaccine (85.8%) and preventive visit (84%).
 - Livongo participants are achieving higher clinical compliance with HEDIS measures and the Diabetes Standards of Care than non-participants
 - 43.7% of Livongo participants are in good diabetic control (<7%)
 - 38.1% of Livongo participants are in moderate diabetic control (7%-9%)
 - 18.2% of Livongo participants are in poor diabetic control (≥9%)
 - Average HbA1c of participants in Livongo remained fairly steady with a .12 increase per participant in FY21
 - Livongo participants had a 23.7% net improvement in biometric clinical risks
- (Results continued on next page)



Executive Summary

- **Livongo Diabetes Management Program Continued:**
 - **Empowerment & Satisfaction:**
 - Livongo participants have a Net Promoter Score (NPS) of +92 compared to NPS of 66 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.
 - 48% of members feel more empowered in their diabetes management
 - 4% of Livongo members feel less distress in their chronic disease management
 - **Achieve VOI (Value on Investment):**
 - Pooled ROI for medical and Rx cost is 1.5x and 2.3x in Year 1 and Year 2; clinical improvements, high participant satisfaction
 - **Livongo Hypertension Management Program:**
 - **Engagement:**
 - Achieved 32.6% participation in Livongo Hypertension Management Program during the program year; this is 12.6% greater than the Livongo BoB of 20%
 - 30% of Members engaged in the Livongo Diabetes Management Program as well
 - **Costs:**
 - Hypertension members participating in Livongo cost 26% less than non-participants; a difference of \$378 PMPM; a total difference of \$9,022,014 per year.
 - Livongo Hypertension participants annual cost reduced by \$270,140 from prior program year.
 - **Decrease ER visits and complications associated with Hypertension:**
 - On average, Hypertension members participating in Livongo are 1.5x less likely to have an ER visit than non-participants.
 - On average, Hypertension members participating in Livongo are 1.9x less likely to have inpatient days compared to non-participants
- (Results continued on next page)



Executive Summary

- **Livongo Hypertension Management Program Continued:**
 - **Clinical Results:**
 - Prospective risk score is .11 lower in Livongo Hypertension Management Participants versus non-participants.
 - Members saw an reduction of 10mmHg reduction in systolic blood pressure, resulting in 22% reduction in risk of coronary heart disease events and 41% reduction in risk of stroke*
 - Achieved 6% improvement of participants that are controlled; total of 38% of participants controlled this first year
 - 92% completed the 'Drive-to-5' to establish checking patterns in the first 30-days to develop initial personalized interventions
 - Livongo Hypertension participants are meeting quality metrics 9.7% more than non-participants
 - Livongo Hypertension participants are achieving quality metrics. 87.2% are on an antihypertensive medication; 94.2% had a Lipid profile, 45.9% have a Hypertension diagnosis and prescribed statin and gaps in prescription refills, 96.5% had an annual serum creatinine test and 95.9% had a preventive visit.
 - **Empowerment & Satisfaction:**
 - Livongo participants have a Net Promoter Score (NPS) of +92 compared to NPS of 66 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.
 - **ROI & VOI (Value on Investment):**
 - Pooled ROI for medical and Rx cost is 3.3X, clinical improvements, high participant satisfaction
- **Prevent T2 Diabetes Prevention Program:**
 - 487 participants during the program year
 - Total classes attended: 2,301 classes
 - Average number of classes completed: 5
 - 121 unique classes held
 - 65.5% of Pre-diabetic population engaged in Prevent T2 pre-diabetes program
 - * See pre-diabetes outcomes listed on following slide.



Executive Summary

- **Naturally Slim®:**
 - 64% (426 people) completed Foundations™ in the current program year (first 10-weeks of the program)
 - 57.3% of people with pre-diabetics participated in the Naturally Slim® program
 - 31.5% of participants lowered their diabetes risk
 - Participants lost more than 1,700 pounds
 - 38% of participants lost less than 5% of their body weight; 25% of participants lost between 5 and 9.99%; and 2% lost more than 10% of their body weight
 - Prospective risk score for participants is .32 less than non-participants
 - Claims for members that are eligible for Naturally Slim®, but not participating, are 12% higher than members participating in the program.
 - Naturally Slim® participant claims for September 2018 – August 2019 have remained fairly stable only increasing roughly 2.1% which is below expected trend.
 - * See pre-diabetes outcomes listed below.
- **Pre-Diabetes Program Outcomes (Result of Naturally Slim®, Prevent T2 and other Wellness Programs):**
 - 65.5% of Pre-diabetic population engaged in Prevent T2 pre-diabetes program
 - 57.3% of people with pre-diabetes participated in the Naturally Slim® program
 - 8% of our population has Pre-Diabetes, a decrease of 6.2% over prior program year
 - Prevalence of potentially undiagnosed diabetics remained the same
 - Top locations for Pre-Diabetes: Quentin Mease (19.2%), Telecommute (16.4%), Ben Taub (15.9%), ACS (14.7%), Administration (13.8%) LBJ (13.3%) and Community Health Choice (11.0%).
 - 63% of participants with Pre-Diabetes have a BMI of ≥ 25 , a 21.1% decrease from prior program year.*
 - 36% of participants with pre-diabetes have a high waist circumference, a 7% decrease from prior program year.*
 - * Outcomes impacted by Naturally Slim®, Prevent T2 as well as other Wellness Programs



Executive Summary

- **Fitbit Program**

- 1,995 Active participants during FY20 program year
- 28.2% achieved 10,000 steps per day
- 6% achieved $\geq 15,000$ steps per day
- 56.8% achieved $\geq 5,000$ steps per day
- 9.1% achieved $< 5,000$ steps per day
- Participants had a total of 3,068,117,433 steps or 1,299,771.47 miles
- Participants had an average of 9,186 steps or 3.89 miles
- Participants averaged 34.41 active minutes per day
- Ben Taub had the most steps (1,040,752,903 steps) followed by ACS (735,206,865 steps), Administration (602,031,712 steps), LBJ (445,006,690 steps), CHC (173,286,496 steps), Quentin Mease (67,271,008 steps) and Telecommute (4,561,759 steps).

- **Medal Level Analysis**

- 52.25% of participants achieved Bronze Level; an additional 4.52% achieved the modified Bronze level due to benefit eligibility date
- 10.85% of participants achieved Silver Level
- 3.49% of participants achieved Gold Level
- 7.91% of participants achieved Platinum Level
- A total of 2,081 gift cards were awarded totaling \$268,350
- Platinum Level had the lowest average spend per risk level by reward tier
- Award earners had better Gaps in Care compliance than non-earners for most condition categories and rule categories
- 75% of incentive eligible members who completed the health risk assessment in the FY20 and FY21 program years had a reduction in risk count or remained stable in risk count
- Members who did not earn an award had the highest average cost per high risk member (\$20,293), compared to reward tier earners
- Members who did not earn an award had a higher proportion of high risk members (5+ risks) compared to reward tier earners
- ACS (86.7%) had the largest percentage of Premium Rewards Program /Medal Level Status completions followed by Admin (81.7%), CHC (73.2%), Quentin Mease (72.4%), Ben Taub (71%), LBJ (70%) and Telecommute (40%).



Executive Summary

- **Employee Assistance Program**
 - Increased EAP utilization by 43.83 % over prior year
 - 47.08 % of total Members (9,258) utilized EAP services during the year
 - Increased participation in webinars (live & recorded) by 43.83% or 5,835 total participants
 - 19,148 total participants in live or recorded webinars during FY21; an average of 957 people per webinar
 - Organization Services was the top most utilized service followed by Web Hits, Counseling, Legal & financial and then Work Life cases.
 - 3.14% total Annualized utilization rate.
- **Presenteeism and Absenteeism**
 - High Risk individuals who self-reported presenteeism & absenteeism decreased from 32.9% to 32.6%
- **Awards & Accolades:**
 - Achieved the Gold Level Workplace Health Achievement Award from the American Heart Association in 2017, 2018 and 2019.
 - Healthiest Employer Award (#1 in the X-Large company Category) received from the Houston Business Journal in 2019; #4 in 2018.
 - Top 100 Healthiest Workplaces in America (#2 out of more than 1,000 companies, up from #64 in 2018)
 - Received the Cigna Well-Being Award for Outstanding Culture of Well-Being in 2017, 2018 and 2019
 - Achieved re-accreditation of the CEO Cancer Gold Standard 2012-2019
 - Certificate of Excellence from Go Healthy Houston; HealthyAt Work in 2017



#2



& Health Care Heroes awards





Executive Summary

- **Employee Wellness Goal Completion**
 - Out of 17 total Employee Wellness Goals set for the FY21 Program Year:
 - 10 goals were achieved at the “superior level”
 - 6 goals were achieved at the “target level”
 - 1 goal was achieved at the “threshold level”
- **Plan Costs:**
 - Total population average plan spend increased 3.0% from \$454 PMPM in prior program year to \$468 PMPM in the current period ending 8/2019.
 - Active population trend PMPM is 2.8%, an increase from \$443 to \$455
 - Non-catastrophic spend increased 7.0% PMPM from \$333 to \$357
 - Catastrophic claim spend decreased 10.0% PMPM from \$110 to \$99
- **Program Enhancements For FY21 Premium Rewards Program Year (September 2018-August 2019)**
 - Improved reporting and analytics
 - Improved and expanded Field Day activities
 - Expanded Choose Healthier program in Harris Health cafés and implemented Choose Healthier voucher in Harris Health Reward Platform
 - Expanded reach of in-person Employee Wellness Programs and activities to 6 additional sites.
 - Continued 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 2.0
 - Launched the Livongo Hypertension Management Program
 - Added more Healthy Knowledge Seminars and recorded webinars
 - Enhanced the Fitbit Friends & Family storefront to allow for more purchases of discounted devices and accessories

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.

FY21 Wellness Program Goals & Results



FY21 Wellness Goals

2018-2019 Wellness Program Goals (FY21 Program Year September 2018-August 2019)				
Goal	Baseline Metric	Target Metric	Outcome	Trend
	2017-2018	2018-2019	2019	
Achieve 86% completion of the Health Assessment.	86.9%	Threshold: ≥ 85%	86.5%	↓ .4%
		Target: ≥ 86%		
		Superior: ≥ 88%		
Achieve 85% EE and Spouse completion of a Annual Physical with Lab Values.	88.0%	Threshold: ≥ 70%	92.7%	↑ 4.7%
		Target: ≥ 85%		
		Superior: ≥ 88%		
Maintain or Improve the Risk Stratification of the Cohort population. Average Risk Count is 2.1	Low Risk (0-2): 64.7%	Threshold: > 2.1 risks/person	2.1	→ 0%
	Moderate Risk (3-4): 25.9%	Target: 2.1 risks/person		
	High Risk (5+): 9.4%	Superior: < 2.1 risks/person		
Improve the average preventive care utilization of employees and spouses by 1%	72.9%	Threshold: < 70.7%	75.7%	↑ 7.2%
		Target: ≥ 73.9%		
		Superior: ≥ 74.9%		
Decrease the prevalence & distribution of pre-diabetes by 1%	9.0%	Threshold: ≥ 10%	8.0%	↓ 6.2%
		Target: ≤ 8%		
		Superior: ≤ 7%		
Have 82% of participants earn the Wellness Premium Reward for FY21.	80.3%	Threshold: ≥ 81%	81.8%	↑ 1.5%
		Target: ≥ 82%		
		Superior: ≥ 83%		
Achieve 80% employee satisfaction with wellness program.	82.2%	Threshold: ≥ 60%	89.0%	↑ 6.84%
		Target: ≥ 80%		
		Superior: ≥ 84%		
Have 85% of employees agree that Harris Health cares about its employees.	88.5%	Threshold: ≥ 80%	90.0%	↑ 1.33%
		Target: ≥ 85%		
		Superior: ≥ 86%		
Have 85% of employees agree that there is a culture of health at Harris Health.	86.3%	Threshold: ≥ 75%	87.4%	↑ 1.08%
		Target: ≥ 85%		
		Superior: ≥ 86%		

Key:

Below Threshold	Threshold	Target	Superior
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FY21 Wellness Goals

2018-2019 Wellness Program Goals (FY21 Program Year September 2018-August 2019)				
Goal	Baseline Metric	Target Metric	Outcome	Trend
	2017-2018	2018-2019	2019	
Have 54% of Diabetics engaged in Livongo.	53.0%	Threshold: > 44%	55.0%	↑ 2%
		Target: > 54%		
		Superior: > 55%		
Have 20% of people with Hypertension enrolled in the Livongo Hypertension Management Program.	N/A	Threshold: > 15%	32.6%	
		Target: > 20%		
		Superior: > 22%		
Increase participation in Employee Wellness Programs by 2% (126,631 UOS)	124,148	Threshold: > 100,000	440,224	↑ 254.6%
		Target: > 126,631		
		Superior: > 127,872		
Achieve a 1% reduction in the percentage of people who have an undesirable waist circumference.	43.0%	Threshold: >43%	45.0%	↑ 2% WC but ↓ 5% BMI
		Target: < 42%		
		Superior: < 41%		
Achieve a 1% reduction in the percentage of people have "at risk" or "high" blood pressure.	31.0%	Threshold: < 35%	22.0%	↓ 9%
		Target: < 30%		
		Superior: < 29%		
Achieve a 1% reduction in the percentage of people that are "at risk" or "high" risk for physical activity.	72.4%	Threshold: < 73.1%	71.8%	↓ .6%
		Target: < 71.4%		
		Superior: < 70.4%		
Achieve a 1% reduction in the percentage of people that are "at risk" or "high" risk for glucose.	27%	Threshold: < 30%	26.0%	↓ 1%
		Target: < 26%		
		Superior: < 25%		
Achieve 3 Industry award(s) for a quality health promotion program.	5 Recognitions/Awards	Threshold: Achieve 2 Awards	5	→ 0%
		Target: Achieve 3 Awards		
		Superior: Achieve > 4 Awards		

Key:			
Below Threshold	Threshold	Target	Superior

Employee Wellness Team



Employee Wellness Team

Team Member	Credentials	Years of Experience	Department	Job Title	Office	Roles/ Responsibilities	Email
Michele Hunnicutt	MSHP, CHES, CWWPC, CWCC	25	Employee Wellness; HR	Director, Employee Wellness & EAP	713-566-6438	Director, strategic & Operational Planning, implementation, Evaluation	Michele.Hunnicutt@harrishealth.org
Ellen Ogedegbe	M.Ed., CHES, CWC, CBES	8	Employee Wellness; HR	Employee Wellness Coordinator	713-566-6374	Health Educator, Wellness Coordinator, Health Coach, coordinator of Fitbit, Program & Event, Lactation, & Choose Healthier program Coordinator	Ellen.Ogedegbe@harrishealth.org
Nancy Che	MPH, CHES	3	Employee Wellness; HR	Employee Wellness Coordinator	713-566-6579	Health Educator, Wellness Coordinator, Database administrator, Communication Coordinator	Nancy.Che@harrishealth.org
Courtney Karam	MPH, CHES	5	Employee Wellness; HR	Senior Employee Wellness Coordinator	713-566-3214	Health Educator, Wellness Coordinator, Group Exercise & Recreational Sports Coordinator, Program & Event Coordinator	Courtney.Karam@harrishealth.org
Leah Campbell	MA	13	Employee Wellness; HR-Cigna Dedicated Employee	Client Engagement Manager	713-566-6320	Health Educator, Wellness Program & Event Coordinator, Cigna team and service coordinator	Leah.Campbell@cigna.com
Latecia Murphy	MEd, RN, BSN, CHES	20	Employee Wellness; HR-Cigna Onsite Employee	Cigna Onsite RN Health Coach	713-873-6407	Onsite and telephonic health coaching, biometric screenings, health education, Wellness Program & Event Coordinator	Latecia.Murphy@harrishealth.org ;
Crystal Cunningham		9	Employee Wellness; HR-Cigna Dedicated Employee	Cigna Client Service Partner	713-566-4391	Customer Service, Claims and Wellness Assistance, Benefit & Wellness Advocate, Wellness Data entry	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

A Look At Harris Health System



A Look At Harris Health System

- **Demographics:**
 - Employees: 9,516
 - Full time: 8,596 90.33%
 - Part time: 147 1.54%
 - Supplemental: 773 8.12%

- **Gender:**
 - Female 7,171 75.36%
 - Male 2,342 24.61%
 - Unanswered 3 .03%
 - Average Age: 43.2

- **Ethnicity:**
 - Black or African American 3,979 41.81%
 - Hispanic/Latino 2,649 27.84%
 - Asian/Asian American 1,697 17.83%
 - White 1,179 12.39%
 - American Indian/Alaska Native 12 0.13%

- **Medical Plan Status:**
 - Employees Enrolled: 7,470
 - Active Spouses: 1,472

- **Average Hourly Rate (Salaried and Hourly Combined):**
 - FT/PT: \$32.44
 - Supplemental: \$30.53
 - All Active (FT/PT/Sup): \$32.28

- **Turnover:**
 - 2018: 11.51%
 - 2019 – 12.52%,

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
- Cigna Active & Fit Direct-fitness, gym, class & program discounts
- Fitbit Device Subsidy
- Fitbit Dashboard
- Special Events: Texas MS 150, American Heart Walk, HESS Houston Corporate 5k, Field Day, Texas Med Center Run, Poker Walks, Get Your Rear in Gear, March For Babies and many more

❑ Eat Well

- Naturally Slim®
- Choose Healthier
- Healthy Cooking Classes
- Cigna Nutrition coaching
- Eat Better Online Coaching Program

❑ Staying Healthy

- Wellness Challenges
- Healthy Knowledge Seminars and Wellness Workshops
- 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
- Diabetes Prevention Program

❑ Growing Your Family

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

❑ Losing Weight

- Naturally Slim®
- HealthyWage Team Challenge
- 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 and Workshops
- Relaxathon

❑ Managing Health Conditions

- Cigna online, telephonic and in-person chronic condition coaching
 - Diabetes, Asthma, COPD, Heart Disease, Heart Failure
- Livongo Diabetes Management Program
- Livongo Hypertension Management Program
- Prevent T2 Diabetes Prevention Program
- Naturally Slim® (Pre-Diabetes and Metabolic Syndrome)
- Special events
- Nutrition Counseling for participants with Diabetes and/or Hypertension
- HbA1c testing for Diabetics

❑ Rewards

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

Employee Wellness Engagement



Wellness Program Summary

86.5%

Of employees completed a Health Assessment

92.7%

Of employees completed an Annual Physical

81.8% *

Of Employees & Spouses Earned FY21 Premium Rewards

(79.2% earned full reward; 2.6% earned partial reward.)

74%

Of respondents remained in the same risk category year over year

(18% of respondents in FY21 had 0 health risks; a 1ppt improvement from FY20)

*Including participants enrolled on/after 5/1/19: 80.9% earned FY21 Premium Rewards; 78.3% earned full reward and 2.7% earned partial reward.



Premium Rewards Program

FY21 Premium Rewards Program

Level of Engagement	September 2018-August 2019; FY21 Premium Rewards Program	
	Employees & Covered spouses 9/1/18-8/31/19 (Without newly benefitted Group >= 5/1/19- 8/31/19)	Employees & Covered spouses Including newly benefitted Group 5/1/19-8/31/19
Full Engagement (Both Employee and covered spouse completed the Annual Physical with Lab Work, Health Assessment, & earned 1,000 points)	79.2%*	78.3%
Partial Engagement (Only one person completed the Annual Physical with Lab Work, Health Assessment, & earned 1,000 points)	2.6%*	2.7%
No Wellness (Employee and/or Employee and covered spouse did not complete all requirements)	18.2%*	19.1%

81.8% of employees and covered spouses hired before 5/1/19 earned Premium Rewards, which is 1.5% higher than the previous program year.

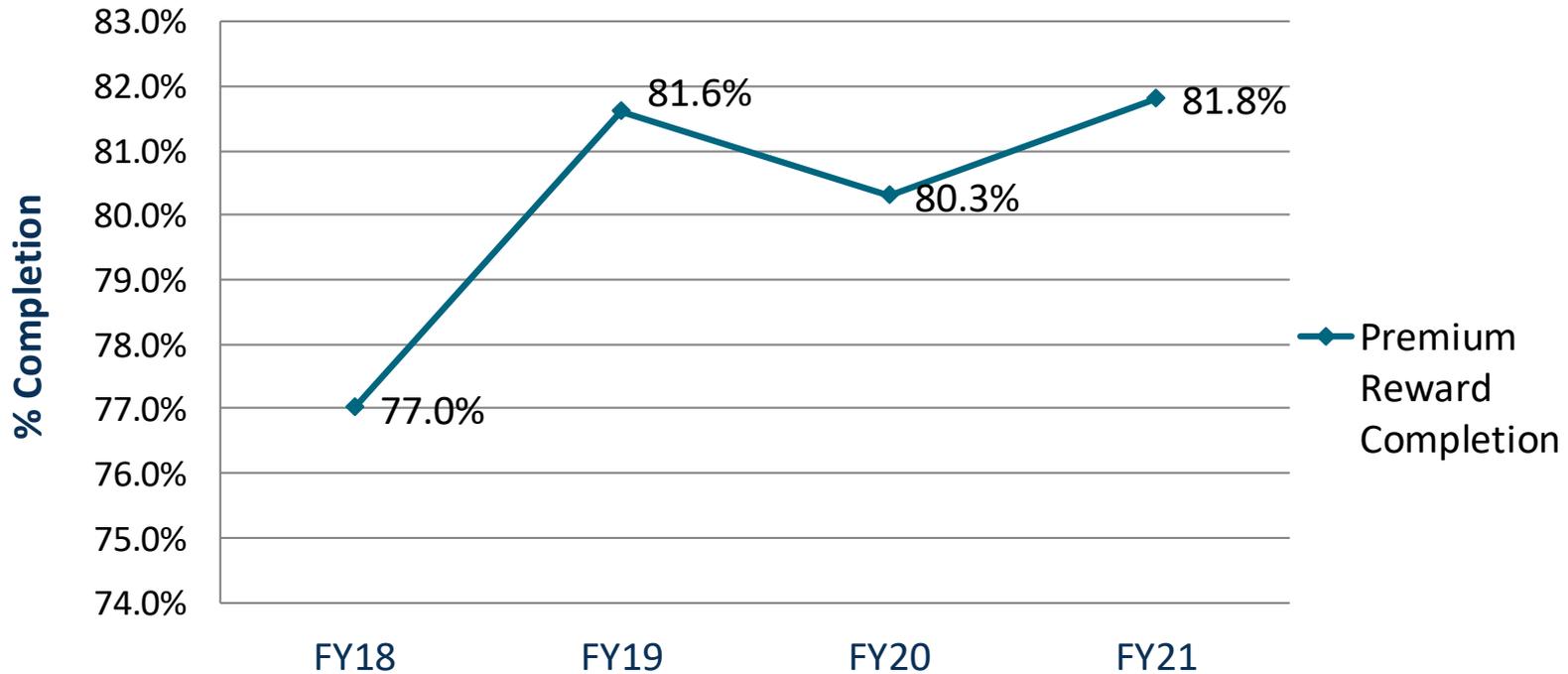
* The total eligible population includes all employees enrolled in the medical plan before 5/1/2019 (7,213 employees and 1,424 spouses). This group DOES NOT include:

- Employees who waived medical coverage.
- Employees who enrolled in the medical plan on or after 5/1/2019.
- Employees who enrolled in the medical plan between 5/1/2019 and 8/31/2019 had 120 days from their enrollment date to complete a modified version of the FY21 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 2/28/2021 (FY21). Total eligible including this group is 7,457 employees and 1,472 spouses.
- Employees who enrolled in the medical plan on or after 9/1/2019 automatically receive the wellness premium discount through 2/28/2021 (FY21). However, employees in this group are required to complete the FY22 Premium Rewards Program, which runs from 9/1/2019-8/31/2020, and effects premiums starting in March 2021.



