



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

Employee Wellness Program

Year-End Report

Program Year:

September 2019 - August 2020
(FY22 Premium Rewards)

HARRISHEALTH
SYSTEM



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Executive Summary



Executive Summary

- **Wellness Program Engagement:**
 - 80.6% of medical plan participants earned FY22 Premium Rewards (excluding Newly benefitted employees hired on or after 5/1/20); 77.3% earned full reward; 3.25% earned partial reward. Overall we had a decrease of .8% over the prior program year.
 - Including participants enrolled after 5/1/19; 80.6% earned FY22 Premium Rewards; 77.3% earned full reward and 3.2% earned partial reward.
 - 17.88% increase in FY22 Wellness Program Units of Service (UOS)/Engagement (from 295,822 to 348,706 UOS); an increase of 52,884 UOS
 - 92.54% all eligible medical plan participants completed ≥ 1 program or activity in FY22; a 1.8% decrease over FY21 (94.3%)
 - 94% (10,931/11,631) of all employees (regardless of medical plan status) and covered spouses completed ≥ 1 program or activity in FY22.
 - 70.59% of all Wellness Participants completed 9 or more activities during the current program year in FY22. This includes all employees and spouses regardless of medical plan status.
 - 74.21% of all eligible Medical Plan participants (9,707) completed 9 or more wellness activities during the FY22 program year.
 - Participants completed an average of 32 wellness activities per person in FY22
 - 90% of Employees completed the annual health assessment
- **Preventive Care Utilization:**
 - Increased overall preventive screenings utilization by 19.19 % over the prior program year (impacted by Covid-19 pandemic)
 - Increased overall employee compliance by 24.37% but spouse preventive care utilization decreased by 11.76%
 - Mammograms increased by 110.55%
 - Colorectal Screenings increased by 72.25%
 - Prostate Screenings increased by 189.98%
 - Annual physicals decreased by 16.33%
 - Cervical Cancer screenings decreased by 34.75%
 - Overall preventive care utilization was 61.7%, a decrease of 10.7%
 - 72.9% of participants completed an annual physical; decreased due to the Covid 19 pandemic
 - Achieved 26.9% compliance with annual Dental exam for active employees and spouses; a decrease of 53%
 - Achieved 36.2% compliance with annual Vision exam for active employees and spouses; a decrease of 7.6%



Executive Summary

- **Population Health:**

- Reduced Prospective Risk by .03 for Employees and by .04 for spouses
- Prevalence of Hypertension increased by 5.85% but costs associated with people with Hypertension decreased by 2.7% over prior program year
- Prevalence of Diabetes decreased by 4.76% and costs associated with people with Diabetes decreased by 11.3% over prior program year
- Prevalence of Hyperlipidemia increased by 22.81% and costs associated with people with Hyperlipidemia increased by 16% over prior program year
- Achieved a 2% reduction in members with Metabolic Syndrome from prior year (2.3% (408 people)) of total population meet Metabolic Syndrome criteria (3 out of 5 risk factors); a decrease of 2% from prior year
- The average cost of a member with Metabolic Syndrome (Med & Rx) is \$28,880 per year, versus \$18,042 per year for a member without Metabolic Syndrome.
- Potential cost avoidance = \$3,197,825 (408* \$7,838)
- 59% of respondents remained in the same risk category year over year or decreased risk count
- The total population health risks in biometric and lifestyle measures (at risk and high risk across 12 metrics) increased during the program year. However, please note that the data is skewed due to the Covid-19 pandemic and limited ability for physicals and lab work.
 - No change in prevalence of at risk and high BMI
 - Decreased prevalence waist circumference risk by 2%
 - No change in prevalence of low HDL risk
 - No change in prevalence of Triglycerides risk
 - Decreased prevalence of high glucose risk by 1%
 - Decrease physical activity risk by 0.8%



Executive Summary

- **Culture and Environment:**
 - 86.29% of employees believe that Harris Health System cares about their health and well-being, a 3.58% decrease from the prior year.
 - 86.58% of employees believe there is a culture of health and wellness within Harris Health System, a .8% decrease from the prior program year.
 - 76.16% of employees report that their managers support their participation in the wellness program, a 1.20% decrease from the prior program year.
 - 78.60% of employees report that the managers in their department care about the health and well-being of employees, a .42% increase from the prior program year.
- **Wellness Program Satisfaction:**
 - 85.9% of the employee population rated the wellness programs as good or excellent, a 3.13% decrease from the prior program year.
 - 79.38% of employees reported that the wellness program has helped them improve their overall health, an decrease of 83%.
 - 79.99% of employees reported that the wellness program has helped them feel more confident about making decisions about their health, a 2.13% decrease over prior program year.
 - 81.14% of employees reported that they have made at least one significant health behavior changes since participating in the wellness program, a 2.99% decrease over the prior program year.
 - 82.52% of participants reported that they have gained knowledge and/or skills from the wellness program that they use in everyday life, a 2.04% decrease over prior program year.



Executive Summary

- **Livongo Diabetes Management Program:**
 - **Engagement:**
 - Achieved 60% participation in Livongo Diabetes Management Program during the program year compared to Livongo's BOB of 36%
 - 46% of Members engaged in both the Livongo Diabetes Management Program and Hypertension Management Program
 - **Costs:**
 - Diabetics Participating in Livongo cost 8% less than non participants; a difference of \$86 PMPM; a total difference of \$1,055,736 per year.
 - Participants engaged in Livongo have increased their costs by 11% during the pandemic; \$111 PMPM; totaling \$1,362,636.
 - **Decrease ER visits and complications associated with Diabetes:**
 - On average, diabetics participating in Livongo are 1x less likely to have an ER visit.
 - On average, Diabetics participating in Livongo are 1.8x less likely to have inpatient days compared to non-participants.
 - **Clinical Results:**
 - Prospective risk score is .32 greater in Livongo Participants versus non-participants; opportunity for impact
 - Livongo participants are achieving clinical compliance. Greatest opportunity is with annual dilated eye exams (75%). Annual Exams: Foot exam (78.5%), HbA1c (94.7%), Lipid profile (89.4%), LDL-C (89.3%), Flu vaccine (96%) and preventive visit (87.8%).
 - Livongo participants are achieving higher clinical compliance with HEDIS measures and the Diabetes Standards of Care than non-participants
 - 47% of Livongo participants are in good diabetic control (<7%); a 3.3% improvement over the prior program year
 - 35% of Livongo participants are in moderate diabetic control (7%-9%); a 3.1% reduction over the prior program year
 - 18.1% of Livongo participants are in in poor diabetic control (≥9%); a .1% reduction over the prior program year
 - The average HbA1c of all participants in Livongo increased by .09. The average HbA1c for participants with an average HbA1c ≥ 9 decreased by .12. Reductions are correlated to cost savings and reduced health risks
 - Harris Health members experienced a **1.28% decrease in eHbA1c** from the self reported values at registration
 - Livongo participants had a net improvement of .2% in their 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 +78 compared to NPS of 68 for Livongo’s BOB and a NPS of 12 for health plans. This demonstrates that HHS participants recommend Livongo and are satisfied with the program.
 - 61.6% of members feel more empowered in their diabetes management
 - 32% of Livongo members feel less distress in their chronic disease management
 - **Medication Adherence:**
 - Livongo participants have a significantly higher PDC (94.4%) than non-participants (87.5%).
 - **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%
 - 42% of Members engaged in the Livongo Diabetes Management Program as well
 - **Costs:**
 - Hypertension members participating in Livongo cost 5% less than non-participants; a difference of \$42 PMPM; a total difference of \$587,664 per year.
 - **Decrease ER visits and complications associated with Hypertension:**
 - On average, Hypertension members participating in Livongo are 1.25x less likely to have an ER visit than non-participants.
 - On average, Hypertension members participating in Livongo are 1.33x 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 .08 higher in Livongo Hypertension Management Participants versus non-participants.
 - Members saw an reduction of 8.33 mmHg reduction in systolic blood pressure and 5 mmHG in diastolic blood pressure, resulting in risk reduction of coronary heart disease events and stroke
 - Achieved 17% improvement of participants that are controlled compared to baseline
 - Participants averaged 7.3 blood pressure checks per month
 - 50% of participants are controlled and 50% are uncontrolled
 - 91% 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 14% more than non-participants
 - Livongo Hypertension participants are achieving quality metrics. 84% are on an antihypertensive medication; 88% had a Lipid profile, 34% have a Hypertension diagnosis and prescribed statin and gaps in prescription refills, 96% had an annual serum creatinine test and 93% had a preventive visit. Note there was a decrease in compliance due to Covid-19.
 - Participants achieved the following clinical measures: LDL 49.5 %; Total Cholesterol 72%,; HDL 33.2%; Triglycerides 81.9%; Glucose 53.5%; Blood Pressure 26.1%; Waist Circumference 37.4%; Physical Activity 73.5%, Tobacco Use 4.3%; Nutrition 39.7% and Stress 39.9%.
 - **Empowerment & Satisfaction:**
 - Livongo participants have a Net Promoter Score (NPS) of +78 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