Premium Rewards Program

Premium Reward Completion by Program Year



Premium Reward Program Year:

- FY18 Premium Rewards Program: Ended 8/31/16 (Employee Only): Health Assessment, Biometrics, one wellness activity
- FY19 Premium Rewards Program: 9/1/16 – 8/31/17 (Employee Only): Annual Physical with Lab Work, Health Assessment, & 1,000 points
- FY20 Premium Rewards Program: 9/1/17 – 8/31/18 (Employee & Covered Spouse): Annual Physical with Lab Work, Health Assessment, & 1,000 points
- FY21 Premium Rewards Program: 9/1/18 – 8/31/19 (Employee & Covered Spouse): Annual Physical with Lab Work, Health Assessment, & 1,000 points



FY21 Premium Rewards Program Scorecard

Premium Rewards Program	FY19		FY20		FY21		Trend
STEP 1 – Complete an annual physical with lab values – Must Complete	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Annual Physical with lab values	6091	82%	7278	88%	8760	92.74%	16.99%
STEP 2 – Complete Online Health Assessment – Must Complete	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	
Health Assessment	6432	85.40%	7186	86.87%	8168	86.47%	12.02%
STEP 3 – Complete Any Combination for 500 Total Additional Points							
Achieve Health Goals	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Achieve a healthy waist size of 35 in. (women) or 40 in. (men), or less	1859	24.40%	3243	39.20%	3637	38.50%	10.83%
Achieve a healthy blood pressure level of <120/80	2221	29.50%	3661	44.26%	3934	41.65%	6.94%
Achieve a fasting blood glucose (blood sugar) level of <100	2618	34.40%	4243	51.29%	4767	50.47%	10.99%
Achieve a healthy LDL level of <100	3475	46.10%	4581	55.38%	4903	51.91%	6.57%
Achieve a healthy total cholesterol level of <200	4142	55.00%	5882	71.11%	6596	69.83%	10.82%
Preventive Goals	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Complete an Annual OB/GYN Exam (Females > 18)	1808	24.00%	2373	28.69%	2651	28.06%	10.49%
Complete a Cervical Cancer Screening (Females > 18)	N/A	N/A	2349	28.40%	2544	26.93%	7.67%
Complete a Mammogram (Recommended at ≥ Age 40)	1562	20.70%	2495	30.16%	2855	30.22%	12.61%
Complete a Colon Cancer Screening (Recommended at Age 50 to Age 75)	360	4.80%	879	10.63%	1019	10.79%	13.74%
Complete a Prostate Screening (Males >18)	433	5.80%	1083	13.09%	1335	14.13%	18.88%
Complete a Dental Exam (self-reported goal)	2638	35.00%	4308	52.08%	4665	49.39%	7.65%
Complete a Vision Exam (self-reported goal)	2658	35.30%	4323	52.26%	4555	48.22%	5.09%

This data only represents medical plan participants and what category they earned points in. There are limitations to amount of credit in various categories that can be earned per day regardless of participation. For full participation statistics, please see the full Employee Wellness participation Report.

*The eligible population includes all employees and spouses enrolled in the medical plan prior to 5/1/2019. 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 5/1/2019 and 8/31/2019 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 9/1/2019 automatically receive the premium reward for the FY21 plan year (3/1/2020-2/28/2021).



FY21 Premium Rewards Program Scorecard

Premium Rewards Program	FY19		FY20		FY21		Trend
STEP 3 – Complete Any Combination for 500 Total Additional Points							
Cigna Health Coaching by Phone	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Cigna Health Coaching by Phone: Make progress towards a goal to overcome a health problem (Note: Chronic condition only)	464	6.20%	891	10.77%	955	10.11%	6.70%
Get help improving my lifestyle habits (Tobacco, Weight, or Stress)	347	4.60%	905	10.94%	1000	10.59%	9.50%
Tobacco	21	0.30%	48	0.58%	53	0.56%	9.43%
Weight	218	2.90%	530	6.41%	563	5.96%	5.86%
Stress	108	1.40%	327	3.95%	384	4.07%	14.84%
Talk to a coach or visit the Ben Taub onsite coach to achieve a health goal	829	11.00%	1327	16.04%	1390	14.72%	4.53%
Cigna Online Health Coaching: Condition Management (Diabetes, Asthma, COPD, Heart Disease, Heart Failure)	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Diabetes	0	0.00%	4	0.05%	2	0.02%	-100.00%
Asthma	0	0.00%	3	0.04%	2	0.02%	-50.00%
COPD	0	0.00%	3	0.04%	2	0.02%	-50.00%
Heart Disease	0	0.00%	4	0.05%	2	0.02%	-100.00%
Heart Failure	0	0.00%	3	0.04%	2	0.02%	-50.00%
Healthy Living Programs	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Livongo - Diabetes Management Program	175	2.30%	298	3.60%	275	2.91%	-8.36%
Livongo - Diabetes Management Program Glucose Testing	N/A	N/A	655	7.92%	973	10.30%	32.68%
Livongo - Hypertension Management Program	N/A	N/A	N/A	N/A	936	9.91%	N/A
Livongo - Hypertension Management Program Blood Pressure Testing	N/A	N/A	N/A	N/A	1084	11.48%	N/A
Naturally Slim® Program Foundations-completes 8 out of 10 weeks	388	5.20%	230	2.78%	844	8.93%	72.75%
Cigna Healthy Pregnancy, Healthy Baby Program 1 st Trimester	4	0.10%	16	0.19%	53	0.56%	69.81%
Cigna Healthy Pregnancy, Healthy Baby Program 2nd Trimester	0	0.00%	18	0.22%	19	0.20%	5.26%

This data only represents medical plan participants and what categories they earned points in. There are limitations to amount of credit in various categories that can be earned per day regardless of participation. For full participation statistics, please see the full Employee Wellness participation Report.

*The eligible population includes all employees and spouses enrolled in the medical plan prior to 5/1/2019. 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 5/1/2019 and 8/31/2019 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 9/1/2019 automatically receive the premium reward for the FY21 plan year (3/1/2020-2/28/2021).



FY21 Premium Rewards Program Scorecard

Premium Rewards Program	FY19		FY20		FY21		Trend
STEP 3 – Complete Any Combination for 500 Total Additional Points							
Social Health and Wellness	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Cigna Apps & Activities	19	0.30%	663	8.00%	1407	14.90%	52.88%
Employee Wellness Programs, Events & Activities	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Complete a Wellness Class			1335	16.00%	4799	50.80%	72.18%
Complete the Well Powered Living Class Series	N/A	N/A	687	8.30%	2914	30.85%	76.42%
Complete the Diabetes Prevention Program Class Series	N/A	N/A	158	1.91%	487	5.16%	67.56%
Harris Health “Becoming a Mom” Program (LBJ Hospital)	33	0.40%	4	0.05%	18	0.19%	77.78%
Naturally Slim®	N/A	N/A	N/A	N/A	5721	60.57%	N/A
Participate in a group Exercise Class or Recreational Sports Event	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Number of Participants	% of Participants*	Trend
Fitbit 10k steps tracked	N/A	N/A	N/A	N/A	1939	20.53%	
Participate in a group Exercise Class	172	2.30%	406	4.90%	439	4.65%	7.52%
Participate in a Recreational Sports Event	N/A	N/A	129	1.60%	173	1.83%	25.43%
Complete an online wellness challenge	N/A	N/A	1461	17.70%	1257	13.31%	-16.23%
Complete a Healthy Knowledge Seminar	N/A	N/A	4151	50.00%	5146	54.48%	19.34%
Attend a Harris Health Special Event	N/A	N/A	1203	14.50%	2521	26.69%	52.28%
Participate in an Explore & Learn Booth	N/A	N/A	1660	20.10%	2604	27.57%	36.25%
Complete the annual Employee Wellness Survey	N/A	N/A	2809	34.00%	2010	21.28%	-39.75%
Submit the Wellness Screening form to Cigna	N/A	N/A	N/A	N/A	4315	45.68%	N/A

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FY21 Premium Rewards Program Scorecard

Premium Rewards Program	FY19		FY20		FY21		Trend
Met Requirements for Premium Rewards Program (including Newly benefitted employees and spouses hired on or after 5/1.)			7548	81.30%	5848	78.29%	-3.01%
Achieved Partial Wellness Status (including Newly benefitted employees and spouses hired on or after 5/1.)	N/A	N/A	343	3.70%	198	2.65%	-1.05%
No Wellness (including Newly benefitted employees and spouses hired on or after 5/1.)			1389	15.00%	1424	19.06%	4.06%
Met Requirements for Premium Rewards Program (excluding Newly benefitted employees and spouses hired on or after 5/1.)	6145	81.60%	5092	75.40%	5507	79.17%	3.77%
Achieved Partial Wellness Status (excluding Newly benefitted employees and spouses hired on or after 5/1.)	N/A	N/A	332	4.90%	183	2.63%	-2.27%
No Wellness (excluding Newly benefitted employees and spouses hired on or after 5/1.)			1327	19.70%	1266	18.20%	-1.50%

81.8% of employees and covered spouses hired before 5/1/19 earned Premium Rewards, which is 1.5% higher than the previous program year.

This data only represents medical plan participants and what categories they earned points in. There are limitations to amount of credit in various categories that can be earned per day regardless of participation. For full participation statistics, please see the full Employee Wellness participation Report.

*The eligible population includes all employees and spouses enrolled in the medical plan prior to 5/1/2019. 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 5/1/2019 and 8/31/2019 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 9/1/2019 automatically receive the premium reward for the FY21 plan year (3/1/2020-2/28/2021).



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program		Program YTD (9/1/2018-8/31/2019)			
Program	Description	Total Activities	Total Participants	Total Unique Participants	% engaged
					9,522
					All EE & SP on Medical Plan
Explore & Learn Booths	Breast Cancer Awareness Booth (BT Admin)	1	215	215	2.26%
	Cigna Booth	4	195	160	1.68%
	Cigna Meet & Greet	6	552	552	5.80%
	Explore and Learn Booth	1,362	3,221	1,733	18.20%
	Financial Fair	7	580	576	6.05%
	LBJ 30th Anniversary Booth	1	84	84	0.88%
	National Nutrition Month	15	481	435	4.57%
	Wear Red Day	11	357	353	3.71%
Online Health Coaching - My Health Assistant	Control Your Asthma	1	8	2	0.02%
	Manage Your Chronic Obstructive Pulmonary Disease (COPD)	1	8	2	0.02%
	Manage Your Diabetes	1	8	2	0.02%
	Manage Your Heart Disease/Coronary Artery Disease	1	8	2	0.02%
	Managing Heart Failure	1	8	2	0.02%
Personal Health Analysis	Complete the Health Assessment	355	21,122	8,169	85.79%
Employee Wellness Classes	BCM/Imprint Creative Writing Class	13	105	16	0.17%
	Becoming a Mom	31	58	18	0.19%
	Employee Wellness Class	7	91	82	0.86%
	Employee Wellness Presentation	1	92	92	0.97%
	EVS Health Education Seminar	11	663	222	2.33%
	Meeting Presentation Wellness Class	1	11	11	0.12%
	Nutrition Class	41	1,063	799	8.39%
	Nutrition Services Health Education Seminar	3	51	51	0.54%
	Prevent T2	121	2,301	487	5.11%
	UAP Workshop Wellness Seminar	1	82	82	0.86%
Employee Wellness Class - Counseling	Nutrition Counseling	57	70	25	0.26%



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program		Program YTD (9/1/2018-8/31/2019)			
Program	Description	Total Activities	Total Participants	Total Unique Participants	% engaged
					9522 All EE & SP on Medical Plan
Well Powered Living	Well Powered Living 1.0 Session 1 (Overview)	12	512	467	4.90%
	Well Powered Living 1.0 Session 2 (Physical)	9	395	395	4.15%
	Well Powered Living 1.0 Session 3 (Emotional)	9	416	404	4.24%
	Well Powered Living 1.0 Session 4 (Mental)	8	342	342	3.59%
	Well Powered Living 1.0 Session 5 (Spiritual)	5	251	251	2.64%
	Well Powered Living 3.0 (Healthy Boundaries)	3	106	106	1.11%
	Well Powered Living 3.0 (Mental Toughness)	4	203	203	2.13%
	Well Powered Living 3.0 (Power to Change)	4	197	194	2.04%
	Well Powered Living 3.0 (Winning Character)	4	104	104	1.09%
	Well Powered Living Webinar (Emotional Energy)	1	96	87	0.91%
	Well Powered Living Webinar (Mental Energy)	1	92	88	0.92%
	Well Powered Living Webinar (Personal Mission)	1	94	84	0.88%
	Well Powered Living Webinar (Physical Energy)	2	78	71	0.75%
	Well Powered Living Webinar (Spiritual Energy)	1	135	118	1.24%
Health Coaching by Phone	Get Help Improving My Lifestyle Habits - Stress	164	1,032	384	4.03%
	Get Help Improving My Lifestyle Habits - Tobacco	44	127	53	0.56%
	Get Help Improving My Lifestyle Habits - Weight	203	1,521	563	5.91%
	Make Progress Towards a Goal to Overcome a Health Problem (Note: Chronic Condition Only)	266	2,870	955	10.03%
	Talk to a Coach or Visit the Ben Taub Onsite Coach to Make Progress Toward a Health Goal	282	4,286	1,390	14.60%
Maternity Support	Speak with a Maternity Nurse Starting in Your 1st Trimester and One Call After the Baby is Born	46	179	53	0.56%
	Speak with a Maternity Nurse Starting in Your 2nd Trimester and One Call After the Baby is Born	19	60	19	0.20%
Online Health Coaching - My Health Assistant	Exercise for Better Health	1	1	1	0.01%



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program		Program YTD (9/1/2018-8/31/2019)			
Program	Description	Total Activities	Total Participants	Total Unique Participants	% engaged
					9522 All EE & SP on Medical Plan
EAP Webinars	EAP Webinar: Anger Management	1	283	283	2.97%
	EAP Webinar: Coping with Anxieties Around Money	1	223	223	2.34%
	EAP Webinar: Feeding and Care of Superheroes	1	184	184	1.93%
	EAP Webinar: Holiday Stress	1	283	283	2.97%
	EAP Webinar: Identity Theft	1	252	252	2.65%
	EAP Webinar: Managing Work-Life Balance	1	196	196	2.06%
	EAP Webinar: Stress Management 2019	1	397	397	4.17%
	EAP Webinar: Transition to Retirement	1	202	202	2.12%
	EAP Webinar: Understanding Depression	15	416	413	4.34%
	EAP Webinar: Vacationing on a Budget	2	319	319	3.35%
	EAP Webinar: Wills Trusts Estate Planning	1	201	201	2.11%
Healthy Knowledge Seminars	Cancer Resource Center Seminar (PIKNIC)	3	133	105	1.10%
	Cigna Workshop	37	1,795	914	9.60%
	Community Health Seminar	1	50	50	0.53%
	Cooking Class	8	328	324	3.40%
	Kelsey-Seybold Seminar	46	1,330	1,051	11.04%
	Kelsey-Seybold Webinar: Breast Cancer	1	223	223	2.34%
	Kelsey-Seybold Webinar: Skin Care	1	66	66	0.69%
	Kelsey-Seybold Webinar: Sleep Disorders	1	302	301	3.16%
	Kelsey-Seybold Webinar: Sleep Tight	1	270	270	2.84%
	Livongo Webinar	2	131	131	1.38%
Stress Management - Nurse Orientation	1	2	2	0.02%	



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program		Program YTD (9/1/2018-8/31/2019)			
Program	Description	Total Activities	Total Participants	Total Unique Participants	% engaged
					9522 All EE & SP on Medical Plan
Healthy Knowledge Seminar - Online/LMS with Quiz*	eLearning Module: Breast Cancer What You Need to Know	472	2,537	2,374	24.93%
	eLearning Module: Feeding and Care of Superheroes	341	1,386	1,199	12.59%
	eLearning Module: Holiday Stress	478	2,218	2,052	21.55%
	eLearning Module: Identity Theft	456	2,085	1,937	20.34%
	eLearning Module: Livongo for Diabetes Overview	432	1,873	1,733	18.20%
	eLearning Module: Transition to Retirement	447	1,932	1,774	18.63%
	eLearning Module: Understanding Depression	605	2,579	2,414	25.35%
	eLearning Module: Wills, Trusts, Estate Planning	320	1,571	1,425	14.97%
Premium Rewards Program Info Session	Premium Rewards Brainshark Video (FY21)	3,091	11,915	1,917	20.13%
Premium Rewards Program Info Session	Premium Rewards Info Session	7	393	387	4.06%
HbA1c Checks	HbA1c Check	21	133	101	1.06%
Livongo Enroll/Activate	Livongo Enroll & Activate DIABETES	190	277	275	2.89%
	Livongo Enroll & Activate HYPERTENSION	295	966	936	9.83%
Livongo Monthly Testing	Livongo Monthly Blood Pressure Testing	12	3,726	1,241	13.03%
	Livongo Monthly Glucose Testing	51	7,489	1,019	10.70%
Achieve Health Goals (Standard - Alternatives are Telephonic Coaching, Online WebMD Program)	Achieve a Fasting Blood Glucose (Blood Sugar) Level of Less Than 100	312	11,360	4,767	50.06%
	Achieve a Healthy Blood Pressure Level of Less Than or Equal to 120/80	301	9,209	3,934	41.31%
	Achieve a Healthy LDL Level of Less Than or Equal to 100	358	13,044	4,903	51.49%
	Achieve a Healthy Total Cholesterol Level of Less Than or Equal to 200	365	17,786	6,592	69.23%
	Achieve a Healthy Waist Size of 35 in. (Women) or 40 in. (Men), or Less	287	8,538	3,636	38.19%

* These activities are not scheduled and can be completed by participants at any time. 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 (9/1/2018-8/31/2019)			
Program	Description	Total Activities	Total Participants	Total Unique Participants	% engaged
					9522 All EE & SP on Medical Plan
NaturallySlim®	session-01-Foundation	71	852	443	4.65%
	session-02-Foundation	72	694	379	3.98%
	session-03-Foundation	62	605	350	3.68%
	session-04-Foundation	72	617	337	3.54%
	session-05-Foundation	60	567	310	3.26%
	session-06-Foundation	65	594	312	3.28%
	session-07-Foundation	67	529	291	3.06%
	session-08-Foundation	67	522	288	3.02%
	session-09-Foundation	74	526	280	2.94%
	session-10-Foundation	65	537	284	2.98%
NaturallySlim® NS4You	session-11 NS4You	93	640	340	3.57%
	session-12 NS4You	83	468	240	2.52%
	session-13 NS4You	81	405	228	2.39%
	session-14 NS4You	75	352	213	2.24%
	session-15 NS4You	67	315	195	2.05%
	session-16 NS4You	68	322	200	2.10%
	session-17 NS4You	61	301	187	1.96%
	session-18 NS4You	59	274	177	1.86%
	session-19 NS4You	62	248	169	1.77%
	session-20 NS4You	54	249	164	1.72%
NaturallySlim® NS4Life	session-21 NS4You	91	347	190	2.00%
	session-01-NS4Life	18	107	29	0.30%
	session-02-NS4Life	15	91	25	0.26%
	session-03-NS4Life	12	84	24	0.25%
	session-04-NS4Life	13	78	21	0.22%
	session-05-NS4Life	16	75	20	0.21%
	session-06-NS4Life	18	80	25	0.26%



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program		Program YTD (9/1/2018-8/31/2019)			
Program	Description	Total Activities	Total Participants	Total Unique Participants	% engaged
					9522
					All EE & SP on Medical Plan
Fitbit 10k steps tracked	Fitbit 10k Steps	365	140,653	1,939	20.36%
Group Exercise Classes	Boot Camp	35	300	29	0.30%
	Fit 4 U	13	59	10	0.11%
	Flexibility/Yogilates	1	3	3	0.03%
	High Intensity Interval Training	36	219	32	0.34%
	MixFitz	81	1,281	38	0.40%
	Night Club Cardio	23	159	35	0.37%
	Soul Grooves	29	189	39	0.41%
	Stretching	49	377	92	0.97%
	Yoga (LBJ)	5	20	16	0.17%
	Yoga (MLK)	27	174	13	0.14%
	Zumba	163	1,258	132	1.39%
Social Health and Wellness	Get Connected! Have Fun and Earn Rewards on Apps and Activities	118	21,514	1,407	14.78%
Recreational Sports	Basketball	60	505	59	0.62%
	Flag Football	23	189	19	0.20%
	Softball	8	79	24	0.25%
	Volleyball	65	1,027	71	0.75%
Preventive Care	Complete an Annual Physical Exam with Biometric Values	298	22,133	8,759	91.99%
	Get a Cervical Cancer Screening (Preventive Exam)	262	6,915	2,544	26.72%
	Get a Colon Cancer Screening (Preventive Exam)	278	2,984	1,019	10.70%
	Get a Mammogram (Preventive Exam)	302	7,808	2,855	29.98%
	Get a Prostate Cancer Screening (Preventive Exam)	280	3,617	1,332	13.99%
	Get My Annual OB/GYN Exam (Preventive Exam)	265	7,442	2,651	27.84%
Self-Reported Activities	I Received My Annual Dental Exam (Self-Reported Goal)	357	12,191	4,665	48.99%
	I Received My Annual Vision Exam (Self-Reported Goal)	362	11,555	4,555	47.84%



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program		Program YTD (9/1/2018-8/31/2019)			
Program	Description	Total Activities	Total Participants	Total Unique Participants	% engaged
					9522
					All EE & SP on Medical Plan
Special Events	AHA Heart Walk	1	63	63	0.66%
	AIDS Walk	1	37	37	0.39%
	BCM/Imprint Creative Writing Event	2	21	21	0.22%
	Field Day	1	512	512	5.38%
	Field Day 1st Place	1	15	15	0.16%
	Field Day 2nd Place	1	15	15	0.16%
	Field Day 3rd Place	1	12	12	0.13%
	Field Day Spirit Award	1	14	14	0.15%
	Get Your Rear in Gear Walk	1	5	5	0.05%
	Houston Corporate Run	4	78	78	0.82%
	LBJ Garden Project	8	38	19	0.20%
	March of Dimes Walk	2	136	70	0.74%
	MS150	4	62	20	0.21%
	Poker Walk	11	1,302	1,300	13.65%
	Relaxathon	10	1,458	1,453	15.26%
	Texas Med Run	2	255	254	2.67%
Acres Home Walking Trail Event	1	11	11	0.12%	
Online Wellness Challenges	Online Challenge: Fitbit Reindeer Race COMPLETE	1	287	287	3.01%
	Online Challenge: Fitbit Reindeer Race INCOMPLETE	1	718	718	7.54%
	Online Challenge: Fitbit Team Walk COMPLETE	1	367	359	3.77%
	Online Challenge: Trek Across South America	1	376	376	3.95%
	Online Challenge: Walktober COMPLETE	1	808	808	8.49%
	Online Challenge: Walktober INCOMPLETE	1	589	589	6.19%
Wellness Screening Form and Employee Wellness Survey	Employee Wellness Survey	3	4,639	3,659	38.43%
	Submit The Wellness Screening Form To Cigna Or Complete The Annual Employee Wellness Survey	420	22,109	6,421	67.43%



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program		Program YTD (9/1/2018-8/31/2019)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged 9522 All EE & SP on the Medical Plan
TOTAL UOS		17,660	440,224	10,774	94.3%

- **Total Units of Service (# of Touches/Engagements) increased by 316,076 UOS over the prior program year.**
- **254.60% increase from FY20 to FY21 Program Year.**
- **94.3% of all employees and spouses on the medical plan were engaged in the wellness program.**
- **95.9% of all employees regardless of medical plan status plus spouses on the medical plan were engaged in the wellness program.**
- **Total UOS:**
 - **FY18: 30,303 Units of Service**
 - **FY19: 66,444 Units of Service**
 - **FY20: 124,148 Units of Service**
 - **FY21: 440,224 Units of Service**



Employee Wellness Program Participation Summary

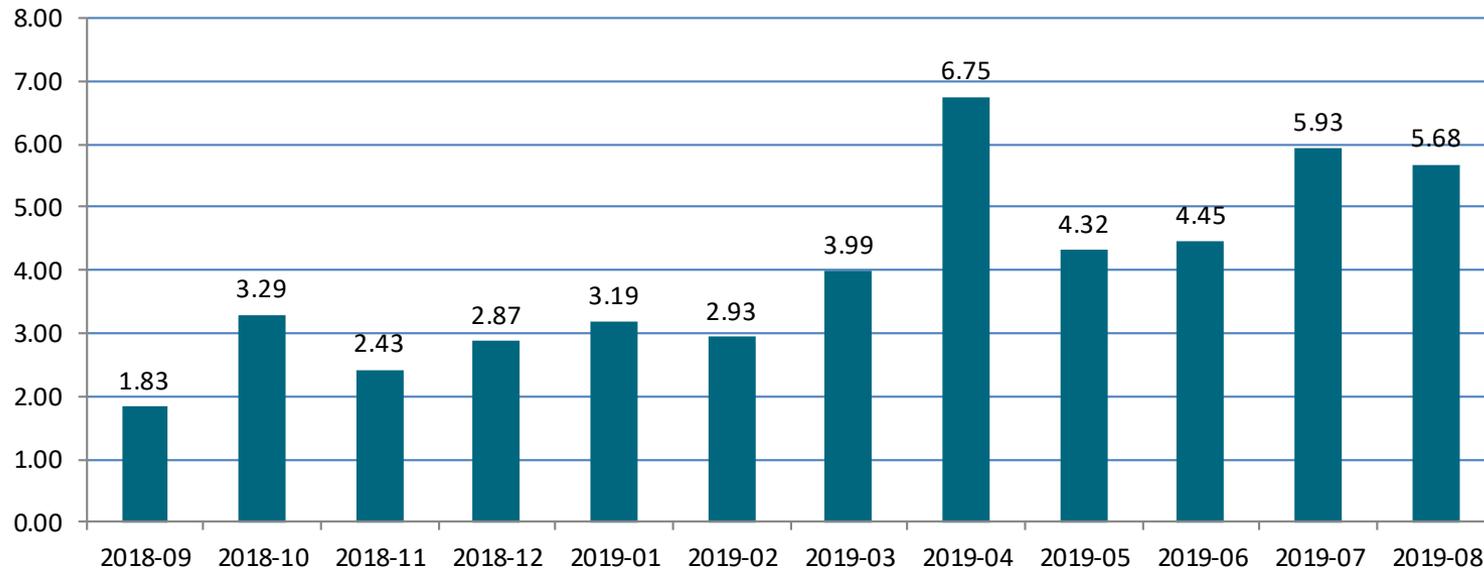
Healthy@Harris Wellness Program	Program YTD (9/1/2018-8/31/2019)
Average # of wellness activities per participant	40.9
% of medical plan participants engaged	94.3%
# of medical plan participants who completed 1 or more wellness activities	8,821
% of medical plan participants who completed >=9 wellness activities	78.26%
# of all eligible medical plan participants who completed >=9 wellness activities	7,452
% of all Employees engaged (regardless of medical plan status) and spouses on the medical plan	95.9%
Total # of participants engaged in wellness program during time period (completed 1 or more wellness activities)	10,774
% of total who participated in 9 or more wellness activities	82.0%
# of all employees (regardless of medical plan status) and enrolled spouses who participated in 9 or more wellness activities	8,835

- 94.3% all eligible medical plan participants completed ≥ 1 program or activity in FY21; a 4.3% increase over FY20 (90%)
- 95.9% (10,774/11,230) of all employees (regardless of medical plan status) and covered spouses completed ≥ 1 program or activity in FY21.
- 82% of all Wellness Participants completed 9 or more activities during the current program year compared to 57.7% in FY20; an increase of 24.3%. This includes all employees and spouses regardless of medical plan status.
- 78.26% of all eligible Medical Plan participants (7,452) completed 9 or more wellness activities during the current program year. This was a 16.1% increase over prior program year.