Executive Summary

- **Livongo Diabetes Prevention Program (DPP):**
 - **Engagement:**
 - New program launched January 2020
 - 82% of participants utilized their connected scale
 - 87% completed lessons
 - 36% completed digital coaching and 5-day challenges
 - 9% completed expert coaching sessions
 - **Clinical Results:**
 - 48.3% of DPP participants have Hypertension
 - 32.2% of DPP participants have morbid obesity
 - 17.9% of DPP participants have Hyperlipidemia
 - The employee engaged in the Livongo DPP program have a prospective risk score of 1.50
 - The spouses engaged in the Livongo DPP program have a prospective risk score of 2.03
 - The average weight loss was 0.8% from months 1-6
 - The average weight loss was 0.7% from months 6-12
 - **Claims Costs:**
 - The average claims costs per DPP participant is \$153.29
 - The average number of ER visits/1,000 for DPP participants is 178.84
 - The average number of Inpatient Days/1,000 for DPP participants is 411.33

* 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®, Livongo Diabetes Prevention Program and other Wellness Programs)*:**
 - 12.48% of our population has Pre-Diabetes, a decrease of .56% over prior program year
 - 79% of participants with Pre-Diabetes have a BMI of ≥ 25 , a 17% decrease from prior program year.
 - 53% of participants with pre-diabetes have a high waist circumference, a 17% decrease from prior program year
 - Potentially undiagnosed diabetics decreased by 11% from the prior program year

* Outcomes impacted by Naturally Slim®, Livongo Diabetes Prevention Program as well as other Wellness Programs



Executive Summary

- **Fitbit Program**

- 2,586 Active participants during FY22 program year
- 33.1% reached 10,000 steps per day, an increase of 4.9% over the prior program year
- 1.5% of participants are very active
- 33.8% of participants are active
- 49.2% of participants are lightly active
- 15.6% of participants are sedentary
- 5.2% achieved $\geq 15,000$ steps per day
- 27.9% $> 10,000$ steps per day
- 56% achieved $\geq 5,000$ steps per day
- 10.9% achieved $< 5,000$ steps per day
- Participants had a total of 3,771,896,884 steps or 1,601,229.6 miles
- Participants had an average of 8,775.77 steps or 3.72 miles
- Participants averaged 31.11 active minutes per day
- Ben Taub had the most steps (1,320,766,281 steps) followed by ACS (764,997,541 steps), Administration (794,519,811 steps), LBJ (618,449,941 steps), CHC (165,251,595 steps), Quentin Mease (33,039,272 steps) and Telecommute (74,872,443 steps).