Monthly Activities

Average activities per eligible participant (n=8,347)



- 95.9% (10,774/11,230) of all employees (regardless of medical plan status) and covered spouses completed a wellness activity during the current program year
- 94.3% of all eligible medical plan participants completed a wellness activity during the current program year, a 4.3% increase over prior program year.
- 40.9 is the average number of wellness activities completed per person in FY21; an increase of 29.1 wellness activities per person over FY20; A 247% increase over prior program year.

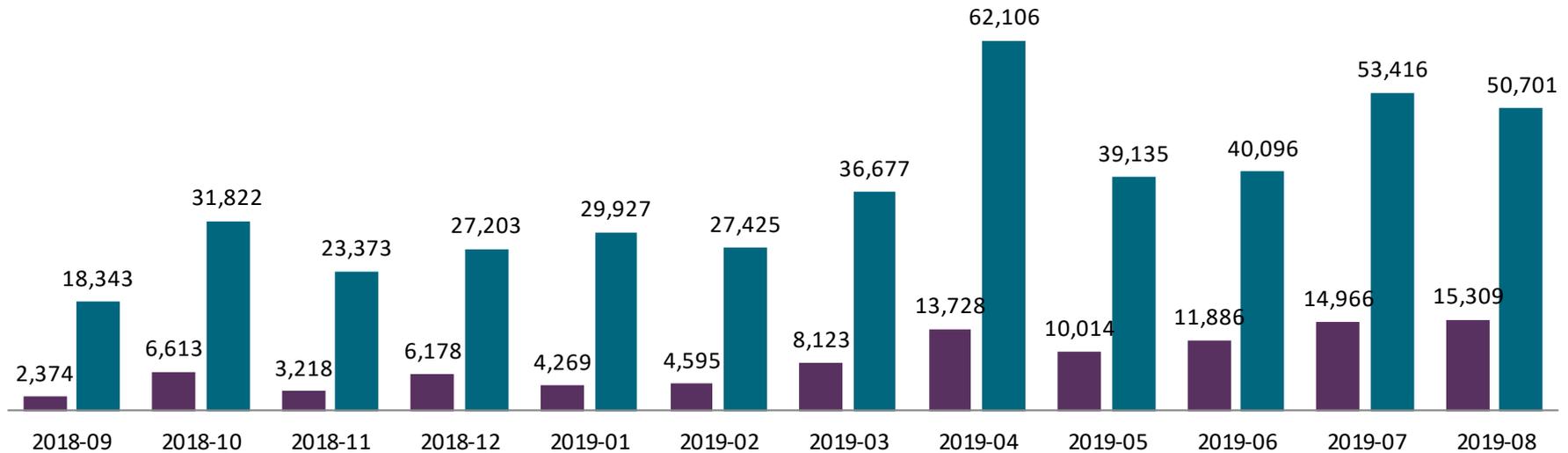
Data source: Employee Wellness FY21 Program Year-End Access Report September 1, 2018 through August 31, 2019 (Effective towards FY21 Premium Rewards Program). All data from vendor partners are loaded into Access (Cigna Custom MotivateMe Report; Naturally Slim® Reports; Livongo Activation and Usage Reports, Fitbit etc.)



FY21 Wellness Program Engagement by Month

FY21 Program Engagement by Month

■ Unique Participation ■ Total Participation



- Total Number of unique participants: 10,744
- 254.60% increase in engagement over prior program year

Data source: Employee Wellness FY21 Program Year-End Access Report September 1, 2018 through August 31, 2019 (Effective towards FY21 Premium Rewards Program). All data from vendor partners are loaded into Access (Cigna Custom MotivateMe Report; Naturally Slim® Reports; Livongo Activation and Usage Reports, Fitbit etc.)

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	Incurred 9/2018 – 8/2019, Paid through 11/2019	Trend
Employees	1.72	1.51	1.61	1.58	↓ .02
Spouses	2.01	1.83	1.89	1.86	↓ .03

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	Incurred 9/2018 – 8/2019, Paid through 11/2019	Trend	Trend
Employees	\$470	\$491	\$523	\$505.67	↓ .03%	↓ \$ 17.33 PMPM
Spouses	\$659	\$634	\$612	\$731.19	↑ 19.47%	↑ \$ 119.19 PMPM

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



- Reduced Prospective Risk by .03 for Employees and by .03 for spouses
- Spouses are costing us more and have a higher health risk profile than employees, making it important to engage them in plan programs as well.



Population Health Statistics

Chronic Conditions

Top 3 Chronic Conditions	Sept 2016 – August 2017			Sept 2017 – August 2018			Sept 2018 – August 2019			Trends in Prevalence	Trends Cost
	% Prevalence	#	Average Paid Per Claimant	% Prevalence	#	Average Paid Per Claimant	% Prevalence	#	Average Paid Per Claimant		
Hypertension	16.8%	2,829	\$11,621	17.3%	2,877	\$11,737	17.1%	2,824	\$11,056	↓ 1.84%	↓ 5.80%
Diabetes	9.9%	1,670	\$13,837	10.6%	1,772	\$15,130	10.5%	1,729	\$13,934	↓ 2.43%	↓ 7.90%
Hyperlipidemia	11.3%	1,901	\$9,633	11.4%	1,902	\$9,467	11.4%	1,890	\$9,359	↓ .63%	↓ 1.14%

Actions:

- Programs to improve or eliminate chronic conditions;
 - Naturally Slim® (launched three classes in FY21 and had a total of 426 unique participants)
 - Livongo Diabetes Management (57% enrolled as of February 2020 (977 members enrolled out of 1,717 people identified with Diabetes)
 - Livongo Hypertension Management (34% enrolled as February 2020 (1,017 members enrolled out of 3,006 people identified with Hypertension)
 - On-site nurse
 - On-site classes
- Continue to promote relationship with PCP to increase annual physical rate and physician involvement in Chronic Condition Management
- Second year spouses included in program requirements for FY21 premium rewards thus increasing spouse engagement and identification of health issues

Data source: IDAP, incurred September 2016 – August 2017, paid through September 2017; incurred September 2017– August 2018, paid through September 2018 ; incurred September 2018 – August 2019, paid through November 2019 Excluding post-65 retirees, Grandfathered disabled & COBRA. Does not include capitated costs.



Population Health Statistics

Preventive Care Statistics

	Sept 2016 – August 2017				Sept 2017 – August 2018				Sept 2018 – August 2019				
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	81.5%	7,834	49.3%	1,622	71.1%	8,330	67.7%	1,761	80.90%	8,326	74.30%	1,721	↑ 12.6%
Mammogram	72.9%	3,860	58.7%	363	84.9%	3,494	71.3%	366	83.60%	3,843	75.70%	382	↑ 8.5%
Cervical Cancer Screening	86.8%	6,218	70.6%	510	91.7%	5,632	87.9%	486	90.50%	5,837	86.90%	503	↑ 2.3%
Colorectal Screening	48.2%	3,147	38.8%	869	54.5%	2,714	52.9%	786	50.00%	3,108	50.70%	833	↑ 4.3%
Prostate Screening	40%	1,317	30%	1,047	41%	1,276	49%	996	43%	1,212	51%	912	↓ 2.5%

Increased overall preventive care utilization by 7.2% over the prior program year. Increased overall employee compliance by 7.8% and spouse compliance by 3.9%.

Notes:

*Employee compliance includes participants not eligible for premium rewards (PPACA participants etc.). 92.7% of eligible employees and spouses completed a physical (excludes new hires/newly benefitted employees hired 5/1/19 or later).

Data source: IDAP, incurred September 2017 – August 2018, paid through September 2018 ; incurred September 2018 – August 2019, paid through November 2019 Excluding post-65 retirees, Grandfathered disabled & COBRA. Does not include capitated costs. Mammogram within last 24 months.



Population Health Statistics

Preventive Care Statistics

	Sept 2017 – August 2018					Sept 2018 – August 2019					
Preventive Screenings	Compliance Rate - EE	Eligible EE	Compliance Rate - Dependents	Eligible Dependents	Total Compliance Rate (EE & Dep)	Compliance Rate - EE	Eligible EE	Compliance Rate - Spouse	Eligible Spouses	Total Compliance Rate (EE & Dep)	Trend
Annual Dental Exam	63%	5,492	63%	5,902	63%	32%	10,929	35%	2,739	32.4%	N/A*
Annual Vision Exam	18%	9,647	10%	4,065	14%	41%	9,885	35%	2,635	40%	N/A*

Notes:

*Dental and vision statistics were not included in the reported preventive care compliance statistics on the previous page because dental and vision data for 2017-2018 includes dependents (not just spouses). This is different than the other reported preventive care statistics so it was intentionally kept separate to maintain data integrity.

The data for 2018-2019 includes ONLY employees and spouses. Trend was not calculated since the populations are different. Analysis is for evaluation and planning purposes only.



Population Health Statistics

Metabolic Syndrome

Risk Factors	Prospective Risk Score: 1.19	Prevalence
Fasting glucose \geq 100 mg/dL or on medicine to treat high glucose		29%
Blood Pressure \geq 130/85 mmHg or on medicine to treat high blood pressure		10%
HDL (men $<$ 40 mg/dL and women $<$ 50 mg/dL) or on medicine to treat low HDL		28%
Triglycerides \geq 150 mg/dL or on medicine to treat high triglycerides		18%
Large Waist (males $>$ 40", females $>$ 35")		38%

- 710 members (4.3% of total population meet Metabolic Syndrome criteria (3 out of 5 risk factors); a decrease of -1.1% from prior year
- The average cost of a member with Metabolic Syndrome (Med & Rx) is \$28,465 per year, versus \$21,080 per year for a member without Metabolic Syndrome.
- Potential cost avoidance = \$5,243,387 (713* \$7,385)

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 2017 – August 2018			Sept 2018 – August 2019			
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	31%	44%	75%	27%	43%	70%	↓ 5%
Waist Circumference	Women: ≥ 35 inches Men: ≥ 40 inches	43%		43%	45%	--	45%	↑ 2%
Cholesterol	At Risk: 200-239 mg/dL High Risk: ≥ 240 mg/dL	22%	7%	29%	22%	6%	28%	↓ 1%
HDL	Women: < 50 mg/dL Men: < 40 mg/dL	29%		29%	28%		28%	↓ 1%
LDL	At Risk: ≥ 100 mg/dL High Risk: ≥ 160 mg/dL	54%	5%	59%	54%	5%	59%	→ 0%
Triglycerides	At Risk: ≥ 150 mg/dL High Risk: ≥ 200 mg/dL	19%	8%	27%	18%	8%	26%	↓ 1%
Glucose	At-Risk: 100-125 mg/dL High-Risk: ≥ 126 mg/dL	19%	8%	27%	18%	8%	26%	↓ 1%
Blood Pressure	At-Risk: $\geq 120/80$ High-Risk: $\geq 140/90$	28%	3%	31%	19%	3%	22%	↓ 9%

Data sources:

IDAP, incurred September 2017 – August 2018, paid through September 2018 and incurred September 2018– August 2019, paid through November 2019. Excluding post-65 retirees & COBRA.



Population Health Statistics-Lifestyle Risks

Sept 2017 – August 2018 Sept 2018 – August 2019

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: 1-4 times (<150 min.)/week High Risk: 0 times/week	65.7%	6.7%	72.4%	65.3%	6.5%	71.8%	↓ .6%
Tobacco Use*	High Risk: Current Tobacco user	3.8%	-	3.8%	-	4.0%	4.0%	↑ .2%
Nutrition*	At Risk: 1-2 servings of fruit, vegetables & high fiber foods/day High Risk: Rarely or never eats fruit, vegetables & high fiber foods/day	34.5%	2.0%	36.5%	36.0%	2.2%	38.23%	↑ 1.73%
Stress*	At Risk: Sometimes stressed High Risk: High Stress	28.1%	5.7%	33.8%	29.5%	6.2%	35.68%	↑ 1.88%

*Although the data collected above is self-reported, it still gives insight into the habits of the population.

- Key Insights:
 - 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



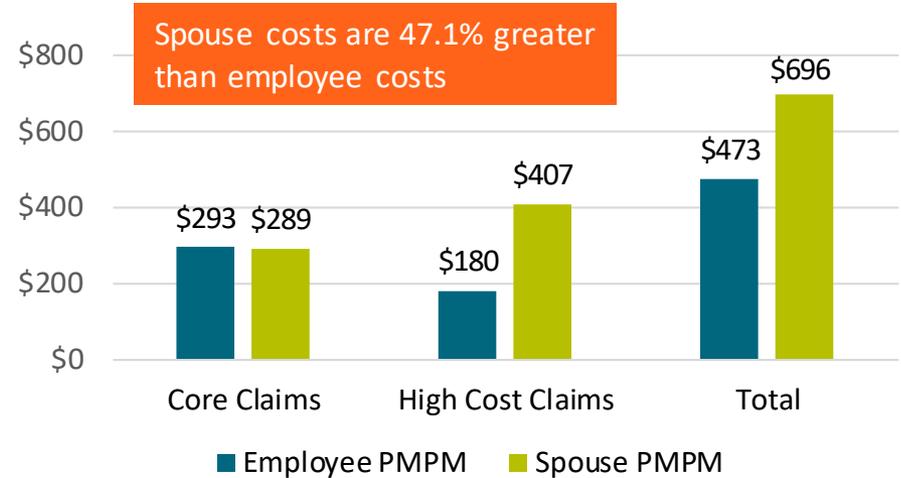
Employee/Retiree versus Spouse Cost & Risk Analysis

Demographics

	Age	% Female	Prospective Risk Score
Employee	44.7	76.6%	1.59
Spouse	50.1	31.4%	1.84

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	33.1%	570	26.6%	2,263
Diabetes	22.0%	378	15.0%	1,266
Hyperlipidemia	25.9%	446	16.9%	1,430

Actions:

- Launched Livongo Hypertension Management Program
- Required spouse engagement for FY20 & FY21 Premium Rewards Program



Chronic Conditions Prevalence – Employee Population

Chronic Condition	FY21: Sep 2018 through Aug 2019		FY20: Sep 2017 through Aug 2018		Trend
	# With Condition	% of Members	# With Condition	% of Members	
Hypertension	2,213	26.58%	2,267	27.21%	-2.38%
Metabolic Disorders	1,922	23.08%	1,922	23.07%	0.00%
Hyperlipidemia	1,376	16.53%	1,390	16.69%	-1.01%
Diabetes	1,302	15.64%	1,342	16.11%	-2.98%
Blood Disorders	668	8.02%	622	7.47%	7.40%
Morbid Obesity	605	7.27%	580	6.96%	4.31%
Lower Back Pain	532	6.39%	516	6.19%	3.10%
Osteoarthritis	361	4.34%	365	4.38%	-1.10%
Asthma	296	3.56%	278	3.34%	6.47%
Chronic Pain	290	3.48%	259	3.11%	11.97%
Depression	257	3.09%	233	2.80%	10.30%
Cancer	243	2.92%	229	2.75%	6.11%
Liver Diseases	201	2.41%	199	2.39%	1.01%
CAD	144	1.73%	135	1.62%	6.67%
CKD	100	1.20%	104	1.25%	-3.85%
Rheumatoid Arthritis	68	0.82%	65	0.78%	4.62%
Congestive Heart Failure	64	0.77%	62	0.74%	3.23%
HIV/AIDS	61	0.73%	61	0.73%	0.00%
Peripheral Vascular Disease	51	0.61%	53	0.64%	-3.77%
ADHD	50	0.60%	52	0.62%	-3.85%
COPD	46	0.55%	52	0.62%	-11.54%
Atrial Fibrillation	44	0.53%	48	0.58%	-8.33%
Inflammatory Bowel Disease	29	0.35%	24	0.29%	20.83%
Affective Psychosis	19	0.23%	19	0.23%	0.00%
Sickle Cell Disease	17	0.20%	11	0.13%	54.55%
ESRD	15	0.18%	15	0.18%	0.00%
Paralysis Other	13	0.16%	24	0.29%	-45.83%
Demyelinating Diseases	11	0.13%	14	0.17%	-21.43%
Metabolic Syndrome	11	0.13%	18	0.22%	-38.89%
Chronic Respiratory Failure	9	0.11%	14	0.17%	-35.71%

The prevalence of all chronic conditions has increased .4% over the prior year.

Highlights for Employees & Spouses:

- Hypertension has decreased by 1.84% Hyperlipidemia has decreased by 1.01%
- Diabetes has decreased by 2.43%
- Hyperlipidemia has decreased by .63%

Environment & Culture



Environment and Culture

- 89.87% of employees believe that Harris Health System cares about their health and well-being, a 1.33% increase from the prior year.
- 87.38% of employees believe there is a culture of health and wellness within Harris Health System, a 1.08% increase from the prior program year.

Harris Health System Employee Wellness Survey 2019					
TOPIC	2017	2018	2019	Trend	
Harris Health System cares about the health and well-being of employees.	80.32%	88.54%	89.87%	↑	1.33%
There is a culture of health and wellness within Harris Health System.	75.54%	86.30%	87.38%	↑	1.08%
The managers in my department support employees' participation in the wellness program.	N/A	74.42%	77.36%	↑	2.94%
The managers in my department care about the health and well-being of employees.	N/A	77.50%	78.18%	↑	0.68%

2017 total survey responses: 2,206
2018 total survey responses: 3,562
2019 total survey responses: 4,670

2017 survey conducted 5/5/17 – 6/7/17
2018 survey conducted 3/30/18 - 4/30/18
2019 survey conducted 3/30/19 – 4/30/19

Employee Wellness Program Satisfaction



Wellness Program Satisfaction

- 89.03% of employees are satisfied with the Wellness Program, a 6.84% increase from 2018.

Harris Health System Employee Wellness Survey 2019					
TOPIC	2017	2018	2019	Trend	
Satisfaction with the overall wellness program (good or excellent)	55.58%	82.19%	89.03%	↑	6.84%
The wellness program has helped me improve my overall health.	57.04%	76.38%	80.21%	↑	3.83%
The wellness program has helped me feel more confident about making decisions about my health.	56.77%	77.59%	82.12%	↑	4.53%
The wellness program has helped me increase my readiness to make positive health behavior changes.	58.53%	79.80%	84.13%	↑	4.33%
I have made at least one significant health behavior change since participating in the wellness program.	57.94%	81.00%	84.13%	↑	3.13%
The wellness program has helped me be more productive when I'm NOT at work.	52.15%	70.89%	74.95%	↑	4.06%
The wellness program has been of value to my spouse or others in my family.	42.26%	64.05%	72.56%	↑	8.51%
The wellness program has led to improved quality of life for me and/or my family.	52.97%	73.23%	79.24%	↑	6.01%
The wellness program is a valuable part of my employee benefits.	59.77%	82.19%	87.23%	↑	5.04%
I have gained knowledge and/or skills from the wellness program that I use in my everyday life.	N/A	79.46%	84.56%	↑	5.10%

2017 total survey responses: 2,206

2018 total survey responses: 3,562

2019 total survey responses: 4,670

2017 survey conducted 5/5/17 – 6/7/17

2018 survey conducted 3/30/18 - 4/30/18

2019 survey conducted 3/30/19 – 4/30/19



Wellness Program Satisfaction

Harris Health System Employee Wellness Survey 2019

Satisfaction with Specific Programs and Resources	2017	2018	2019	Trend	
Premium Rewards Program	N/A	77.70%	79.41%	↑	1.71%
Telephonic Health Coaching	N/A	68.17%	74.38%	↑	6.21%
In-person Health Coaching	N/A	67.63%	73.80%	↑	6.17%
Cigna Online Chronic Condition Coaching	N/A	71.08%	75.28%	↑	4.20%
Livongo Diabetes Management Program	N/A	73.10%	79.98%	↑	6.88%
Livongo Free Diabetes Medication Program	N/A	N/A	78.29%		
Livongo Hypertension Management Program	N/A	N/A	80.04%		
Naturally Slim® Weight Management Program	N/A	75.64%	77.82%	↑	2.18%
Well Powered Living Program	N/A	74.31%	80.76%	↑	6.45%
Prevent T2-Diabetes Prevention Program	N/A	72.82%	78.15%	↑	5.33%
Online Wellness Challenges	N/A	81.25%	85.43%	↑	4.18%
Kelsey-Seybold Seminars	N/A	N/A	84.02%		
Cigna Health Education Seminars	N/A	N/A	85.85%		
EAP Webinars	N/A	73.96%	83.02%	↑	9.06%
Healthy Knowledge Seminars	N/A	82.85%	N/A		
Special Events-Go Red, Poker Walk, Houston Field Day, Corporate 5k etc.	N/A	79.44%	85.09%	↑	5.65%
Explore & Learn Booths	N/A	77.45%	83.23%	↑	5.78%
Group Exercise Classes	N/A	78.34%	79.91%	↑	1.57%
Recreational Sports	N/A	77.27%	79.14%	↑	1.87%
Nutrition Counseling	N/A	80.60%	85.42%	↑	4.82%
Healthy Cooking Classes	N/A	80.96%	83.28%	↑	2.32%
Choose Healthier in Harris Health Cafes	N/A	N/A	77.58%		
Healthy Wage Weight Loss Contest	N/A	75.86%	N/A		
Cigna Healthy Pregnancy, Healthy Baby Program	N/A	70.50%	74.56%	↑	4.06%
Employee Assistance Program through FEI	N/A	75.31%	79.54%	↑	4.23%
Childbirth Class (CHC)	N/A	65.73%	N/A		
Living With Diabetes Class (CHC)	N/A	70.48%	N/A		
Living with Asthma Class (CHC)	N/A	67.80%	N/A		
Becoming a Mom Class (LBJ)	N/A	65.98%	71.50%	↑	5.52%

Data sources: Employee Wellness Survey via Survey Monkey 2017, 2018 and 2019



Wellness Program Needs & Interests

Needs & Interests	2017	2018	2019		Trend
Preferred method for receiving wellness program and activity information. Please check all that apply.					
Weekly e-mail tips	54.10%	61.08%	63.89%	↑	2.81%
Company Intranet	22.20%	47.63%	46.30%	↓	-1.33%
Company Internet	N/A	27.77%	29.27%	↑	1.50%
Text message	11.70%	19.45%	22.71%	↑	3.26%
Communication through an App	N/A	15.78%	14.39%	↓	-1.39%
Staff meetings	5.00%	14.85%	16.66%	↑	1.81%
Home Mail	N/A	N/A	12.89%		
Other	N/A	N/A	1.58%		
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%	57.61%	↓	-1.60%
Onsite fitness classes and/or fitness equipment	N/A	44.05%	41.04%	↓	-3.01%
Access to an online fitness challenge	N/A	43.93%	46.95%	↑	3.02%
Discounted Fitness devices such as Fitbit, Garmin, Jawbone, etc.	N/A	40.70%	44.47%	↑	3.77%
Fitness Subsidy to use on gym memberships, exercise classes, recreational sports etc.	N/A	39.65%	38.56%	↓	-1.09%
Community Events (5k runs/walks etc.)	N/A	20.58%	19.75%	↓	-0.83%
Sports Leagues (soccer, softball, flag football, kickball, volleyball)	N/A	16.97%	16.69%	↓	-0.28%
Other (please specify)	N/A	8.76%	6.33%	↓	-2.43%
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%	N/A		
Paid time off	N/A	52.20%	N/A		
Work from home / Work remote	N/A	42.97%	N/A		
Childcare	N/A	14.73%	N/A		
Other (please specify)	N/A	7.63%	N/A		
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%	41.51%	↓	-4.43%
Online health activity tracking challenge	32.20%	41.92%	42.34%	↑	0.42%
Online self-directed lifestyle program	29.20%	37.61%	33.42%	↓	-4.19%
Onsite program with group support	21.70%	35.02%	30.66%	↓	-4.36%
Smart Phone program / Application with texting and personalized support	21.30%	29.55%	36.41%	↑	6.86%
Medically-based program led by my physician or other qualified medical professional	18.90%	23.73%	22.32%	↓	-1.41%
Individual telephonic health coaching with a health professional	21.50%	19.39%	18.93%	↓	-0.46%

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 the Livongo Diabetes Management Program.
 - Program year enrollment =55%
 - Decrease ER visits and complications associated with Diabetes
 - On average, diabetics participating in Livongo are 1.5x less likely to have an ER visit.
 - On average, Diabetics participating in Livongo are 3.6x less likely to have inpatient days compared to non-participants.
 - Improve number of glucose checks as well as number of time glucose readings are in range
 - Harris Health members are 21% less likely on average to have days with hypoglycemic readings.
 - Achieve HbA1c reductions of $\geq 1\%$
 - Average HbA1c of participants in Livongo remained fairly steady with a .12 increase per participant in FY21
 - Increase the percentage of the diabetic population that has an HbA1c in the well-managed range ($< 7\%$)
 - 43.7% 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 92+; positive testimonials
 - Achieve VOI (Value on Investment)
 - Pooled ROI for medical and Rx cost is 1.5x and 2.3x in Year 1 and Year 2; clinical improvements, high participant satisfaction



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



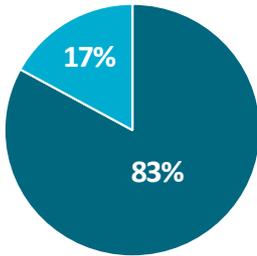
Livongo Diabetes Management Executive Summary

- **Engagement:**
 - Achieved 55% participation in Livongo Diabetes Management Program during the program year compared to Livongo's BOB of 36%
 - 30% of Members engaged in both the Livongo Diabetes Management Program and Hypertension Management Program
- **Cost Savings:**
 - Diabetics Participating in Livongo cost 44% less than non participants; a difference of \$397 PMPM; a total difference of \$3,768,324 per year.
 - Participants engaged in Livongo have decreased their costs by 6.2%; \$59 PMPM; totaling \$685,344.
- **Decreased ER visits and inpatient days:**
 - On average, diabetics participating in Livongo are 1.5x less likely to have an ER visit.
 - On average, Diabetics participating in Livongo are 3.6x less likely to have inpatient days compared to non-participants.
- **Clinical Results:**
 - Prospective risk score is .28 lower in Livongo Participants versus non-participants.
 - Livongo participants are achieving clinical compliance. Greatest opportunity is with annual dilated eye exams (54.5%). Annual Exams: Foot exam (92.2%), HbA1c (94.9%), Lipid profile (92.1%), LDL-C (91.9%), Flu vaccine (85.8%) and preventive visit (84%).
 - Livongo participants are achieving higher clinical compliance with HEDIS measures and the Diabetes Standards of Care than non-participants
 - 43.7% of Livongo participants are in good diabetic control (<7%)
 - 38.1% of Livongo participants are in moderate diabetic control (7%-9%)
 - 18.2% of Livongo participants are in poor diabetic control (≥9%)
 - Reduced HbA1c of participants in Livongo by .36% (per participant in FY21 (HbA1c reductions are correlated to cost savings and reduced health risks)
 - Livongo Participants had a 23.7% net improvement in biometric clinical risks
- **Empowerment & Satisfaction:**
 - Livongo participants have a Net Promoter Score (NPS) of +92 compared to NPS of 66 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.
 - 48% of members feel more empowered in their diabetes management
 - 4% of Livongo members feel less distress in their chronic disease management
- **ROI and VOI:**
 - Pooled ROI for medical and Rx cost is 1.5x and 2.3x in Year 1 and Year 2
 - Clinical health improvements, high participant satisfaction



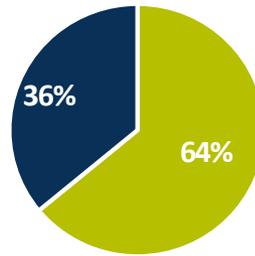
Livongo Diabetes Management Program Demographics

Membership



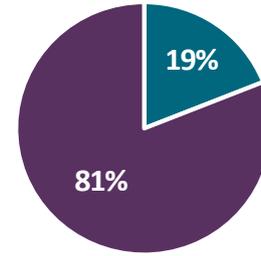
■ Employee ■ Spouse

Gender



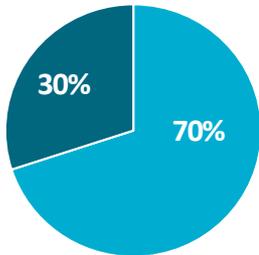
■ Female ■ Male

Age



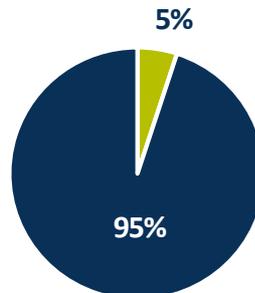
■ 18-44 ■ 45-64

Program



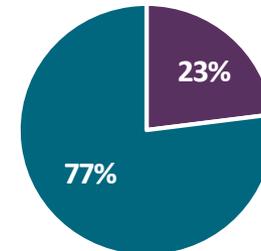
■ Diabetes Only ■ Diabetes & Hypertension

Diabetes Type



■ Type 1 ■ Type 2

Insulin



■ Use Insulin ■ No Insulin



Diabetic versus Non Diabetic Cost & Risk Analysis

Top 3 Chronic Conditions	Spouses Prevalence	Number of Spouses	Employees Prevalence	Number of Employees
Hypertension	33.1%	570	26.6%	2,263
Diabetes	22.0%	378	15.0%	1,266
Hyperlipidemia	25.9%	446	16.9%	1,430

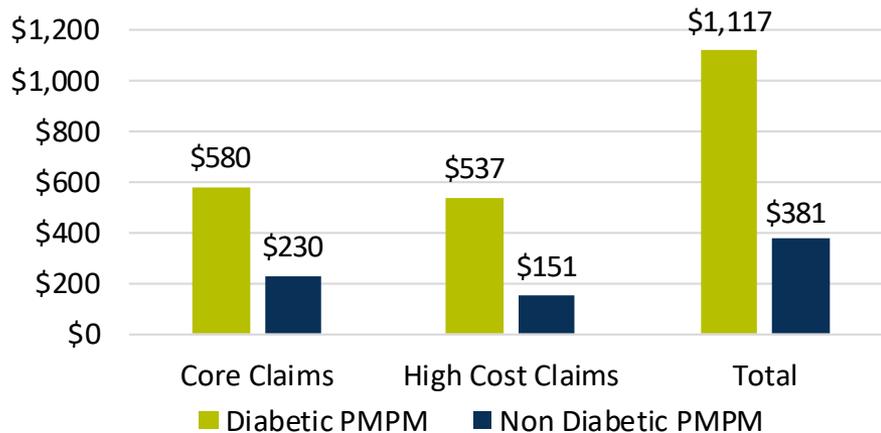
* Prevalence includes employee and spouse populations only

	Diabetic # of ER Visits	Diabetic ER Spend
Diabetic	682	\$1,126,906.46
Non-Diabetic	215.57	\$2,190,935.56

Diabetics compared to Non-Diabetics Visits per 1000, Diabetics had 92.3% more visits than Non-Diabetics.

Cost Per Member Per Month PMPM

Diabetic costs are 1.93 times greater than non-diabetic costs



Top Diabetic Comorbidities	Diabetic Prevalence FY21*	Non-Diabetic Prevalence FY21*
Hypertension	60.9%	21.0%
Hyperlipidemia	52.4%	11.3%

* Prevalence includes employee and spouse populations only

Prevalence of hypertension and hyperlipidemia is on average 2.5 times higher, respectively, for diabetics versus non-diabetics

Solutions Implemented:

- Livongo Diabetes Management Program
- Livongo Hypertension Management Program
- Naturally Slim® (Pre-Diabetes, MetS, Overweight)
- Diabetes Prevention Program



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	56.5%	98.5%	94.2%	18.1%	34.3%	47.6%

Medication Adherence (All OptumRx Members, Not Just Active Population)*

	Diabetes	Hypertension	High Cholesterol	Depression	Psychoses
Members/Utilizers	1,716	4,017	2,348	1,054	149
Average Proportion of Days Covered Total Utilizers	82.4%	84.8%	80.4%	73.5%	68.6%

* Could not get reporting by just Active population for FY21 Program-Year but are working on it for FY22 Program Year-End Report

Diabetic Drug Utilization & Cost (All Medications**):

	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Sept 18 – Aug 19	1759	43,424	\$174.13	\$22.67	\$7,543,879.60

**Note: Includes all medications Diabetics are taking for inclusive of medications for other conditions such as hypertension as well as medications such as antibiotics, etc.



Population Health Statistics

Metabolic Syndrome

Risk Factors	Prospective Risk Score: 1.19	Prevalence
Fasting glucose \geq 100 mg/dL or on medicine to treat high glucose		29%
Blood Pressure \geq 130/85 mmHg or on medicine to treat high blood pressure		10%
HDL (men < 40 mg/dL and women < 50 mg/dL) or on medicine to treat low HDL		28%
Triglycerides \geq 150 mg/dL or on medicine to treat high triglycerides		18%
Large Waist (males > 40", females > 35")		38%

- 710 members (4.3% (decrease of -1.1% from prior year) of total population meet Metabolic Syndrome criteria (3 out of 5 risk factors)
- The average cost of a member with Metabolic Syndrome (Med & Rx) is \$28,465 per year, versus \$21,080 per year for a member without Metabolic Syndrome.
- Potential cost avoidance = \$5,243,387 (713* \$7,385)

Actions:

- Livongo Diabetes Management Program
- Livongo Hypertension Management Program
- Naturally Slim®
- Prevent T2 Onsite Diabetes Prevention Program
- On-site nurse outreach
- On-site healthy cooking classes
- PCP visits and clinical management
- Fitbit Physical Activity Program
- Well Powered Living Program
- New For FY22-Livongo Diabetes Prevention Program

Data source: IDAP, incurred September 2018 – August 2019, paid through November 2019. Excluding post-65 retirees, GF disabled & COBRA. Includes dependents. Cost does not include capitation.



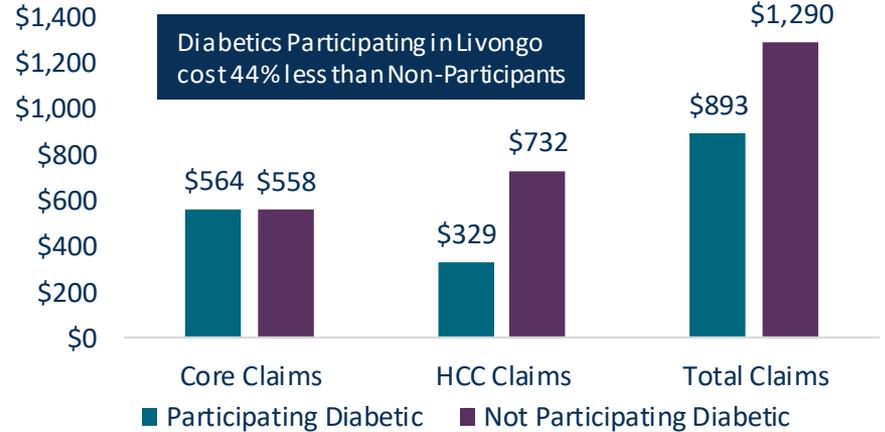
Diabetic Population – Livongo Participants

Participating in Livongo Diabetes	Count	%
Participating	968	55.03%
Not Participating	791	44.97%
Total	1,759	100%

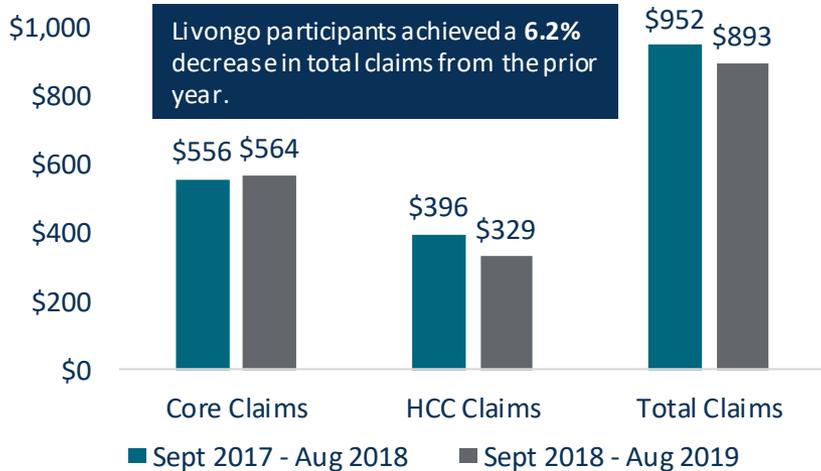
55% Diabetics Engaged in Livongo during program year

*Currently 57% engaged as of February 2020 (977 participants out of 1,717 identified with Diabetes engaged in Livongo)

Cost Per Member Per Month PMPM Sept 18 – Aug 19



Livongo Participant Cost Per Member Per Month PMPM



Livongo participant claims have decreased by \$59 PMPM

Prospective Risk Scores

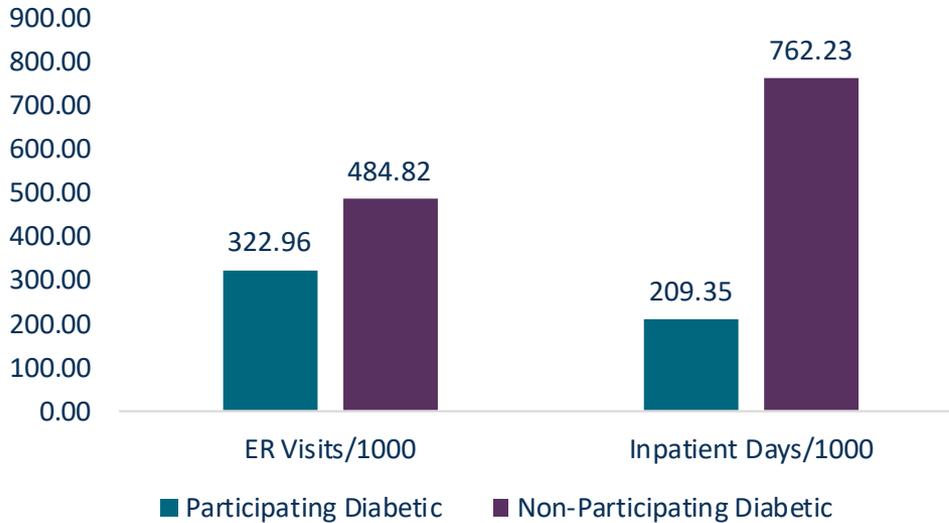
Participating in Livongo	Count	Prospective Risk Score
Participating	968	2.88
Not Participating	791	3.16
Total	1,759	

Prospective risk score is .28 lower in Livongo Participants versus non-participants.



Diabetic Population – Livongo Participants

**Livongo Diabetics: Participants vs. Non-Participants
ER & In-Patient Days**



On average, diabetics not participating in Livongo are 1.5x more likely to have an ER visit and 3.6x more likely to have inpatient days

Average Cost Per Claimants



The average cost for diabetics participating in Livongo is nearly 2.1x less than non-participating diabetics.

Average Claim Cost



The average claim cost for diabetics participating in Livongo is nearly 2x less than non-participating diabetics.



Diabetic Population – Livongo Participants

Livongo Participants Clinical Compliance

Clinical Measure	Percent Compliant – Livongo Total	Percent Compliant – Employee	Percent Compliant – Spouse
Annual dilated eye exam	54.5%	54.1%	55.8%
Annual foot exam	92.2%	96.6%	90.7%
Annual HbA1c exam	94.9%	94.3%	97.7%
Annual lipid profile	92.1%	91.3%	95.3%
Annual LDL-C screening	91.9%	91.05%	95.4%
Pneumonia vaccine*	none	none	none
Flu vaccine	85.8%	92.6%	57%
Preventive visit	84.0%	84.7%	73.3%

*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

Greatest opportunity for improvement: Annual dilated eye exams and flu vaccinations for spouses.



Diabetic Population – Livongo Participants

Livongo Participants Clinical Compliance

Clinical Measure	Livongo – September 2017 – August 2018	Livongo – September 2018 – August 2019	Risk Shift
LDL < 100 mg/dL	51.3%	41.4%	↓ 9.9%
Total Cholesterol < 200 mg/dL	76.9%	77.5%	↑ 0.6%
HDL < 50 mg/dL for Females / < 40 mg/dL for Males	45.4%	40.8%	↓ 4.6%
Triglycerides < 150 mg/dL	68.7%	71.5%	↑ 2.8%
Glucose < 100 mg/dL	31.6%	22%	↓ 9.6%
Blood Pressure < 120/80 mm Hg	35.0%	32.0%	↓ 3.0%
HbA1C < 9%	Insufficient Data	81.1%	N/A

Participants had 23.7% net improvement in clinical risks



Diabetic Population – Livongo Participants

Diabetes HEDIS Measures for Livongo Participants:

	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	58.5%	99.3%	96.6%	18.2%	38.1%	43.7%
Diabetics Not participating in Livongo	54.8%	98.7%	92.1%	18.3%	28%	53.7%

Livongo Participants:

- The average HbA1c of participants in Livongo remained fairly steady with a .12 increase per participant in FY21
- Compliance with HEDIS measures are higher for Livongo participants than non-participants
- Livongo participants had a net improvement of 23.7% in their biometric clinical risks
- The program is engaging diabetics who need assistance with self-management

All Diabetics:

- 47.6% of all diabetics are in good diabetic control <7%
- 60.9% of Diabetics also have hypertension
- 52.4% of Diabetics also have hyperlipidemia
- Prevalence of hypertension and hyperlipidemia is on average 2.5 times higher, respectively, for diabetics versus non-diabetics
- Diabetic costs are 1.93 times greater than non-diabetic costs
- Diabetics compared to Non-Diabetics Visits per 1000, Diabetics had 92.3% more visits than Non-Diabetics

Solutions:

- Livongo Diabetes Management Program, Livongo Hypertension Management Program, Naturally Slim® (Pre-Diabetes, MetS, Overweight), Prevent T2 Diabetes Prevention Program, Nutrition Counseling and Livongo Diabetes Prevention Program (New program in January 2020; FY22 program year)



Chronic Condition Population

Diabetic Drug Utilization & Cost by Livongo Engagement:

Sept 18 – Aug 19	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Diabetics participating in Livongo	968	6,503	\$386.10	\$34.40	\$2,510,823
Diabetics Not Participating in Livongo	791	3,516	\$325.14	\$51.27	\$1,143,191

Note: Diabetic medication specifically; excludes other non-diabetic medications participants may be taking

Diabetic Drug Utilization & Cost (All Medications):

Total Drug Utilization	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Sept 18 – Aug 19	1759	43,424	\$174.13	\$22.67	\$7,543,879.60

Note: Includes all medications Diabetics are taking for inclusive of medications for other conditions such as hypertension as well as medications such as antibiotics, etc.



Livongo Diabetes Program ROI Analysis

Medical Spending

- Positive ROI seen in both Year 1 and Year 2 with 28% and 50% greater decrease in total medical spending for Livongo members
- Medical cost reduction was driven by decreases in ER, Outpatient and Inpatient costs
- ROI for medical cost is 2.1x and 4.0x in Year 1 and Year 2

Pharmacy Spending

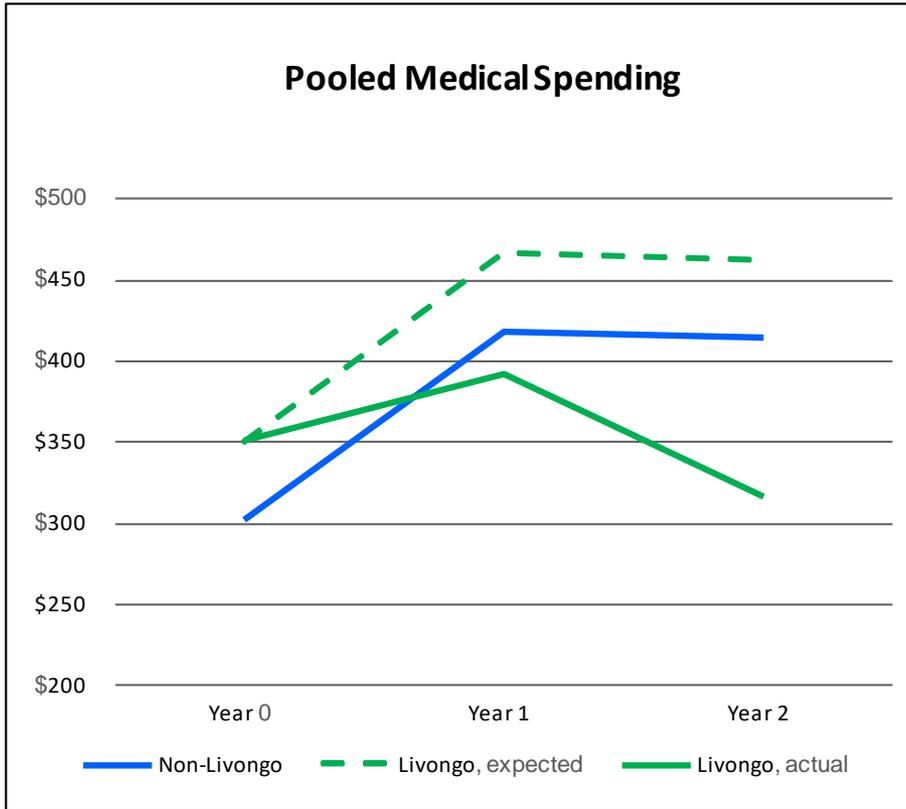
- Increased total pharmacy costs over time which was likely driven by increased medication adherence

Overall ROI

- Pooled ROI for medical and Rx cost is 1.5x and 2.3x in Year 1 and Year 2



Livongo Diabetes Program ROI Analysis



- **Year 1**
 - Non-member Medical Costs: ↑ 36%
 - Member Medical Costs: ↑ 7%
 - Net Medical Costs: ↓ 28% (\$80 PMPM medical savings)
- **Year 2**
 - Non-member Medical Costs: ↑ 40%
 - Member Medical Costs: ↓ 10%
 - Net Medical Costs: ↓ 50% (\$154 PMPM medical savings)
- **Year 1 ROI (Medical):** $\frac{\$80}{(\$68^1 - \$30^2)} = 2.1x$
- **Year 2 ROI (Medical):** $\frac{\$154}{(\$68^1 - \$30^2)} = 4.0x$

1. Livongo for Diabetes PMPM fee

2. Diabetes supply cost calculated from pharmacy claims

Approach:

Difference-in-difference comparison of total allowed amount of medical spending (PMPM) one year prior to Livongo launch (Year 0) compared to:

- Cohort #1: Year 1 and Year 2 members vs. non-members
- Cohort #2: Year 1 members vs. non-members

Cohort 1

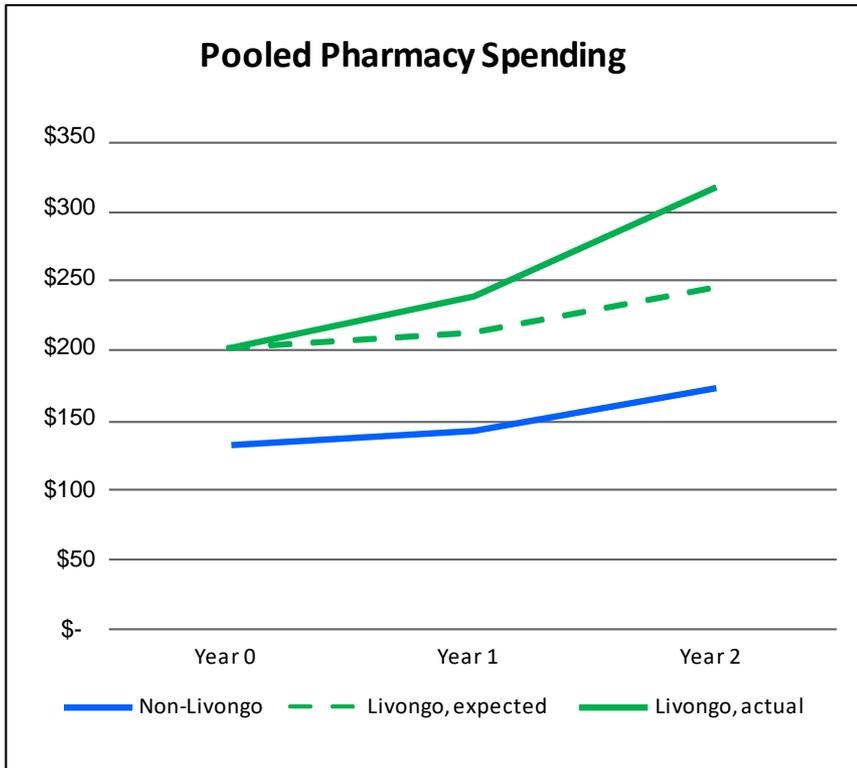
- Year 0: June 2016-May 2017
- Year 1: June 2017-May 2018
- Year 2: June 2018-May 2019