Executive Summary

- **Medal Level Analysis**

- 64.97% of participants achieved Bronze Level; an increase of 8.2% over the prior program year
- 3.74% of participants achieved Gold Level, an increase of .25% over the prior program year
- 8.32% of participants achieved Platinum Level, an increase of .41% over the prior program year
- A total of 1,702 gift cards were awarded totaling \$120,550
- 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
- 59% of incentive eligible members who completed the health risk assessment in the FY21 and FY22 program years had a reduction in risk count or remained stable in risk count
- Due to the Covid-19 pandemic, the average cost per member by HRA risk stratification showed mixed results across the medal levels.
- Members who did not earn an award had a higher proportion of high risk members (5+ risks) compared to reward tier earners
- Medal Level achievements were associated with higher rates of health engagement, lower PMPM costs, and higher Gaps in Care compliance compared to those who did not earn a medal level
- Quentin Mease (87.5%), had the largest percentage of Premium Rewards Program /Medal Level Status completions followed by ACS (85.0%) Admin (80.1%), Telecommute (78.8%), Ben Taub (75.4%), CHC (73.5%) and LBJ (72.3%).

- **Employee Assistance Program**

- 41.36 % of total Members (3863/9,339) utilized EAP services during the year
- 15,381 total participants in live or recorded webinars during FY22; an average of 513 people per webinar
- Organization Services was the top most utilized service followed by Web Hits, Counseling, Legal & financial, Information/Referral Services and then Work Life cases.
- 3.5% total Annualized utilization rate
- 14.75% increase in Legal Services
- 30.63% increase in Web Hits
- 100% increase in Financial Services



Executive Summary

- **Behavioral Health (Cigna)**
 - 10% of members had a behavioral health diagnosis in the current period (National rate ~20%); 7% of the population saw a behavioral health provider
 - Utilizers cost 2.7x more PMPM than non-utilizers
 - Virtual care delivered by behavioral health providers increased significantly during the COVID-19 pandemic (period over period: 3 visits to 349 visits)
- **Awards & Accolades:**
 - Achieved the Platinum Gold Well Workplace Award from WELCOA in 2020
 - Achieved the Gold Level Workplace Health Achievement Award from the American Heart Association in 2017, 2018, 2019 and 2020.
 - #1 Healthiest Employer Award in Texas in the X-Large company Category in 2020
 - #1 in Houston in 2019 and #4 in 2018.
 - Top 100 Healthiest Workplaces in America (#6 in 2020), was #2 in 2019 and #64 in 2018
 - Received the Cigna Well-Being Award for Outstanding Culture of Well-Being in 2017-2020
 - Achieved re-accreditation of the CEO Cancer Gold Standard 2012-2020
 - Certificate of Excellence from Go Healthy Houston; Healthy At Work in 2017



#1 in Texas



2020
HEALTHIEST 100™
scored by Springbuk®

#6 in America





Executive Summary

- **Employee Wellness Goal Completion**

- Out of 17 total Employee Wellness Goals set for the FY22 Program Year:
 - 9 goals were achieved at the “superior level”; 52.94% of goals
 - 2 goals were achieved at the “target level”; 11.76% goals
 - 4 goals were achieved at the “threshold level”; 23.52% goals
 - 2 goals were achieved at the “below threshold level”; 11.76% goals

- **Plan Costs:**

- Active population medical trend plan spend decreased 2.6% from \$468P MPM in prior program year to \$444 PMPM in the current period ending 8/2020.
- Non-catastrophic spend decreased 6.8% PMPM from \$357 to \$352
- Catastrophic claim spend decreased 5.5% PMPM from \$99 to \$92

- **Program Enhancements For FY22 Premium Rewards Program Year (September 2019-August 2020)**

- Transitioned to virtual programs, workshops, classes and healthy knowledge seminars due to the Covid 19 pandemic.
- Improved reporting and analytics
- Implemented virtual group activities such stretching, group exercise classes and special events.
- Expanded reach of in-person Employee Wellness Programs and activities to 6 additional sites.
- Continued the ability for participants to earn up to \$150 in Amazon eGift cards for achieving Gold or Platinum point levels.
- Launched Well Powered Living Series 3.0
- 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.

FY22 Wellness Program Goals & Results



FY22 Wellness Goals

2019-2020 Wellness Program Goals (FY22 Program Year September 2019-August 2020)				
Goal	Baseline Metric	Target Metric	Outcome	Trend
	2019-2020	2019-2020	2020	
Achieve 86% completion of the Health Assessment.	86.5%	Threshold: \geq 85%	90.0%	↑
		Target: \geq 86%		
		Superior: \geq 88%		
Achieve 85% EE and Spouse completion of a Annual Physical with Lab Values.	92.7%	Threshold: \geq 70%	72.9%	↓
		Target: \geq 85%		
		Superior: \geq 88%		
Maintain or Improve the Risk Stratification of the Cohort population. Average Risk Count is 2.1	Low Risk (0-2): 65.3%	Threshold: $>$ 2.1 risks/person	2.4	↓
	Moderate Risk (3-4): 25.6%	Target: 2.1 risks/person		
	High Risk (5+): 10.2%	Superior: $<$ 2.1 risks/person		
Improve the average preventive care utilization of employees and spouses by 1%	75.7%	Threshold: $>$ 70.7%	61.7%	↓
		Target: \geq 73.9%		
		Superior: \geq 74.9%		
Decrease the prevalence & distribution of pre-diabetes by 1%	13.04%	Threshold: \geq 13%	12.48%	↓
		Target: \leq 12.04%		
		Superior: \leq 11.04%		
Have 82% of participants earn the Wellness Premium Reward for FY21.	81.8%	Threshold: \geq 80%	80.6%	↓
		Target: \geq 82%		
		Superior: \geq 83%		
Achieve 80% employee satisfaction with wellness program.	89.0%	Threshold: \geq 60%	85.9%	↓
		Target: \geq 80%		
		Superior: \geq 84%		
Have 85% of employees agree that Harris Health cares about its employees.	90.0%	Threshold: \geq 80%	86.3%	↓
		Target: \geq 85%		
		Superior: \geq 86%		
Have 85% of employees agree that there is a culture of health at Harris Health.	87.4%	Threshold: \geq 75%	86.6%	↓
		Target: \geq 85%		
		Superior: \geq 86%		