Cohort 2

- Year 0: June 2017-May 2018
- Year 1: June 2018-May 2019



Livongo Diabetes Program ROI Analysis



- **Year 1**
 - Non-member Rx Costs: ↑ 9%
 - Member Rx Costs: ↑ 19%
 - Net Rx Costs: ↑ 10%
(-\$26 PMPM medical savings)
- **Year 2**
 - Non-member Rx Costs: ↑ 32%
 - Member Rx Costs: ↑ 58%
 - Net Rx Costs: ↑ 25%
(-\$74 PMPM medical savings)
- **Year 1 ROI (Total Pooled):** $\frac{\$80 - \$26}{(\$68^1 - \$30^2)} = 1.5x$
- **Year 2 ROI (Total Pooled):** $\frac{\$154 - \$74}{(\$68^1 - \$30^2)} = 2.3x$

1. Livongo for Diabetes PMPM fee
2. Diabetes supply cost calculated from pharmacy claims

Approach:

Difference-in-difference comparison of total allowed amount of medical spending (PMPM) one year prior to Livongo launch (Year 0) compared to:

- Cohort #1: Year 1 and Year 2 members vs. non-members
- Cohort #2: Year 1 members vs. non-members

Cohort 1

- Year 0: June 2016-May 2017
- Year 1: June 2017-May 2018
- Year 2: June 2018-May 2019

Cohort 2

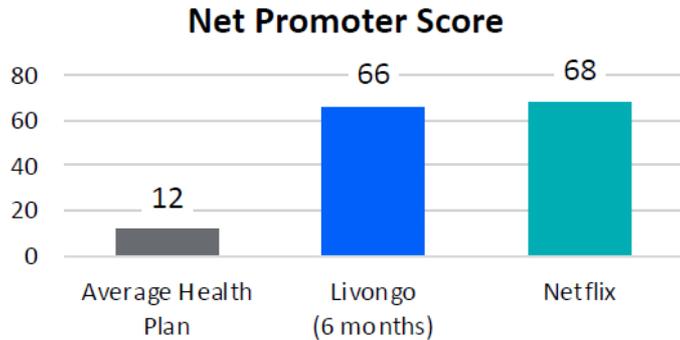
- Year 0: June 2017-May 2018
- Year 1: June 2018-May 2019



Member Satisfaction Survey & NPS

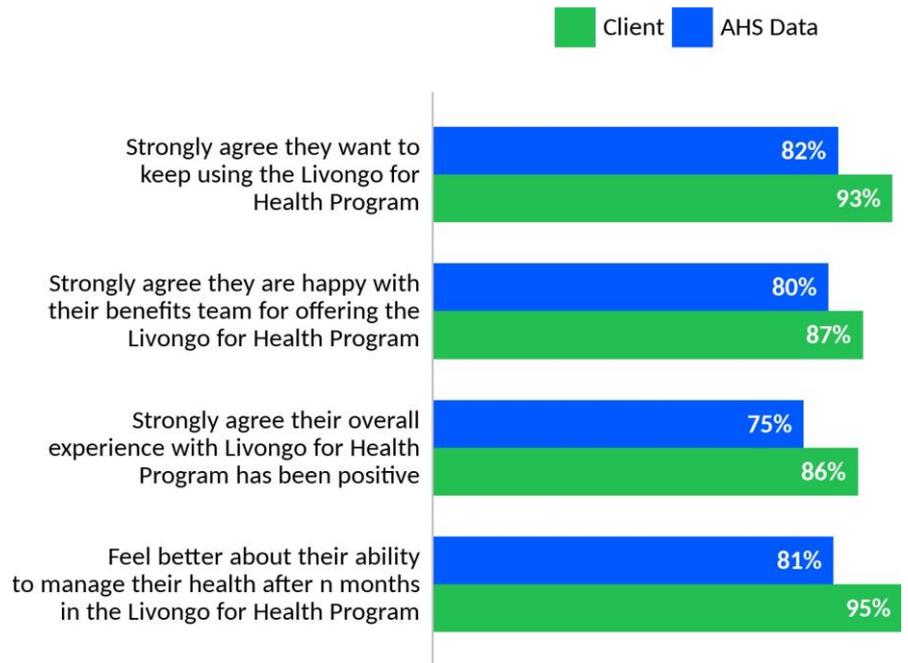
Net Promoter Score (NPS): The overall Livongo Net Promoter Score among Harris Health Members is +92

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



+92

Livongo NPS for Harris Health



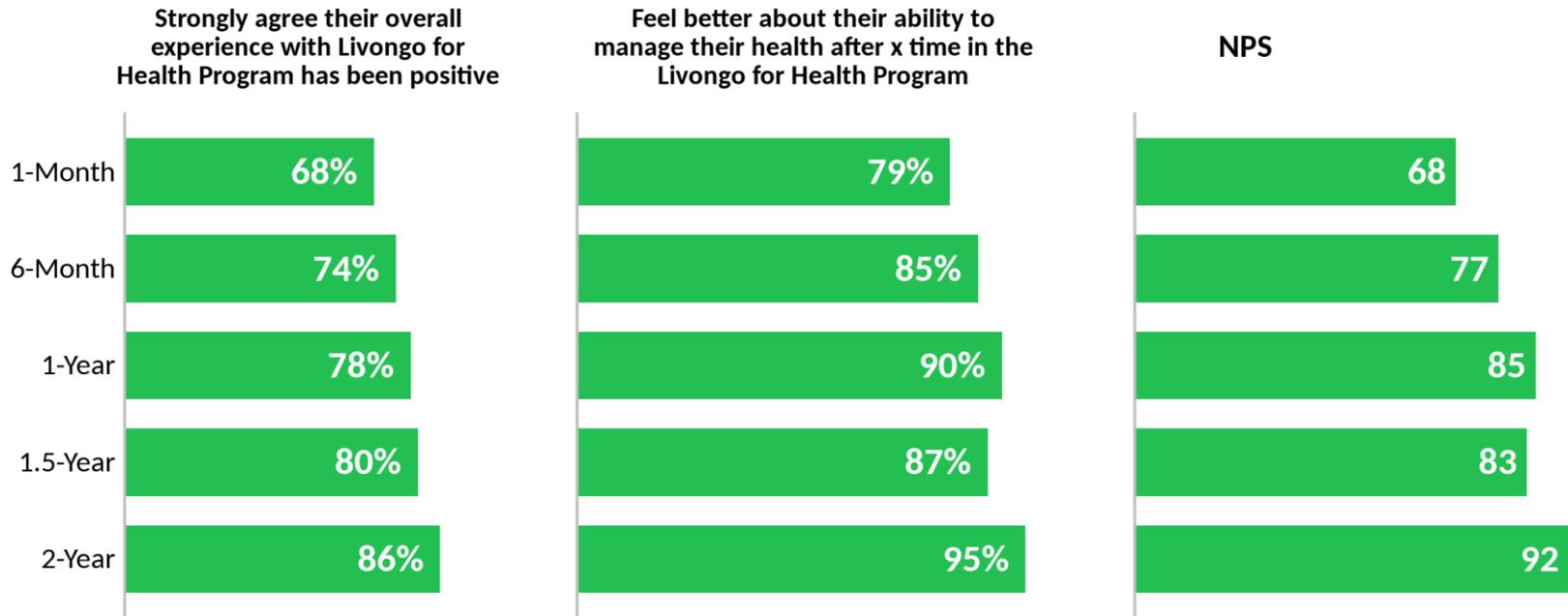
n= 141 Client 2Y Sat Survey Respondents

n= 5,046 AHS Data 2Y Sat Survey Respondents



Member Satisfaction Survey & NPS

Net Promoter Score (NPS): The overall Livongo Net Promoter Score among Harris Health Members is +92



Overall, Harris Health Livongo Members are more satisfied with their experience as they continue with their journey with Livongo



Diabetes Empowerment and Distress Scale

Diabetes Empowerment Scale	Pre-program	2-Year	Change
I am able to turn my diabetes goals into a workable plan.	3.99	4.60	↑ 0.61
I can ask for support for having and caring for my diabetes when I need it.	4.13	4.66	↑ 0.53
I can find ways to feel better about having diabetes.	3.83	4.50	↑ 0.67
I can try out different ways of overcoming barriers to my diabetes goals.	4.04	4.63	↑ 0.59
I know enough about myself as a person to make diabetes care choices that are right for me.	3.99	4.65	↑ 0.66
I know the positive ways I cope with diabetes-related stress.	3.76	4.40	↑ 0.64
I know what helps me stay motivated to care for my diabetes.	3.96	4.59	↑ 0.63
I know what part(s) of taking care of my diabetes I am dissatisfied with.	3.91	4.42	↑ 0.51

Diabetes Distress Scale	Pre-program	2-Year	Change
Feeling overwhelmed by the demands of living with diabetes.	2.25	1.88	↓ 0.37
Feeling that I am often failing with my diabetes routine.	2.38	1.91	↓ 0.47

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

Improvements in Diabetes Empowerment Scale indicate people are increasingly confident in their ability to successfully manage their diabetes and improve their blood glucose control.

Diabetes Distress Scale measures the unique, often hidden emotional burdens and worries with chronic disease management.

High levels of Diabetes distress have been significantly associated with poor blood glucose control.



Harris Health System Members on the Impact of Livongo

“I’m more energetic and lively. Make healthy choices for what I eat.”

“I can better manage my blood sugar with the Livongo system.”

“Knowing I have a consistent and systematic way to monitor my blood pressure gives me piece of mind. Thanks.”

“I now start and end my day with the information I need to successfully approach my diabetes.”

“More aware of my health management of blood pressure and diabetes through consistent checking and monitoring.”

“I have been testing more than I was in the past therefore allowing me to make needed changes to my habits as necessary. I am more empowered as I feel as though I am being held accountable.”

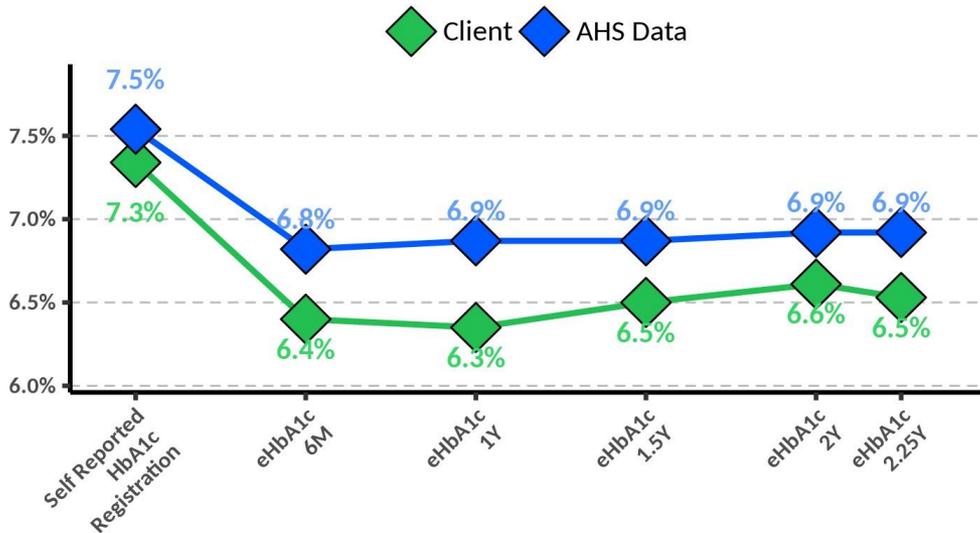
“My blood pressure is more normal now. Using the Livongo helps me to maintain my blood pressure.”

Member Quotes from Client Satisfaction Surveys



Livongo Diabetes Clinical Results: eHbA1c

eHbA1c



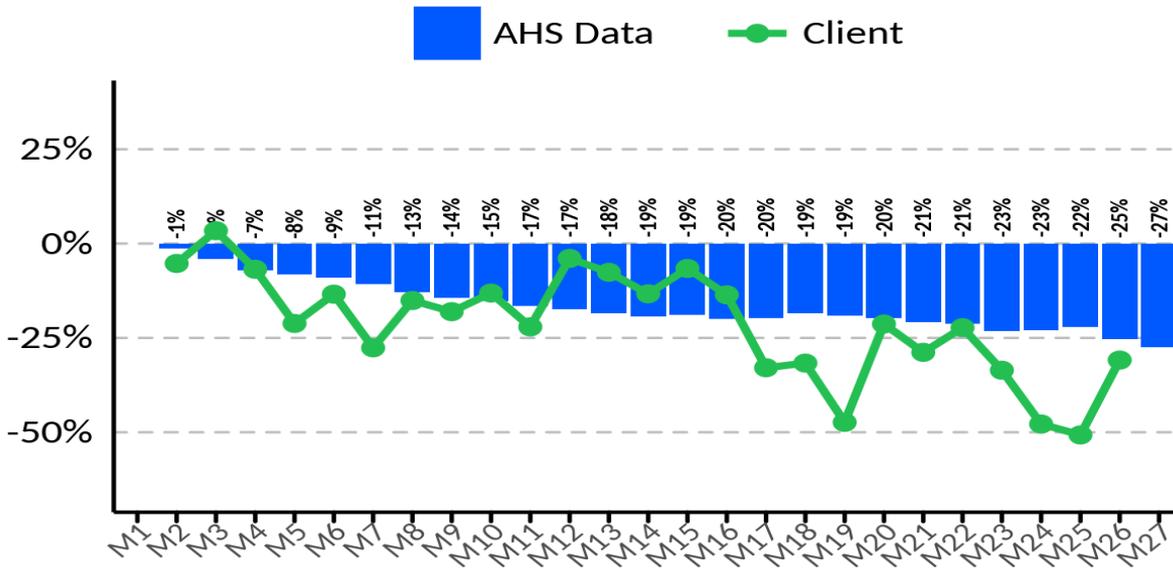
Harris Health members experienced a **0.8pt decrease in eHbA1c at 2.25Y** from the self reported values at registration

Livongo estimates A1c values (eA1c) from blood glucose values using the ADAG model [<http://care.diabetesjournals.org/content/31/8/1473>]. Any member who has a starting self-reported A1c value and an eA1c value is represented in this analysis; the average member reduction in eA1c from the starting self-reported value is used to extrapolate the eA1c trend line.



Livongo Diabetes Clinical Results

Likelihood of Days with Blood Glucose < 80



Keeping people in the safe zone

The Livongo for Diabetes Program is designed to help people move to the safe zone and stay in the safe zone. The safe zone is a leading indicator of health outcomes.

Avoiding hypoglycemic events

Avoiding low blood glucose (BG) episodes can prevent urgent visits to their primary care physician or the emergency room.

Harris Health members are 21% less likely on average to have days with hypoglycemic readings.

1. Safe zone is defined as blood glucose values between 80-180 mg/dl
2. Hypoglycemic (low blood glucose) is defined as a blood glucose value <80 mg/dl

Livongo Hypertension Management Program



Livongo Hypertension Management Program

- Program designed to empower participants with the latest technology, information and coaching to more effectively manage their Hypertension.
- Livongo is FREE program provided to Harris Health System employees, spouses and pre-65 retirees who have Hypertension and are enrolled in the Harris Health System Medical Plan.
- Our Goals:
 - Achieve $\geq 40\%$ enrollment and engagement in the Livongo Hypertension Management Program.
 - Program-year enrollment = 32.6%
 - Decrease ER visits and complications associated with Hypertension
 - On average, Hypertension members participating in Livongo are 1.5x less likely to have an ER visit.
 - On average, Hypertension members participating in Livongo are 1.9x less likely to have inpatient days compared to non-participants.
 - Livongo HTN participants cost nearly 26% less than Non-Participants; a difference of \$378 PMPM; a total difference of \$9,022,014 per year.
 - Improve % of participants that have a controlled blood pressure
 - 6% improvement of participants that are controlled; total of 38% of participants controlled this first year
 - Achieve Blood pressure reductions of 10 mmHg and reducing risk of coronary heart disease and stroke
 - Participants saw a reduction of 10mmHg reduction in systolic blood pressure, resulting in 22% reduction in risk of coronary heart disease events and 41% reduction in risk of stroke*
 - Improve clinical compliance with HEDIS measures and Quality metrics
 - Livongo HTN participants are meeting quality metrics 9.7% more than non-participants
 - Achieve positive participant feedback that Livongo is easy to use and is a valuable resource in better self management.
 - Net promoter score of 92+; positive testimonials
 - Achieve VOI (Value on Investment)
 - Pooled ROI for medical and Rx cost is 3.3X, clinical improvements, high participant satisfaction

*BMI. 209; 338: b1665.



Livongo Hypertension Management Program

The Livongo Hypertension Management Program includes:

- A free connected blood pressure monitor
- Instant, personalized tips with each blood pressure check
- Real-time support when participants are out of range
- 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 Hypertension and improve their health
- Available via desktop, laptop or mobile device including apps for both iPhone and Android devices





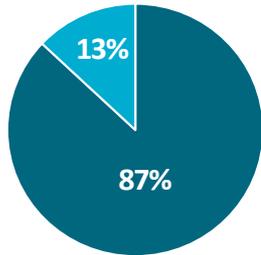
Livongo Hypertension Management Executive Summary

- **Hypertensives participating in Livongo cost 26% less** than non participants; a difference of \$378 PMPM; a total difference of \$9,022,014 per year.
- **High member satisfaction** – Based on survey feedback, the overall Livongo Net Promotor Score (NPS) among Harris Health members is +92.
- **Strong engagement results** – 32.6% of identified population are enrolled in the Livongo Hypertension Management Program for this program year; this is 12.6% greater than the Livongo BoB of 20%
- **Reduced blood pressure readings** – Members saw an reduction of 10mmHg reduction in systolic blood pressure, resulting in 22% reduction in risk of coronary heart disease events and 41% reduction in risk of stroke*
 - 6% improvement of participants that are controlled; total of 38% of participants controlled this first year
 - 92% completed the ‘Drive-to-5’ to establish checking patterns in the first 30-days to develop initial personalized interventions
- **Improve clinical compliance with HEDIS measures and Quality metrics** — Livongo HTN participants are meeting quality metrics 9.7% more than non-participants
 - On average, Hypertension members participating in Livongo are 1.5x less likely to have an ER visit.
 - On average, Hypertension members participating in Livongo are 1.9x less likely to have inpatient days compared to non-participants
- **Achieve VOI (Value on Investment)** — Pooled ROI for medical and Rx cost is 3.3X, clinical improvements, high participant satisfaction
 - Net promoter score of 92+; positive testimonials
 - Livongo Hypertension participants annual cost reduced by \$270,140 from prior program year.



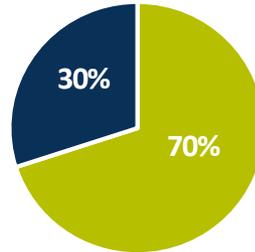
Livongo Hypertension Management Program Demographics

Membership



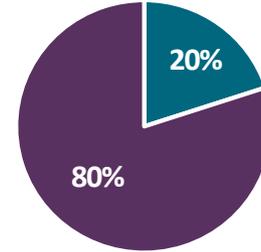
■ Employee ■ Spouse

Gender



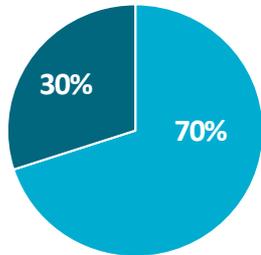
■ Female ■ Male

Age



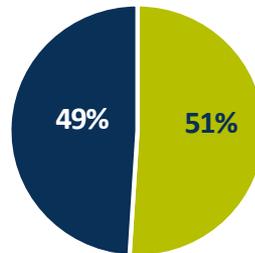
■ 18-44 ■ 45-64

Program



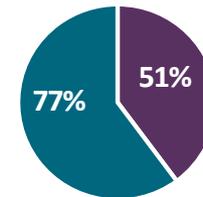
■ Diabetes Only ■ Diabetes & Hypertension

Uncontrolled Stage



■ Stage 1 ■ Stage 2

Hypertension Medications



■ Uses HTN Meds ■ No HTN Meds

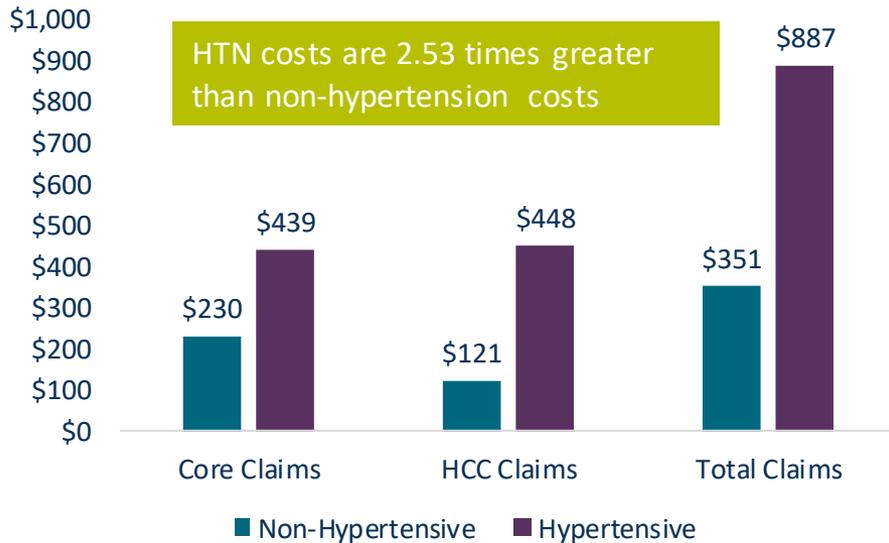


Hypertensive versus Non-Hypertensive Cost & Risk Analysis

Top 3 Chronic Conditions	Spouses Prevalence	Number of Spouses	Employees Prevalence	Number of Employees
Diabetes	33.1%	570	26.6%	2,263
Hyperlipidemia	22.0%	378	15.0%	1,266
Morbid Obesity	25.9%	446	16.9%	1,430

Hypertension Population	Hypertension ER Visits per 1000	Hypertension ER Plan Paid Avg.
Hypertension Members	386.46	\$2,831.44
Non-Hypertension Members	193.1	\$2,317.35

Cost Per Member Per Month PMPM



Top Hypertension (HTN) Comorbidities	HTN Prevalence FY21	Non-HTN Prevalence FY21
Diabetes	36.7%	9.1%
Hyperlipidemia	39.9%	10.6%

Prevalence of diabetes and hyperlipidemia is on average 3.9x higher, respectively, for hypertensives versus non-hypertensives.

Solutions Implemented:

- Livongo Diabetes Management Program
- Livongo Hypertension Management Program
- Naturally Slim® Pre-Diabetes & Weight Management Program
- Onsite HbA1c Screenings
- Nutrition Counseling

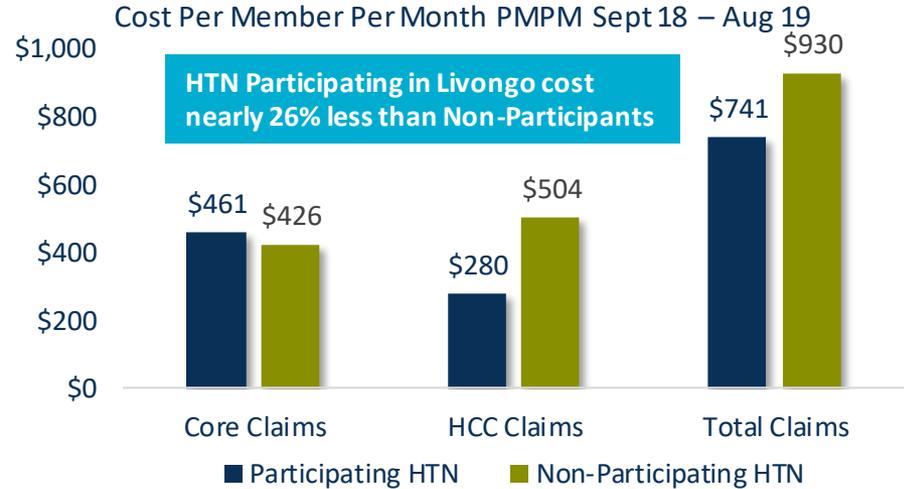


Hypertension Population – Livongo Participants

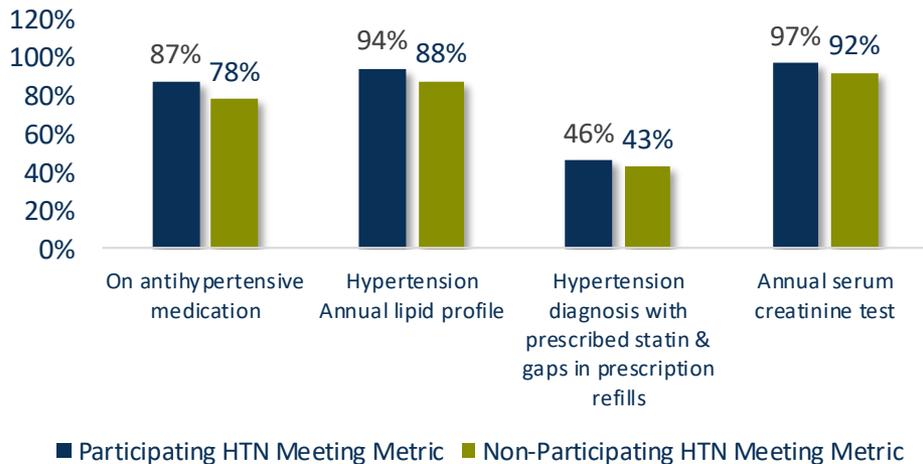
Participating in Livongo	Count	% Engaged	Prospective Risk Score
Participating	960	32.6%	2.45
Not Participating	1,989	67.4%	2.56
Total	2,949	100%	

32.6% participants with Hypertension engaged in Livongo during the program year

*Currently 34% engaged as of February 2020 (1,017 participants out of 3,006 identified with Hypertension engaged in Livongo)



Quality Metrics - Hypertension



10% of our population have Pre-Hypertension & 11.4% have Hyperlipidemia.