Key:			
Below Threshold	Threshold	Target	Superior



FY22 Wellness Goals

2019-2020 Wellness Program Goals (FY22 Program Year September 2019-August 2020)				
Goal	Baseline Metric	Target Metric	Outcome	Trend
	2019-2020	2019-2020	2020	
Have 54% of Diabetics engaged in Livongo.	55.0%	Threshold: $\geq 44\%$	60.0%	↑
		Target: $\geq 54\%$		
		Superior: $\geq 55\%$		
Have 20% of people with Hypertension enrolled in the Livongo Hypertension Management Program.	32.6%	Threshold: $\geq 15\%$	32.6%	→
		Target: $\geq 20\%$		
		Superior: $\geq 22\%$		
Increase participation in Employee Wellness Programs by 2% (5,916 UOS)	295,822	Threshold: $\geq 298,780$ UOS	348,706	↑
		Target: $\geq 334,218$ UOS		
		Superior: $\geq 304,696$		
Achieve a 1% reduction in the percentage of people who have an undesirable waist circumference.	45.0%	Threshold: $\geq 45\%$	43.0%	↓
		Target: $\leq 44\%$		
		Superior: $\leq 43\%$		
Achieve a 1% reduction in the percentage of people have "at risk" or "high" blood pressure.	22.0%	Threshold: $\geq 22\%$	34.0%	↑
		Target: $\leq 21\%$		
		Superior: $\leq 20\%$		
Achieve a 1% reduction in the percentage of people that are "at risk" or "high" risk for physical activity.	71.8%	Threshold: $\geq 71.8\%$	71.0%	↓
		Target: $\leq 70.8\%$		
		Superior: $\leq 69.8\%$		
Achieve a 1% reduction in the percentage of people that are "at risk" or "high" risk for glucose.	26%	Threshold: $\leq 26\%$	25.0%	↓
		Target: $\leq 25\%$		
		Superior: $\leq 24\%$		
Achieve 3 Industry award(s) for a quality health promotion program.	5 Recognitions/Awards	Threshold: Achieve 2 Awards	6	↑
		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	26	Employee Wellness; HR	Director, Employee Wellness & EAP	346-426-0437	Director, strategic & Operational Planning, implementation, Evaluation	Michele.Hunnicutt@harrishealth.org
Ellen Ogedegbe	M.Ed., CHES, CWC, CBES	9	Employee Wellness; HR	Employee Wellness Coordinator	346-426-0235	Health Educator, Wellness Coordinator, Health Coach, Communications, Fitbit Lactation Room, Program & Event & Choose Healthier program Coordinator	Ellen.Ogedegbe@harrishealth.org
Haley Love	MPH, CHES	3	Employee Wellness; HR	Employee Wellness Coordinator	346-426-0243	Health Educator, Wellness Coordinator, Group Exercise & Recreational Sports Coordinator, Program & Event Coordinator	Haley.Love@harrishealth.org
Courtney Karam	MPH, CHES	6	Employee Wellness; HR	Senior Employee Wellness Coordinator	346-426-0238	Health Educator, Wellness Coordinator, Wellness Champ Coordinator, Communications & Database administrator	Courtney.Karam@harrishealth.org
Leah Campbell	MA	14	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	21	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		10	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: 9,150		
• Full time:	8,292	90.6%
• Part time:	156	1.7%
• Supplemental:	702	7.7%

- **Gender:**

– Female	6,811	74.4%
– Male	2,339	25.6%
– Unanswered	0	0%
– Average Age:	43.3	

- **Ethnicity:**

– Black or African American	3,821	41.8%
– Hispanic/Latino	2,500	27.3%
– Asian/Asian American	1,672	18.3%
– White	1,146	12.5%
– American Indian/Alaska Native	11	0.1%

- **Medical Plan Status:**

– Employees Enrolled:	8,055
– Active Spouses:	1,652

- **Average Hourly Rate (Salaried and Hourly Combined):**

– FT/PT: \$33.39
– Supplemental: \$30.49
– All Active (FT/PT/Sup): \$33.16

- **Turnover (Regular HHS Employees Only):**

– 2018: 14.32%
– 2019 : 15.67%
– 2020: 14.08%

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
- Employee 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 (1.0, 2.0, 3.0)
- Livongo Diabetes Prevention Program
- Ergonomics 101 Class Series & ergonomic assessments

❑ 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
- Naturally Slim® (Pre-Diabetes and Metabolic Syndrome)
- Special events
- Nutrition Counseling for participants with Diabetes and/or Hypertension
- HbA1c testing for Diabetics
- Free medications for participants in the Livongo Diabetes Management Program & Livongo Hypertension Management Program who meet monthly testing requirements

❑ Rewards

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

Employee Wellness Engagement



Wellness Program Summary

90%

Of employees completed a Health Assessment

72.9%

Of employees completed an Annual Physical

* Not mandatory this year due to Covid-19 pandemic

80.6% *

Of Employees & Spouses Earned FY22 Premium Rewards

(77.3% earned full reward; 3.25% earned partial reward.)

59%

Of Employees & Spouses reduced risks or remained in the same risk category
(34% of respondents in FY22 had 0 health risks; a 16ppt improvement from FY21)



Premium Rewards Program

FY22 Premium Rewards Program

Level of Engagement	September 2019-August 2020; FY22 Premium Rewards Program	
	Employees & Covered spouses 9/1/19-8/31/20 (Without newly benefitted Group >= 5/1/20- 8/31/20)	Employees & Covered spouses Including newly benefitted Group 5/1/20-8/31/20
Full Engagement (Both Employee and covered spouse completed the Annual Physical with Lab Work, Health Assessment, & earned 1,000 points)	77.4%*	77.3%
Partial Engagement (Only one person completed the Annual Physical with Lab Work, Health Assessment, & earned 1,000 points)	3.2%*	3.26%
No Wellness (Employee and/or Employee and covered spouse did not complete all requirements)	19.4%*	19.5%