- **508*** Pre-Hypertension: Systolic >120 & <139; Diastolic >80 & <89, and no diagnosis of Hypertension.
- **1,886** have a diagnosis of Hyperlipidemia

Solutions:

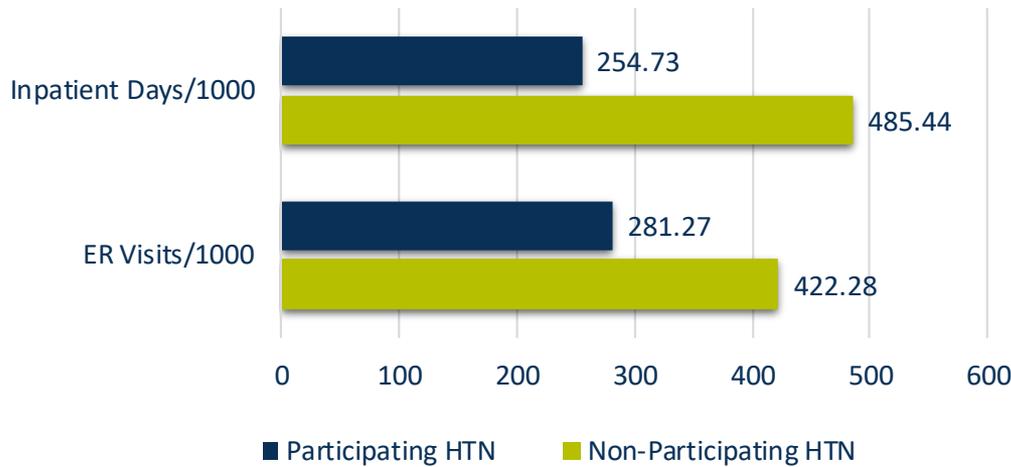
- Naturally Slim® Pre-Diabetes & Weight Management Program
- New for FY22-Livongo Diabetes Prevention Program

*Includes dependents; Pre-Hypertension range >120/80 & <139/89 with no HTN diagnosis; Active Members



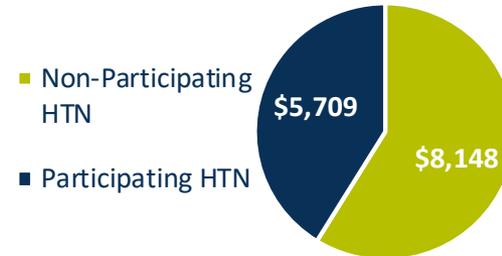
Hypertension Population – Livongo Participants

Livongo HTN: Participants vs. Non-Participants ER & In-Patient Days



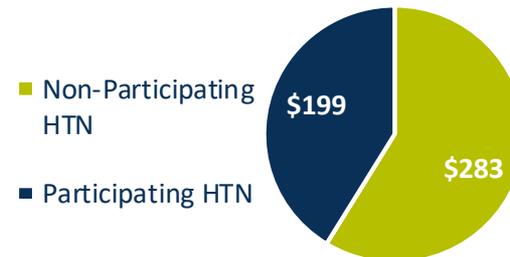
On average, hypertensives not participating in Livongo are 1.50x more likely to have an ER visit and 1.9x as likely to have inpatient days.

Avg Cost/Claimants



The average cost for Hypertension member participating in Livongo is 30% less than a non-participating member.

Avg Claim Cost



The average claim cost for hypertensives not participating in Livongo is nearly 1.42x more than participating hypertensives.



Hypertension Population – Livongo Participants

Livongo Participants Clinical Compliance

Clinical Measure	Percent Compliant – Livongo Total	Percent Compliant – Employee	Percent Compliant – Spouse
On antihypertensive medication	87.15%	86.24%	91.96%
Hypertension Annual lipid profile	94.12%	94.04%	95.54%
Hypertension diagnosis and prescribed statin and gaps in prescription refills	45.87%	45.93%	43.40%
Annual serum creatinine test	96.50%	96.05%	100%
Preventive visit	95.94%	95.69%	97.50%



Hypertension Population – Livongo Participants

Livongo Participants Clinical Compliance

Clinical Measure	Percent Compliant – Livongo Hypertension	Percent Compliant – Employee Hypertension	Percent Compliant – Spouse Hypertension
LDL < 100 mg/dL	48.6%	47.1%	58.4%
Total Cholesterol < 200 mg/dL	75.0%	70.6%	82.1%
HDL: < 50 mg/dL for Females < 40 mg/dL for Males	32.5%	32.4%	33.0%
Triglycerides < 150 mg/dL	78.0%	78.2%	79.3%
Glucose < 100 mg/dL	54.7%	57.2%	37.3%
Blood Pressure < 120/80 mm Hg	27.2%	28.1%	21.5%
Waist Circumference: Women: < 35 inches Men: < 40 inches	37%	36%	43%
Physical Activity: At Risk: 1-4 times (<150 min.) /week High Risk: 0 times/week	42.8%	43.1%	40.8%
Tobacco Use: Current Tobacco user	4.8%	4.6%	5.8%
Nutrition: At Risk: 1-2 servings of fruit, vegetables & high fiber foods/day High Risk: Rarely or never eats fruit, vegetables & high fiber foods/day	37.4%	37.7%	35.0%
Stress: At Risk: Sometimes stressed High Risk: High Stress	36.0%	36.8%	30.1%



Livongo Hypertension Program ROI Analysis

Year 1 ROI Result: All Members Enrolled Hypertension

Medical Spending

- 22% greater decrease in total medical spending for Livongo members

Pharmacy Spending

- 5% greater increase in Rx costs for members than non-members
- Increased proportion of days covered for Diuretics.

Overall ROI

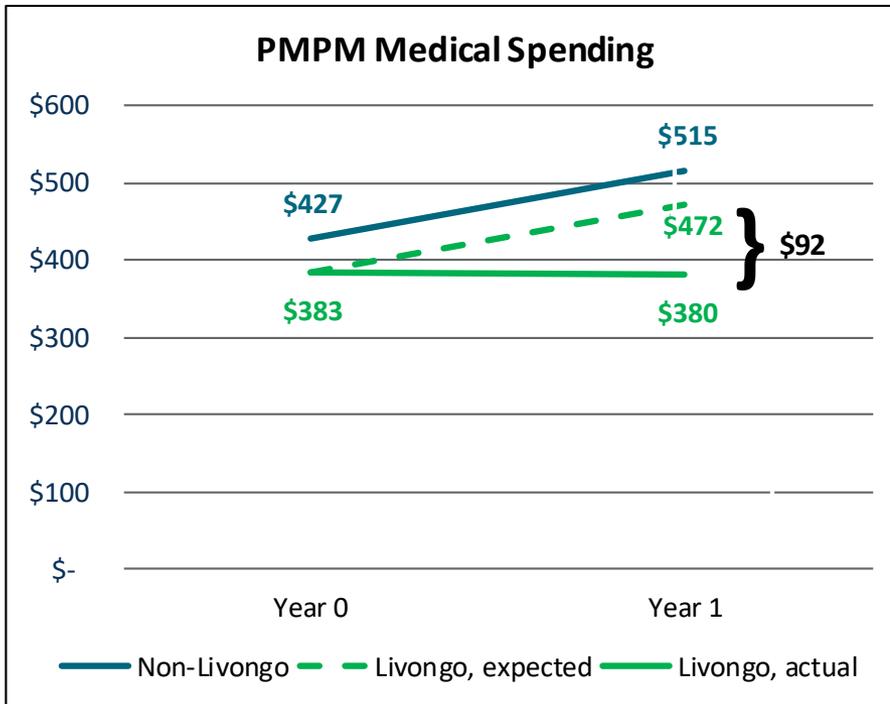
- **Total ROI: 3.3x**

Note: ROI Analysis also broken out by participants in the Hypertension program only and participants in the Diabetes and Hypertension Program. The reason we looked at it multiple ways is because there is a \$7 discount for those enrolled in both the Diabetes Program and the Hypertension program.



Livongo Hypertension Program ROI Analysis

Year 1 ROI Result: All Members Enrolled Hypertension



- **Net Medical Costs:** ↓ 22%
\$92 PMPM medical savings
- **Net Member Rx Costs:** ↑ 5%
\$26 PMPM Rx cost increase
- **Year 1 ROI (Total)** = $\frac{(\$92 - \$26)}{\$20^1} = 3.3x$

1. Livongo for Hypertension PMPM fee (\$20)

n = 514

Diabetes Prevention Program



Population Health Statistics-Pre-Diabetes

Pre-Diabetes		Sept 2016– August 2017		Sept 2017– August 2018		Sept 2018– August 2019		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%	1,166	8%	↓ 77	↓ 6.2%
Potentially undiagnosed diabetics	Glucose >=126, or an HbA1c >= 6.4%, and no diagnosis of diabetes	243		135		135	1%	→	→
% of Pre-Diabetic Population Overweight (BMI)	At Risk: 25-29 High risk: >=30	985	79%	932	75%	735	63%	↓ 197	↓ 21.1%
% of Pre-Diabetic Population Overweight (Waist Circumference)	Women: >=35 inches Men: >=40 inches		51%		43%	425	36%		↓ 7%

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.
 - 121 onsite classes were offered throughout Harris Health System
 - 487 participants during the program year
 - Total classes attended: 2,301
 - Average number of classes completed: 5
 - % of Pre-diabetic population engaged: 65.5%
- **Naturally Slim®:**
 - See slides 101-105 for outcomes

Key Findings:

- 8% of our population has Pre-Diabetes, a decrease of 6.2% over prior program year
- Top Harris Health System locations by Pre-Diabetes: Quentin Mease (19.2%), Telecommute (16.4%), Ben Taub (15.9%), ACS (14.7%), Administration (13.8%) LBJ (13.3%) and Community Health Choice (11.0%).
- 63% of participants with Pre-Diabetes have a BMI of >=25, a 21.1% decrease from prior program year.
- 36% of participants with pre-diabetes have a high waist circumference, a 7% decrease from prior program year.

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 1,700 pounds
 - Achieve 70% program completion
 - Achieved 64% program completion
 - 77.8% of participants rated the program good/excellent; a 2.2% increase over the prior program year
- 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
 - 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

31.5% of individuals lowered their Diabetes Risk

Participation

64%
Completion

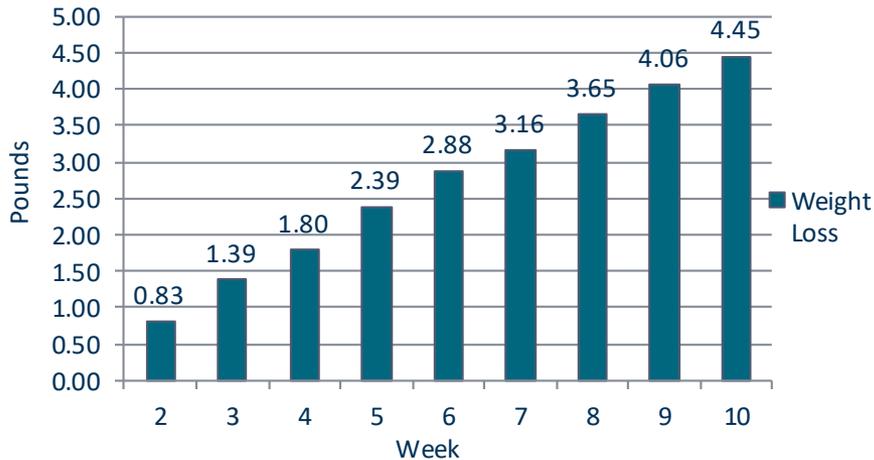
- 426 people started the program
- 64% Completed at least 8 out of 10 weeks
- 57% of people with pre-diabetics participated in the program
- Classes offered in September, February and June

Average BMI

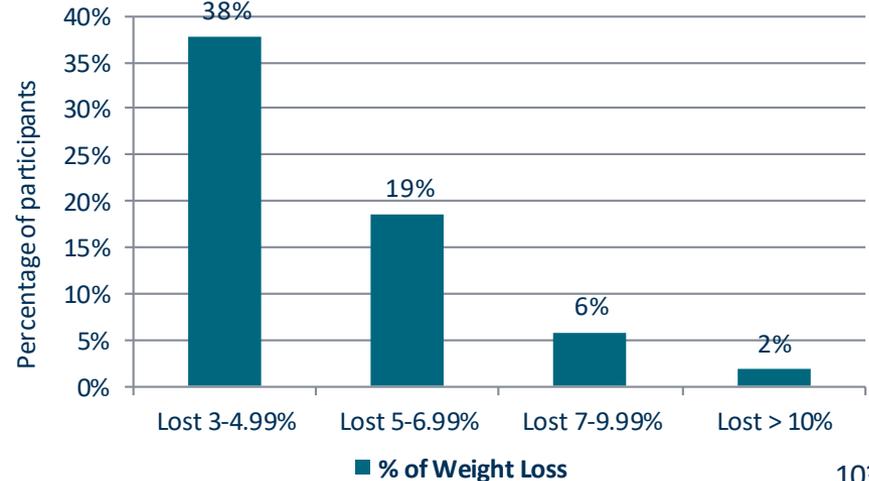
32.8

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 1,700 lbs.





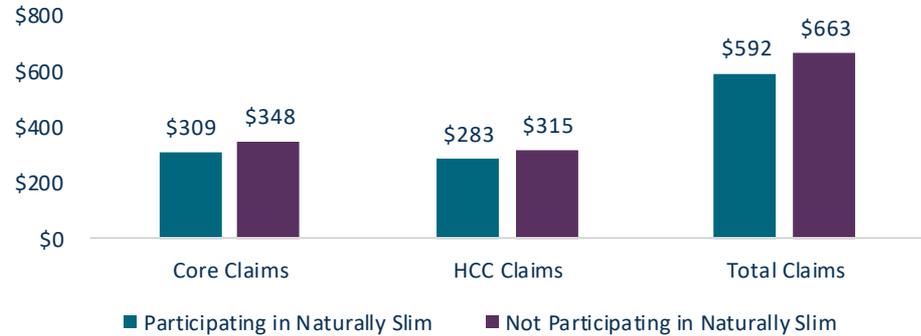
Naturally Slim® Cost & Risk Analysis

Participating in Naturally Slim®	Count	Prospective Risk Score (Prior)	Prospective Risk Score (Current)
Participating	566	1.35	1.67
Not Participating	2,760	1.97	1.99

Average risk score is 1.93

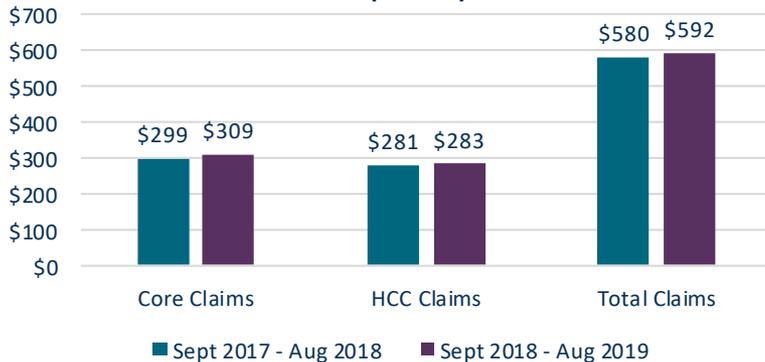
Prospective risk score is .32 less for participants than non-participants

Participating Naturally Slim® vs Non-Participating Naturally Slim® Cost PMPM



Claims for members that are eligible for Naturally Slim®, but not participating, are 12% 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 2.1% which is below expected trend.

Top Naturally Slim® Participant Comorbidities	Prevalence Sept 2017 – Aug 2018	Prevalence Sept 2018 – Aug 2019	Risk Shift
Hypertension	33.4%	27.4%	↓ 6 %
Hyperlipidemia	22.1%	17.7%	↓ 4.4%
Diabetes	20.1%	17.2%	↓ 2.9%



Naturally Slim® Post Foundations

- **Testimonials**

- “I’m more confident of how my eating effects my blood glucose and HBP.”
- “The program is excellent for me, I have confidence in my self now more especially the way I look when I dress up even my colleague are commenting about how I look.”
- “The naturally slim program was an eye opener for me and I think my coworkers would benefit as well from the program. It's basic things are things that can be utilized everyday to make us successful in our goal of a healthier weight.”
- “This is a great program that does not require a lot of weekly time for the modules. And, the information was very useful.”
- “Even though I haven't yet lost all the target weight, it was an excellent start. I'm planning to continue with what I’ve learned.”
- “Thank you. This knowledge is so great and simple. Anybody can follow and improve their lives. Thanks again. Well done.”
- People would really enjoy the program, they only have to give it a try to know it works.

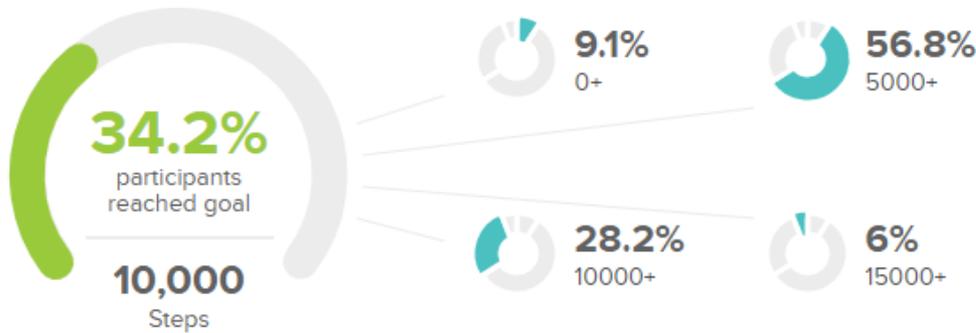
Fitbit Program



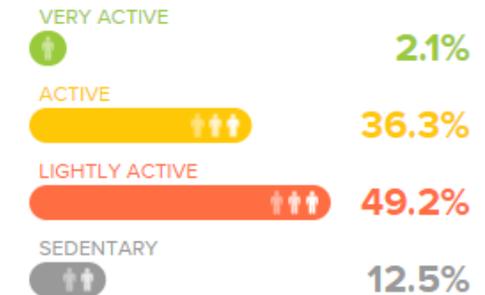
Fitbit Program Overview

Participants breakdown

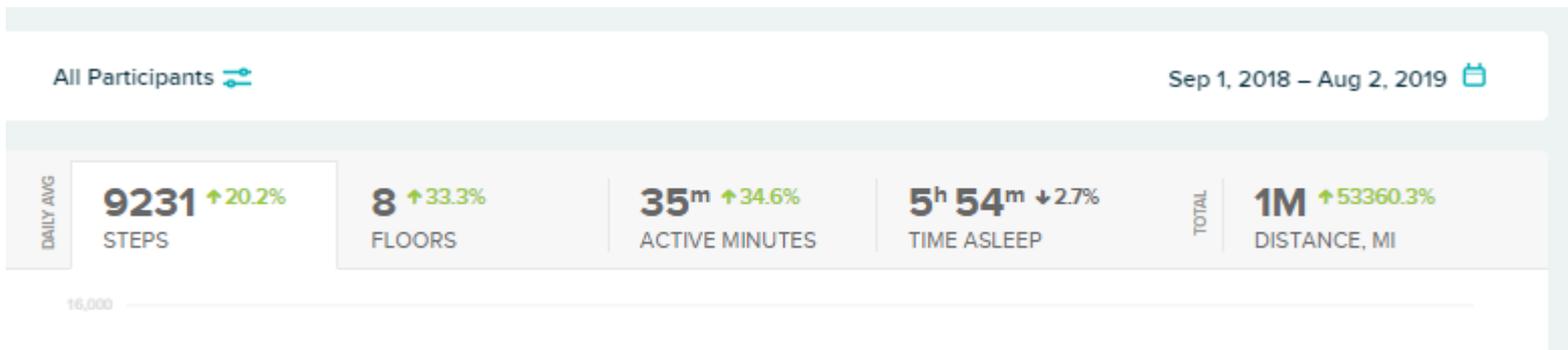
DAILY STEPS



ACTIVITY



1995 participants were active, 2710 of which had enough activity data to be included into this breakdown.



Note data from this dashboard overview is from 9/1/18 – 8/1/19 due to dashboard contract date. Program year ends on 8/31/19.



Fitbit Program Overview

Fitbit Program - September 2018-August 2019	
Total # unique participants Active/Included	1,995/2,710
Average Steps	9,185.89
Average Distance	3.89
Average Floors	7.45
Average Active Minutes	34.41
Total Steps	3,068,117,433.00
Total Distance	1,299,771.47
Total Floors	1,493,793.00
Total Active Minutes	11,406,367.00
Days With Steps	365.00
Days Above Goal	67.00

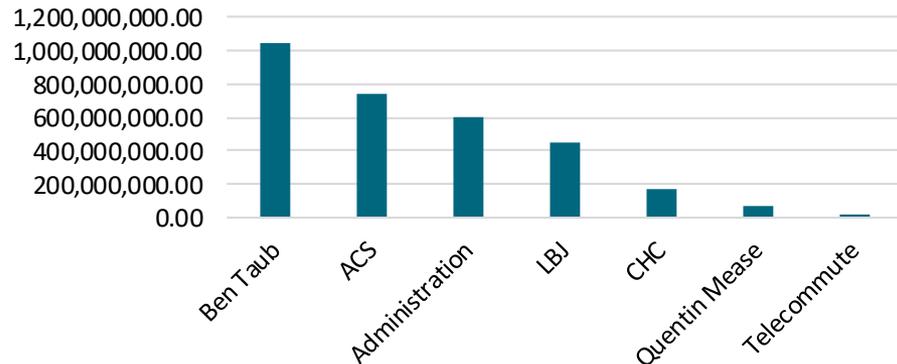
Fun Facts:

- Participants went 52.20 Times around the earth
- Participants went 5.44 times to the Moon
- Participants went 514.59 times up Mount Everest
- Participants completed 38,021 Five-Hour marathons

Total Steps by Location:

1. Ben Taub - 1,040,752,903
2. ACS - 735,206,865
3. Administration - 602,031,712
4. LBJ - 445,006,690
5. CHC - 173,286,496
6. Quentin Mease - 67,271,008
7. Telecommute - 4,561,759

Total Steps By Location





Fitbit Program Overview

Fitbit Program Data September 1, 2018 through August 31, 2019

	Total # unique participants Active/Included	Average Steps	Average Distance	Average Floors	Average Active Minutes	Total Steps	Total Distance	Total Floors	Total Active Minutes	Days With Steps	Days Above Goal
Ben Taub	908	9,525.97	4.02	8.01	34.17	1,040,752,903	439,898.94	509,104	3,670,581	365	109
ACS	620	9,847.31	4.19	6.93	37.54	735,206,865	310,925.78	288,785	2,835,571	365	142
Administration	576	8,225.35	3.50	7.14	32.88	602,031,712	256,070.28	321,526	2,366,682	365	3
LBJ	382	9,568.38	4.06	7.09	35.91	445,006,690	189,213.02	231,217	1,662,774	365	112
CHC	184	7,567.22	3.19	7.87	26.67	173,286,496	73,123.65	121,668	613,603	365	0
Quentin Mease	56	9,571.83	4.08	8.02	33.81	67,271,008	28,572.42	19,031	237,312	362	140
Telecommute	7	8,328.07	3.60	5.51	35.27	4,561,759	1,967.71	2,462	19,844	335	154



Fitbit Program Overview

Ben Taub Hospital:

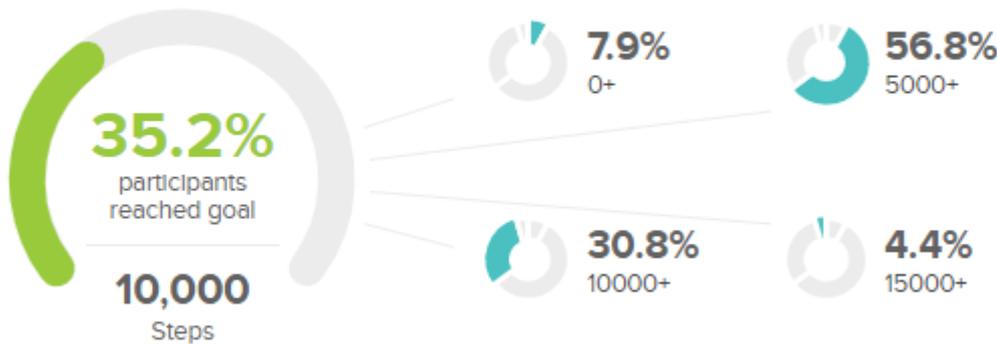
Filter: Ben Taub Hos... [Reset filters](#)

Sep 1, 2018 – Aug 2, 2019

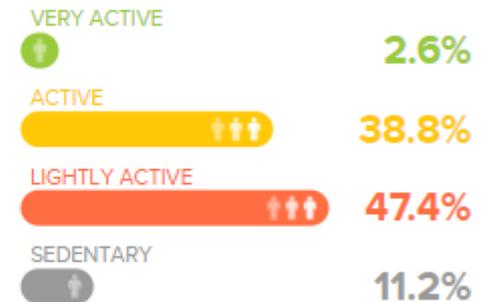
DAILY AVG	9560 ↑9.2%	8	35m ↑2.9%	5h 42m ↓3.7%	TOTAL	393K ↑75538.8%
	STEPS	FLOORS	ACTIVE MINUTES	TIME ASLEEP		DISTANCE, MI

Participants breakdown

DAILY STEPS



ACTIVITY



659 participants were active, 908 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview

ACS:

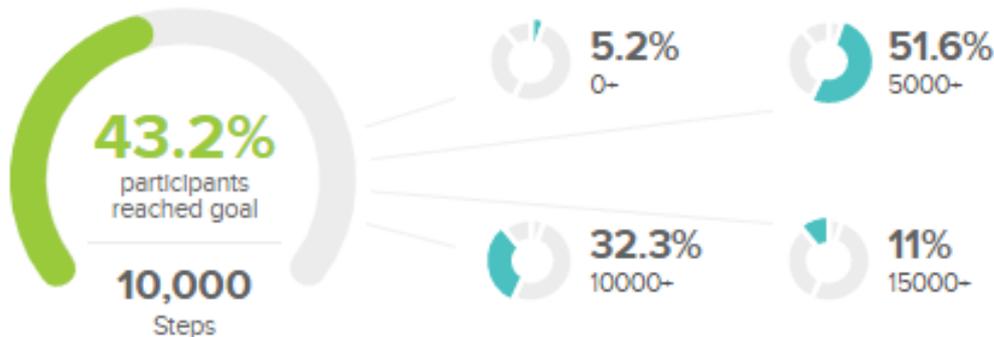
Filter: ACS Reset filters

Sep 1, 2018 – Aug 2, 2019

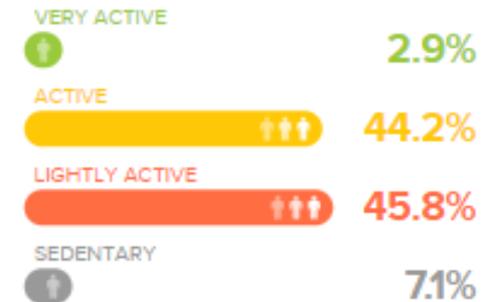
DAILY AVG	9928 ↑25.5%	7 ↑40%	38m ↑58.3%	5h 53m ↑0.6%	TOTAL	283K ↑48815%
	STEPS	FLOORS	ACTIVE MINUTES	TIME ASLEEP		DISTANCE, MI

Participants breakdown

DAILY STEPS



ACTIVITY

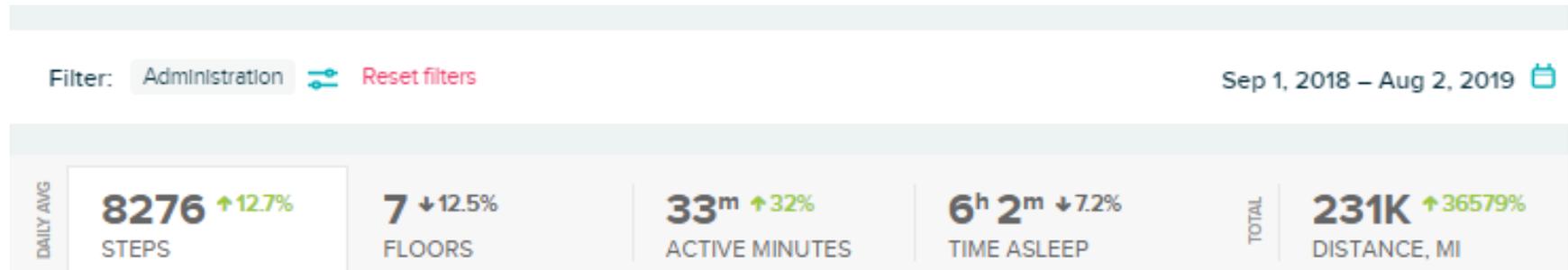


452 participants were active, 620 of which had enough activity data to be included into this breakdown.



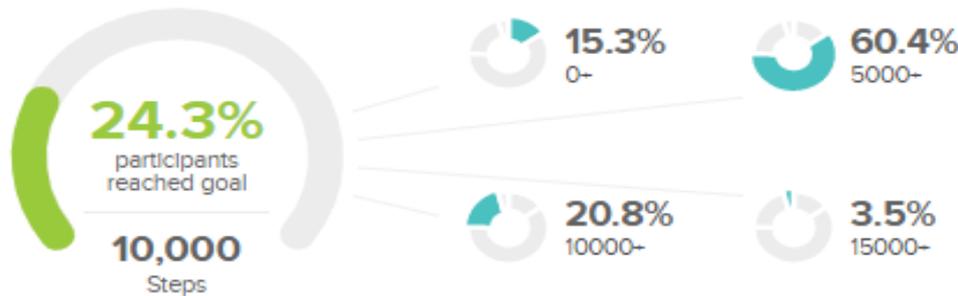
Fitbit Program Overview

Administration:

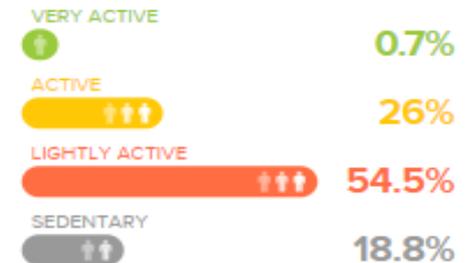


Participants breakdown

DAILY STEPS



ACTIVITY



430 participants were active, 576 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview

LBJ Hospital:

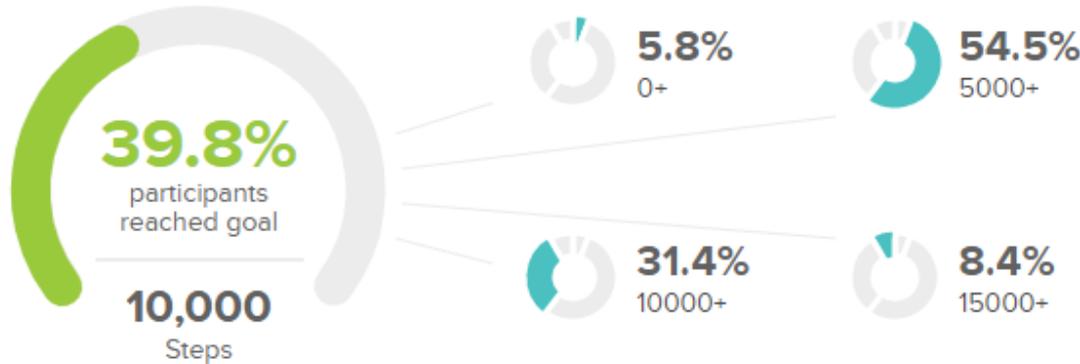
Filter: LBJ Hospital [Reset filters](#)

Sep 1, 2018 – Aug 2, 2019

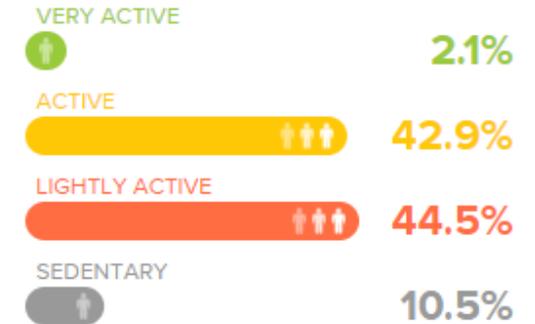
DAILY AVG	9590 ↑35.5%	7 ↑133.3%	36m ↑63.6%	5h 54m	TOTAL	165K ↑85038.9%
	STEPS	FLOORS	ACTIVE MINUTES	TIME ASLEEP		DISTANCE, MI

Participants breakdown

DAILY STEPS



ACTIVITY



329 participants were active, 382 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview

Community Health Choice (CHC):

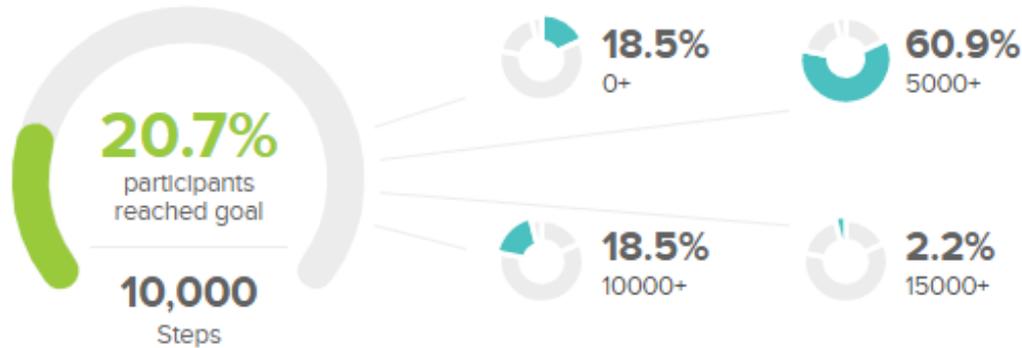
Filter: Community H... [Reset filters](#)

Sep 1, 2018 – Aug 2, 2019

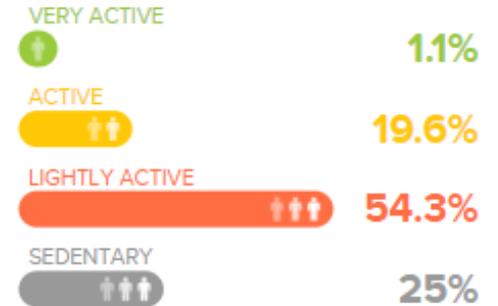
DAILY AVG	7602 ↑10.6% STEPS	8 ↑100% FLOORS	27m ↑17.4% ACTIVE MINUTES	6h 7m TIME ASLEEP	TOTAL	66K ↑25644.4% DISTANCE, MI
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Participants breakdown

DAILY STEPS



ACTIVITY



128 participants were active, 184 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview

Quentin Mease:

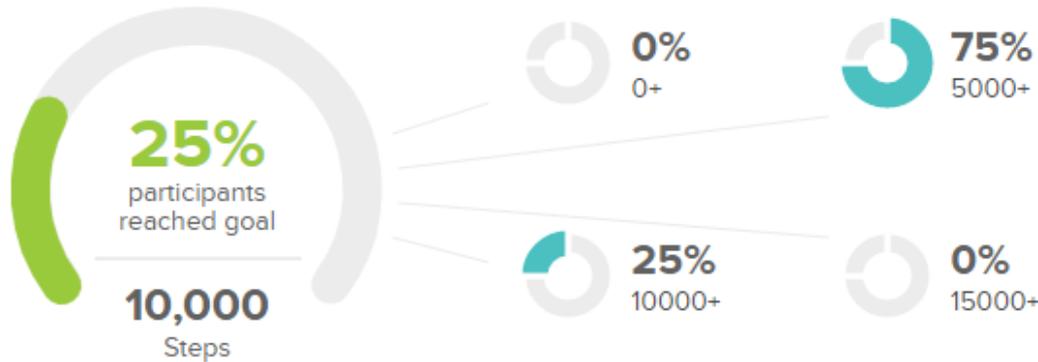
Filter: Quentin Mease Reset filters

Sep 1, 2018 – Aug 2, 2019

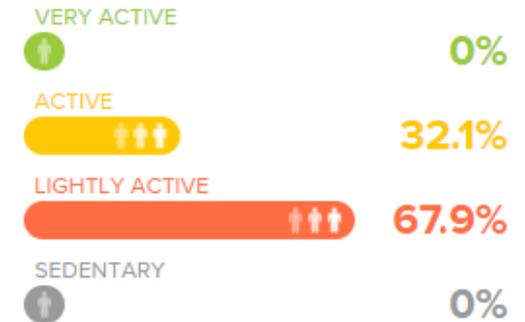
DAILY AVG	9653 STEPS	8 FLOORS	34m ACTIVE MINUTES	6h 26m TIME ASLEEP	TOTAL	27K DISTANCE, MI
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Participants breakdown

DAILY STEPS



ACTIVITY



40 participants were active, 56 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview

Telecommute:

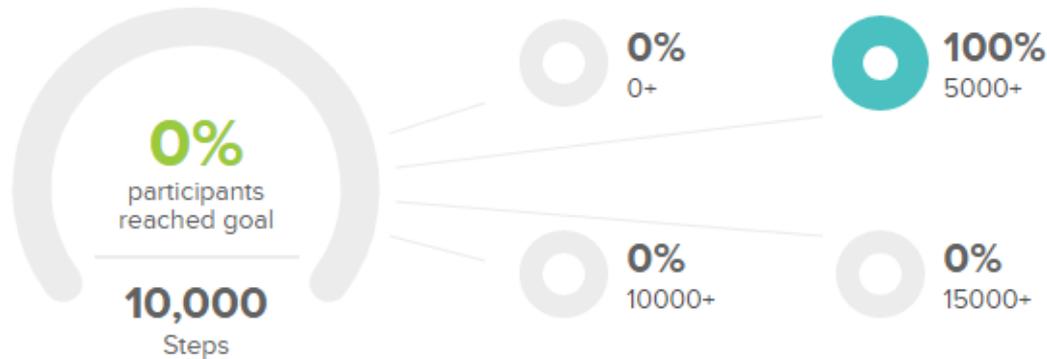
Filter: Telecommute [Reset filters](#)

Sep 1, 2018 – Aug 2, 2019

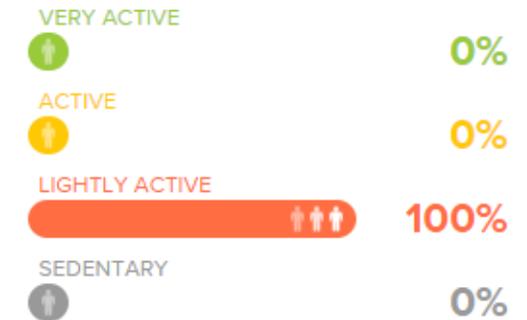
DAILY AVG	9141 ↑193.7%	6 ↑100%	38m ↑850%	—	TOTAL	1552 ↑40535.4%
	STEPS	FLOORS	ACTIVE MINUTES	TIME ASLEEP		DISTANCE, MI

Participants breakdown

DAILY STEPS



ACTIVITY



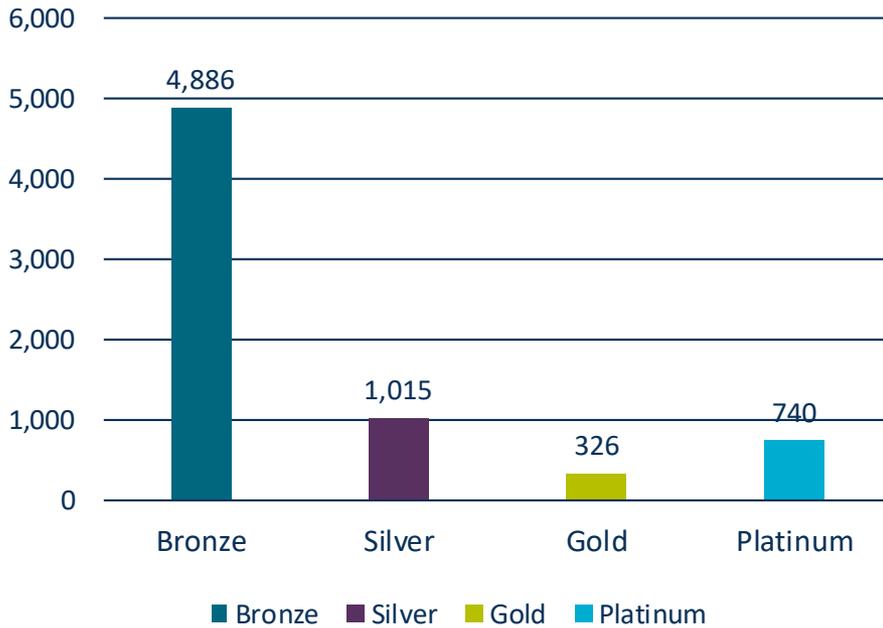
5 participants were active, 2 of which had enough activity data to be included into this breakdown.

Medal Level Analysis



Medal Level Analysis

Participation by Medal Level



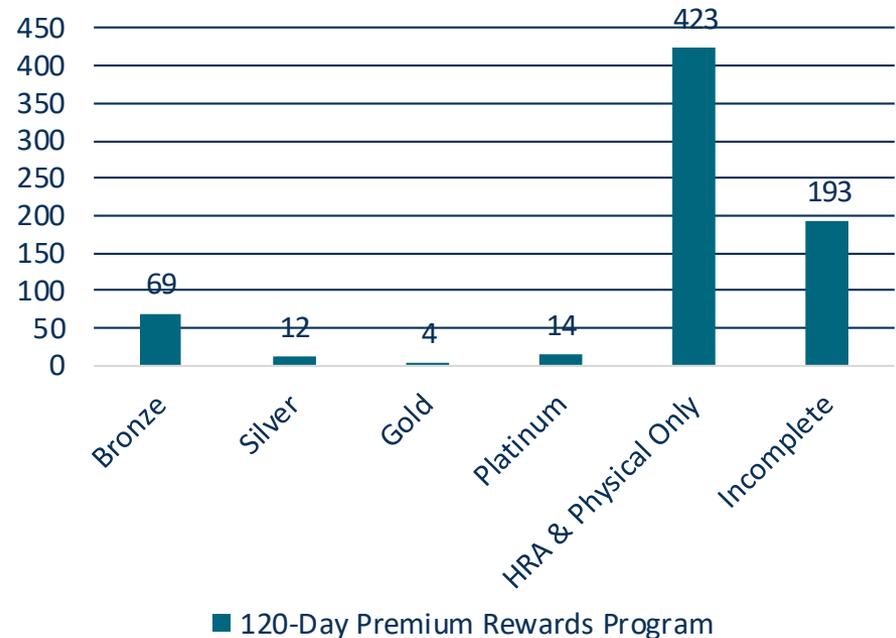
	Platinum	Gold	Silver	Bronze	No Award
Count of Members	740	326	1,015	4,886	1,962

81.8% of Employees & Spouses Earned FY21 Premium Rewards (79.2% earned full reward; 2.6% earned partial reward.)

Modified Premium Rewards Program

Newly Benefitted from 5/1/19-8/31/19

120-Day Premium Rewards Program

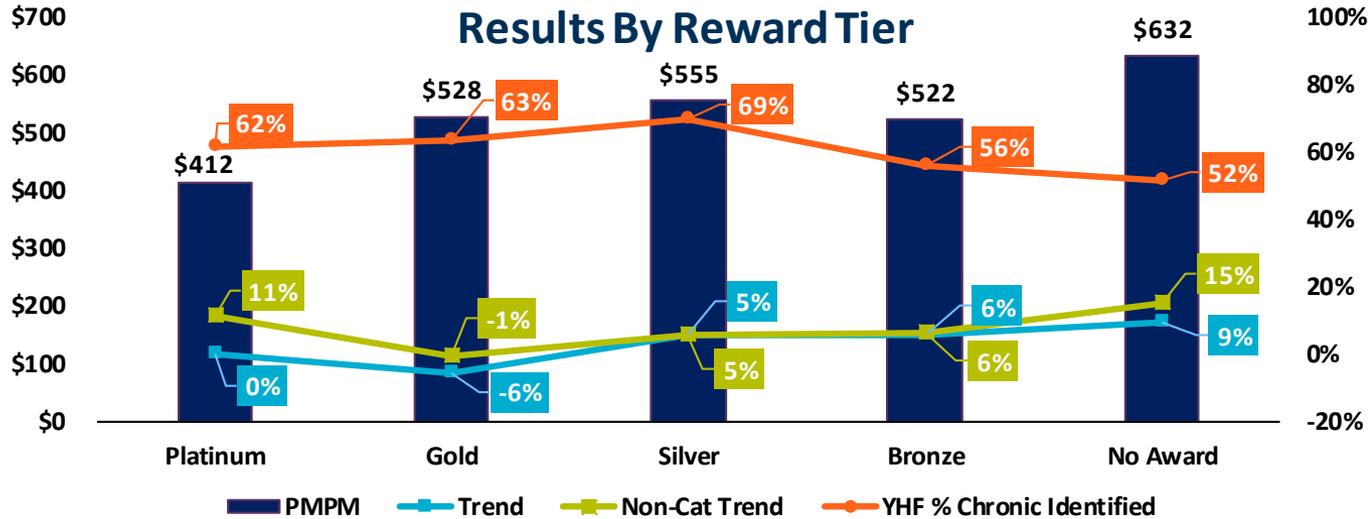


Participants in this group only had to complete the HRA and Physical within 120-days of benefit eligibility to earn reward. 73% (522) completed. Of the 73%, 19% (99) achieved higher level tiers equivalent to the full Premium Reward Program Group. Including participants enrolled on/after 5/1/19: 80.9% earned FY21 Premium Rewards; 78.3% earned full reward and 2.7% earned partial reward.