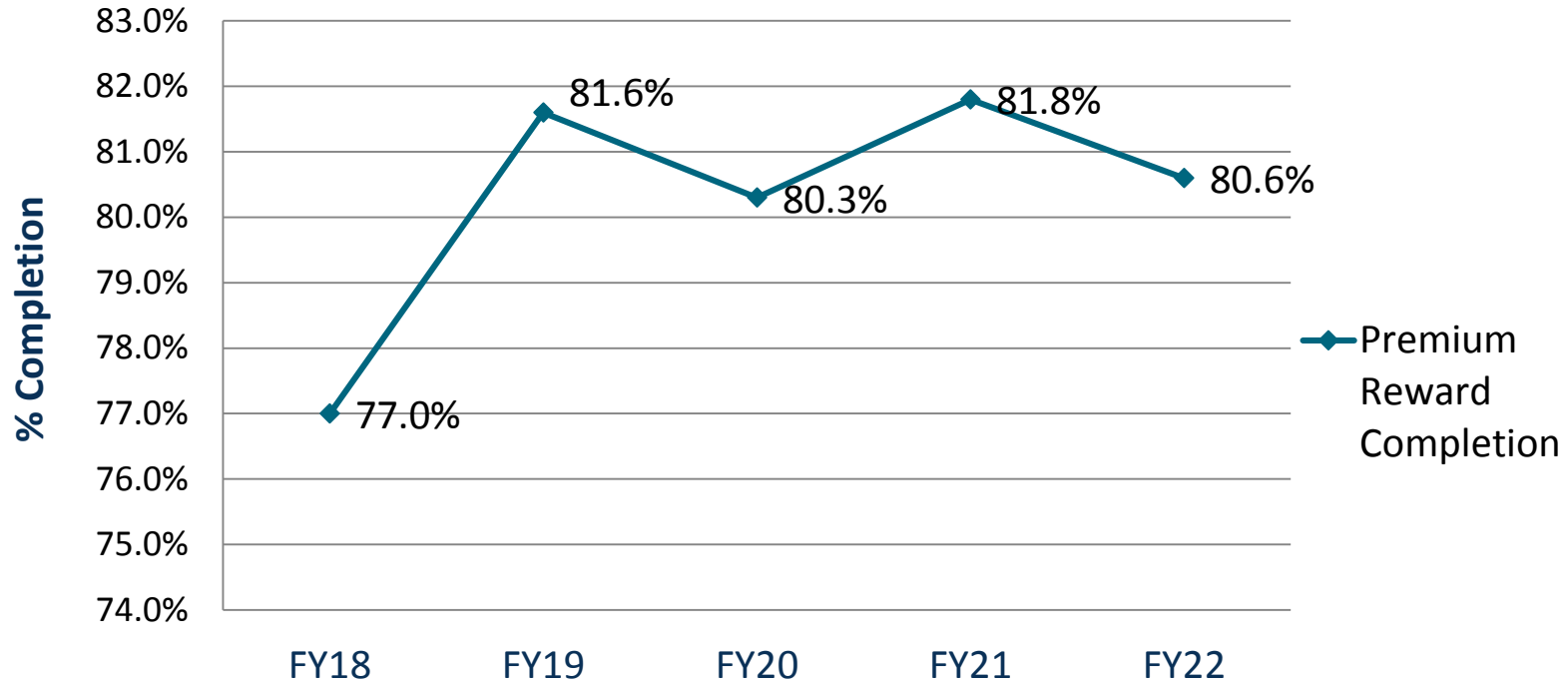
80.6% of employees and covered spouses earned Premium Rewards, which is .8% lower than the previous program year.