Medal Level Analysis

All Incentive Eligible Population



	Platinum	Gold	Silver	Bronze	120-Day Bronze	No Award
Count of Members	740	326	1,015	4,886	423	1,962

OBSERVATIONS

Rewards Drive Health Engagement

- 7,390 members earned a reward tier
- Award earners had significantly higher health engagement rates compared to non-earners
- Award earners had better Gaps in Care compliance than non-earners for most condition categories and rule categories
 - Continue to drive program engagement as gaps data is integrated with Cigna Health Advocacy clinical programs to improve closure rates and impact costs

Gaps In Care Compliance By Reward Tier

Condition Category	Platinum	Gold	Silver	Bronze	No Award
Hypertension	94%	94%	93%	91%	86%
Hyperlipidemia	95%	93%	94%	94%	92%
Obesity	95%	95%	94%	94%	92%
Diabetes	89%	87%	88%	87%	83%
Asthma	92%	93%	95%	95%	93%
Rule Category	Platinum	Gold	Silver	Bronze	No Award
Achieve Targets	87%	85%	84%	85%	80%
Appropriate Monitoring	93%	91%	92%	91%	86%
Appropriate Therapy	71%	67%	75%	70%	68%
Medication Adherence	96%	94%	94%	97%	91%

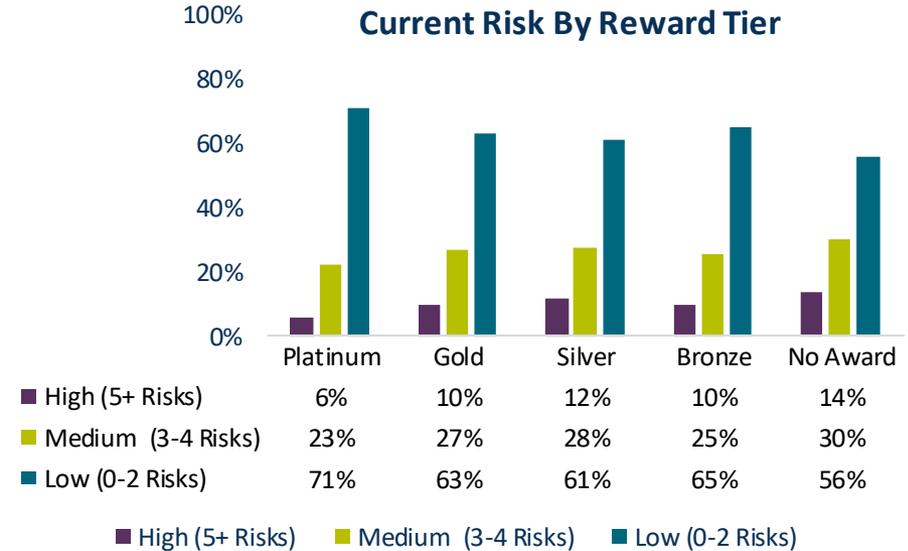


Medal Level Analysis

Current Average Spend Per Risk Level By Reward Tier

Risk Level	Platinum	Gold	Silver	Bronze	No Award
Low	\$4,382	\$5,226	\$5,047	\$4,518	\$4,786
Medium	\$6,405	\$7,175	\$8,593	\$7,905	\$5,246
High	\$5,729	\$9,657	\$9,317	\$10,250	\$20,293

Current Risk By Reward Tier



Risk Shift: Incentive Eligible With 2 Health Risk Assessment Completions

Risk Count Change	Platinum	Gold	Silver	Bronze	No Award	Total
-4	0%	1%	1%	0%	0%	1%
-3	1%	1%	2%	2%	2%	3%
-2	5%	7%	5%	6%	6%	7%
-1	18%	19%	15%	18%	17%	20%
0	48%	43%	46%	43%	39%	44%
1	20%	19%	20%	21%	24%	17%
2	5%	7%	8%	7%	6%	6%
3	1%	2%	2%	2%	4%	1%
4	0%	0%	1%	1%	1%	1%

FINDING:

75% of incentive eligible members who completed the health risk assessment in both years had a reduction in risk count or remained stable in risk count

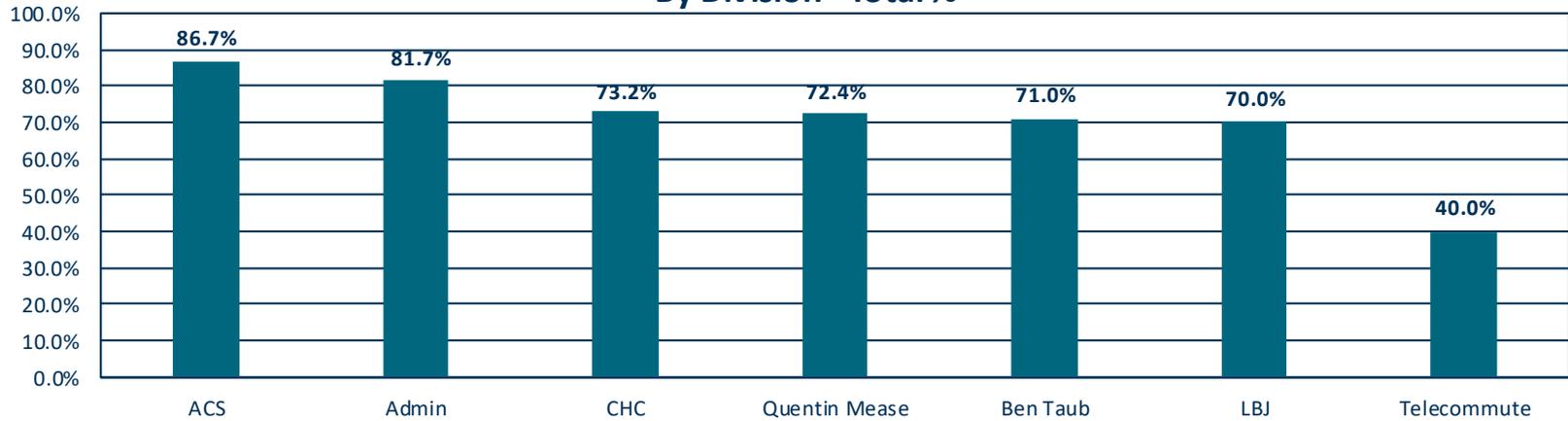
OBSERVATIONS

- Members who did not earn an award had the highest average cost per high risk member (\$20,293), compared to reward tier earners
- Members who did not earn an award had a higher proportion of high risk members (5+ risks) compared to reward tier earners

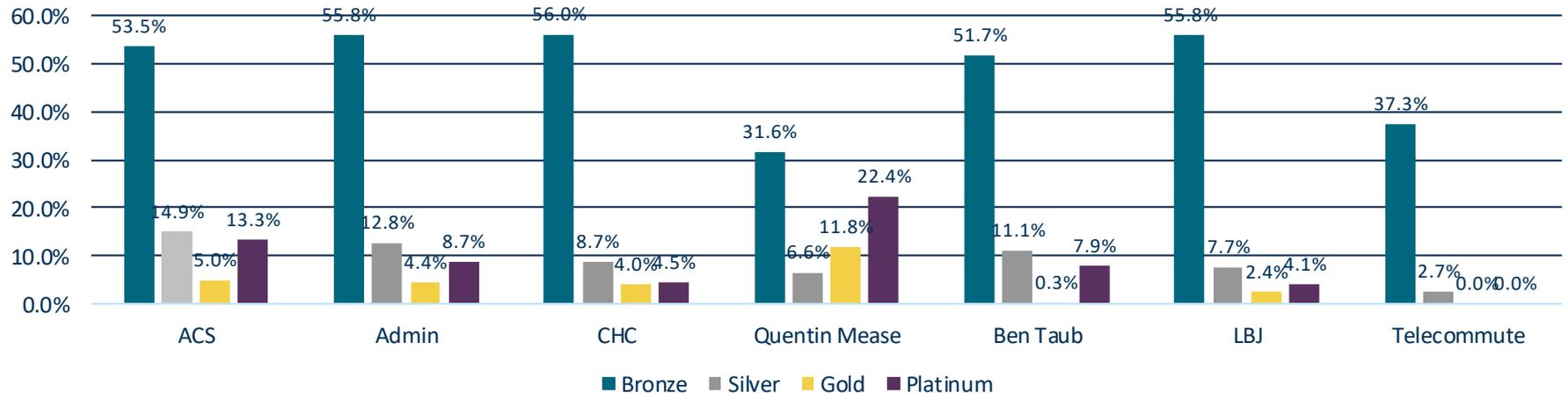


Medal Level Analysis

Premium Reward Program / Medal Level Completion By Division - Total %



Medal Level By Division



Employee Assistance Program



Employee Assistance Program

EAP Utilization	Year to Date: March 2019-February 2020			
	#	%	Users	% of Eligible*
Counseling Cases	199	41.4%	199	4.4%
Information/Referral Services	191	39.7%	191	4.2%
Work Life Cases	6	1.2%	6	00.1%
Organization Services	20	4.2%	3,791	83.3%
Web Hits	N/A	N/A	297	6.5%
Supervisor Referral	0	0.0%	0	0.0%
Legal and Financial	65	13.5%	65	1.4%
Total	481	100%	4,549	100%

*Weighted population: 9,258

Top Utilization in order: Organization Services, Web Hits, Counseling, Legal & financial and then Work Life cases.

47.08 %
Total Members Serviced
Annualized Utilization Rate for EAP services

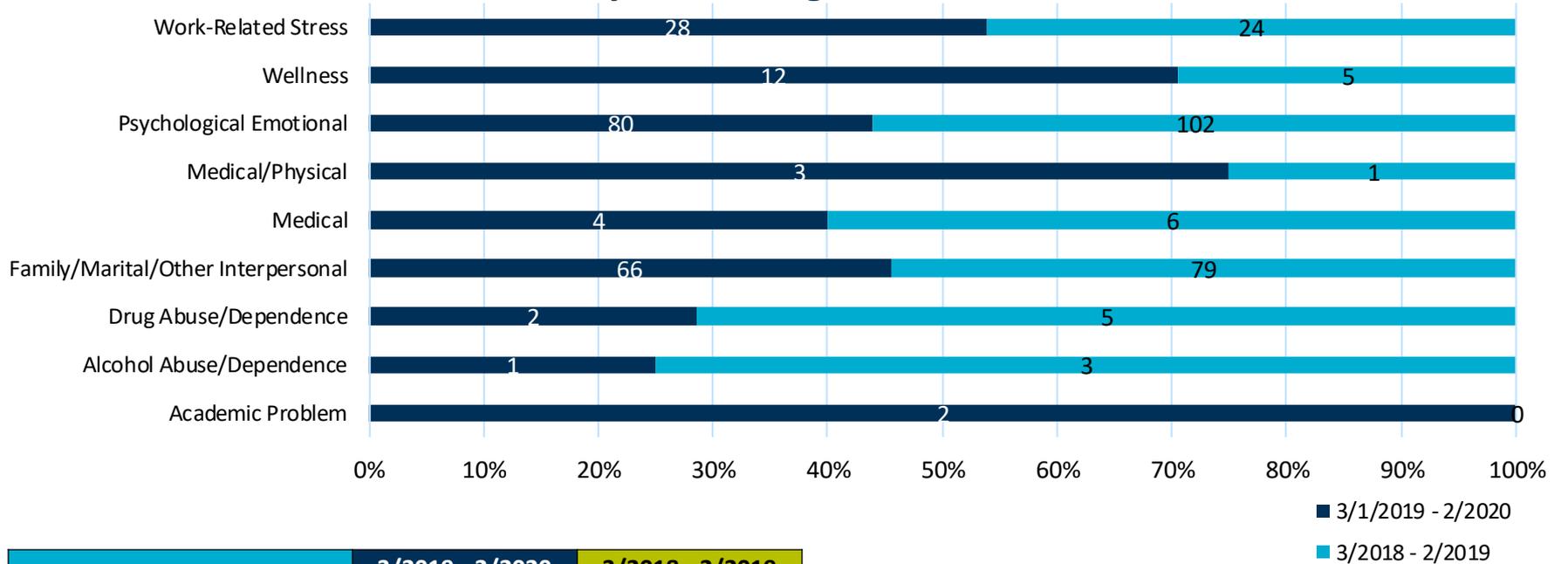
- **Subscribers (Monthly Average):** 9,258
- 3.14% total Annualized utilization rate.
- 19,148 total participants in live or recorded webinars during FY21; an average of 957 people per webinar
- 43.83% increase in participation over FY20

Organizational Services Summary March 2019-February 2020	#
Employee Relations Meeting/Training	1
Critical Incident Response	9.5 hours
Organizational Consultation	3
Training/Webinars	12



Employee Assistance Program

Primary Presenting Problem



Case Status	3/2019 - 2/2020		3/2018 - 2/2019	
	#	%	#	%
New User	211	78.44%	255	82.79%
Re-Opened [New Problem]	2	0.74%	1	0.32%
Re-Opened [Same Problem]	7	2.60%	3	0.97%
Re-User New Problem	41	15.24%	40	12.99%
Re-User Same Problem	8	2.97%	9	2.92%
	269	100 %	308	100 %



Employee Assistance Program

EAP Utilization Details	3/2019 - 2/2020		3/2018 - 2/2019	
	#	%	#	%
Work-Life Services				
Child Care	1	16.7%	2	40%
Elder Care	4	66.7%	2	40%
Higher Education	1	16.67%	1	20%
Financial Services				
Bankruptcy	2	40%	2	28.6%
Credit Management	0	0%	1	14.3%
Debt Management	0	0%	2	28.6%
Financial	1	20%	0	0%
Financial Planning	1	20%	1	14.3%
Immigration	1	20%	0	0%
Taxes	0	0%	1	14.3%

Services with increased utilization over prior year:

- Elder Care
- Financial services
- Immigration services
- Child custody services
- Contracts Services
- Divorce services
- Grandparents rights services
- Guardianship services
- Home purchasing services
- Joint will kits
- POA
- Small claims
- Social Security
- Tax Assistance

EAP Utilization Details	3/2019 - 2/2020		3/2018 - 2/2019	
	#	%	#	%
Legal Services				
Auto Accident	2	3.3%	4	5.6%
Auto Repossession	0	0%	1	1.4%
Auto Violation	0	0%	3	4.2%
Bankruptcy	1	1.7%	2	2.8%
Child Custody	11	18.3%	5	7.04%
Child Support	1	1.7%	2	2.8%
Contract	4	6.7%	3	4.2%
Divorce	15	25%	11	15.5%
Domestic Violence	0	0%	1	1.4%
Elder Care	0	0%	1	1.4%
Financial	0	0%	5	7.04%
Foreclosure	0	0%	3	4.2%
Grandparents Rights	1	1.7%	0	0%
Guardianship	2	3.3%	1	1.4%
Home Purchase	4	6.7%	2	2.8%
Joint Will Kit	1	1.7%	0	0%
Landlord/Tenant Issue	1	1.7%	6	8.5%
Lawsuit	3	5%	4	5.6%
Personal Injury	1	1.7%	2	2.8%
POA	1	1.7%	0	0%
Probate	1	1.7%	5	7.04%
Property Liability	1	1.7%	3	4.2%
Small Claims	2	3.3%	0	0%
Social Security	1	1.7%	0	0%
Tax Assistance	1	1.7%	0	0%
Will	6	10%	7	9.9%



Employee Assistance Program-Healthy Knowledge Seminars

Summary of September 2018 – August 2019:

- Total live webinars: 11
 - Total participants for live webinars: 2,956, a 73.47% increase over FY20 (1,704 participants)
 - Average number of participants per live webinar: 269, a 89.43% increase over FY20 (142 participants)
- Total recorded webinars: 8
 - Total participants who completed recorded webinar and quiz: 16,192, a 39.47% increase over FY20 (11,609 participants)
 - Average number of participants per recorded webinar & quiz: 2,024, a 74.33% increase over FY20 (1,161 participants)



Employee Assistance Program-Healthy Knowledge Seminars

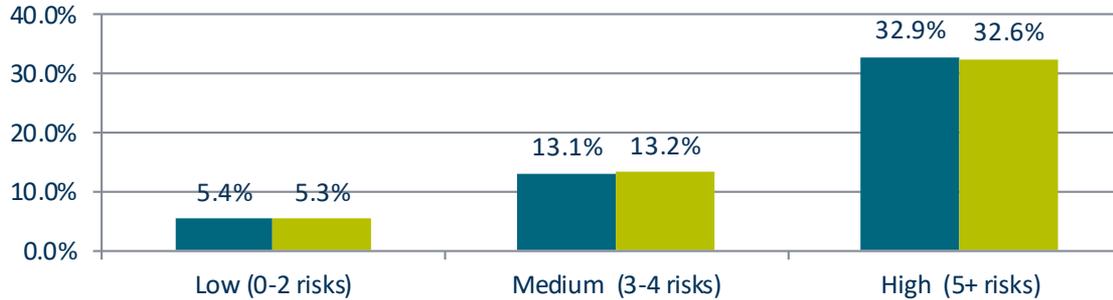
Healthy Knowledge Seminar Topic	Total Unique Participants	Total Participants
EAP Webinar: Anger Management	283	283
EAP Webinar: Coping with Anxieties Around Money	223	223
EAP Webinar: Feeding and Care of Superheroes	184	184
EAP Webinar: Holiday Stress	283	283
EAP Webinar: Identity Theft	252	252
EAP Webinar: Managing Work-Life Balance	196	196
EAP Webinar: Stress Management 2019	397	397
EAP Webinar: Transition to Retirement	202	202
EAP Webinar: Understanding Depression	413	416
EAP Webinar: Vacationing on a Budget	319	319
EAP Webinar: Wills Trusts Estate Planning	201	201
eLearning Module: Breast Cancer What You Need to Know	2376	2539
eLearning Module: Feeding and Care of Superheroes	1200	1387
eLearning Module: Holiday Stress	2054	2220
eLearning Module: Identity Theft	1938	2086
eLearning Module: Livongo for Diabetes Overview	1734	1874
eLearning Module: Transition to Retirement	1775	1933
eLearning Module: Understanding Depression	2417	2582
eLearning Module: Wills, Trusts, Estate Planning	1425	1571
Total	17,872	19,148
Average Per Healthy Knowledge Seminar	941	1,008

Presenteeism & Absenteeism



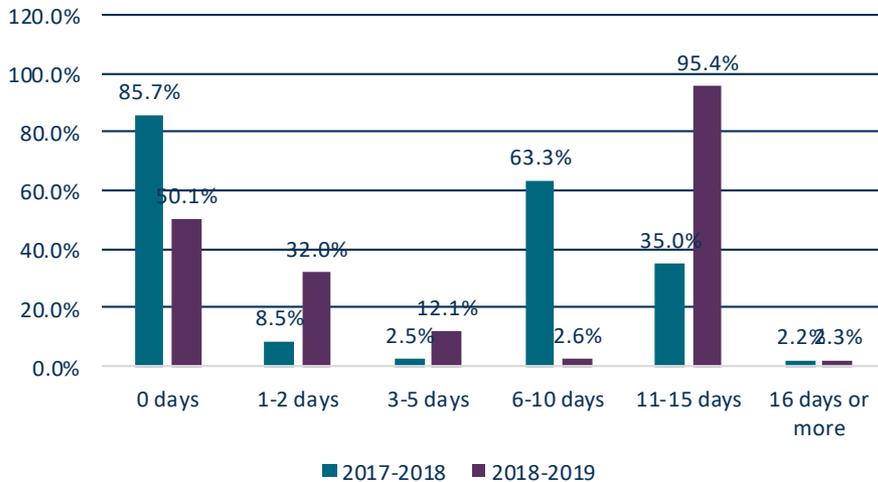
Presenteeism & Absenteeism

Presenteesim & Absenteeism By Risk Level

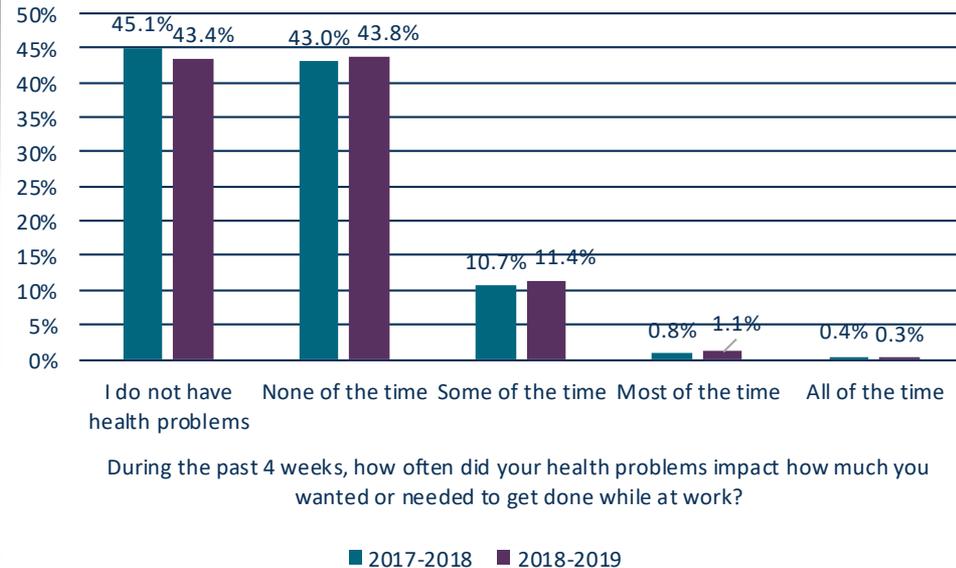


High Risk individuals who reported presenteeism & absenteeism decreased from 32.9% to 32.6%

Days Missed Due to Personal Illness (Self-Reported)



Health Impact on Work (Self-Reported)



Rewards & Recognition



Awards & Accolades

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

- **Achieved #2 in Top 100 Healthiest Workplaces in America (2019, 2018)**
 - Harris Health System ranked #2 in the Top 100 Healthiest Workplaces in America; up from 64th in 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. The Top 100 organizations have achieved lasting success through a wide array of employee wellness initiatives and corporate wellness programs.
- **Achieved #1 Houston Business Journal Healthiest Employers (2019, 2018)**
 - Harris Health System was ranked #1 amongst the Houston Business Journal's Healthiest Employers within the "Extra Large Companies" category (5000+ employees); up from #4 in 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 (2019, 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.



& Health Care Heroes awards





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 (2012-2019)**

- 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 (2019, 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 FY21 Program Year Strategies

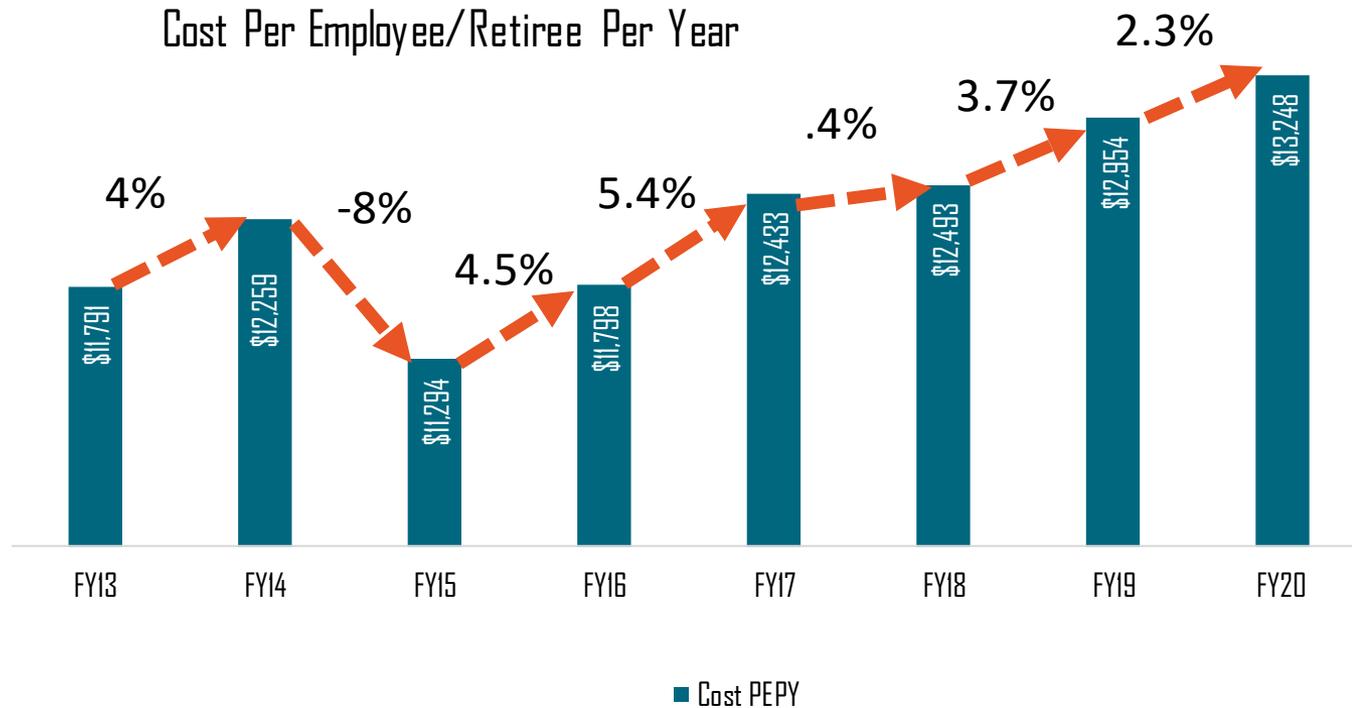
- Continued to focus on pre-diabetic, diabetic, hypertension and metabolic syndrome population
 - Enhanced data analytics established for benchmarking against
- Continue to engage and reward spouses to drive participation in Wellness programs
 - FY21 Premium Reward Program: Both the employee and covered spouse must individually complete the annual physical, health assessment and achieve 1,000 points to earn the full premium reward.
- Implemented the Livongo Hypertension Management Program since it's one of the top 3 chronic conditions and comorbidities and over 30% of our members with Diabetes also have Hypertension
- Continued with tiered status rewards via Amazon eGift Cards to drive enhanced engagement in wellness and prevention beyond achievement of Premium Rewards; had to reduce award amounts for FY22 due to costs
- Continued with the Rx copay and deductible waiver for generic diabetes medications and supplies as well as insulin for individuals actively engaged in Livongo Diabetes Management Program. We are working to increase the diabetes drugs covered with a \$0 co-pay and \$0 deductible that do not have generic equivalents but are beneficial to members in their management.
- 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 Friends and Family storefront to allow participants to purchase or upgrade products for themselves or their friends and family members. Up to 5 devices per year can be purchased at reduced rates.
- 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.
- Simplified Fitbit group enrollment process to drive engagement.
- 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
- Added recordings of Well Powered Living classes with quizzes to expand reach and participation for employees and spouses
- Preparations completed for implementing the Livongo Diabetes Prevention Program for FY22 to provide a multi-modal resource and reduce risk of Diabetes in our workforce.
- Drive engagement in EAP to assist in mental and emotional well-being

Appendix A



Historical & FY20 Year-End Financial Snapshot

Harris Health Target: trend rate flat or below national healthcare trend



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



WE ARE

HEALTHY@HARRIS

Caring for ourselves so we can care for others

Report Prepared By:

The Employee Wellness Team:

employeehealth@harrishealth.org

713-566-6686



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