- The total eligible population includes all employees and covered spouses enrolled in the medical plan before 9/1/2020
 - Total: 9,707 participants (8,055 employees and 1,652 spouses).
 - This group includes:
 - Group 1: Employees and covered spouses enrolled in the medical plan before 5/1/2020
 - 7,540 Employees and 1,530 spouses
 - Group 2: Employees and covered spouses enrolled in the medical plan from 5/1/2020- August 31, 2020
 - 515 Employees and 122 spouses
 - Employees who enrolled in the medical plan between 5/1/2020 and 8/31/2020 had 120 days from their enrollment date to complete a modified version of the FY22 Premium Rewards Program. The requirements for this group were to complete 1) the annual physical (or earn 250 points through programs and activities and 2) the health assessment to keep their wellness premium discount through 2/28/2022 (FY22).



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
- FY22 Premium Rewards Program: 9/1/19 – 8/31/2020 (Employee & Covered Spouse): Annual Physical with Lab Work (or 250 points through other programs & activities), Health Assessment, & a total of 1,000 points (Covid-19 pandemic)



FY22 Premium Rewards Program Scorecard

Premium Rewards Program	FY22		
	Number of Participants	% of Participants*	Trend
STEP 1 – Complete an annual physical with lab values – (Waived for FY22)			
Annual Physical with lab values	7078	72.92%	-19.20%
STEP 2 – Complete Online Health Assessment – Must Complete			
Health Assessment	8638	88.99%	5.75%
STEP 3 – Complete Any Combination for 500 Total Additional Points			
Achieve Health Goals			
Achieve a healthy waist size of 35 in. (women) or 40 in. (men), or less	2747	28.30%	-24.47%
Achieve a healthy blood pressure level of \leq 120/80	2811	28.96%	-28.56%
Achieve a fasting blood glucose (blood sugar) level of < 100	3661	37.72%	-23.22%
Achieve a healthy LDL level of \leq 100	3931	40.50%	-19.87%
Achieve a healthy total cholesterol level of \leq 200	5450	56.15%	-17.37%
Preventive Goals			
Complete an Annual OB/GYN Exam (Females > 18)	2012	20.73%	-24.10%
Complete a Cervical Cancer Screening (Females > 18)	2105	21.69%	-17.29%
Complete a Mammogram (Recommended at \geq Age 40)	2252	23.20%	-21.09%
Complete a Colon Cancer Screening (Recommended at Age 50 to Age 75)	786	8.10%	-22.87%
Complete a Prostate Screening (Males >18)	1127	11.61%	-15.58%
Complete a Dental Exam (self-reported goal)	4308	44.38%	-7.65%
Complete a Vision Exam (self-reported goal)	4222	43.49%	-7.33%

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 only % engaged out of eligible population (9,707 EE&SP enrolled in medical plan). This group excludes pre-65 retirees, and participants enrolled in the medical plan due to PPACA eligibility. Participate 9/1/19 through 8/31/20; Rewards effective 3/1/21 (FY22).



FY22 Premium Rewards Program Scorecard

Premium Rewards Program	FY22		
STEP 3 – Complete Any Combination for 500 Total Additional Points			
Achieve Health Goals	Number of Participants	% of Participants*	Trend
Achieve a healthy waist size of 35 in. (women) or 40 in. (men), or less	2747	28.30%	-24.47%
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Complete a Dental Exam (self-reported goal)	4308	44.38%	-7.65%
Complete a Vision Exam (self-reported goal)	4222	43.49%	-7.33%
Cigna Health Coaching by Phone	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)	862	8.88%	-9.74%
Get help improving my lifestyle habits (Tobacco, Weight, or Stress)	Number of Participants	% of Participants*	Trend
Tobacco	29	0.30%	-45.28%
Weight	463	4.77%	-17.76%
Stress	373	3.84%	-2.86%
Talk to a coach or visit the Ben Taub onsite coach to achieve a health goal	1167	12.02%	-16.04%

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FY22 Premium Rewards Program Scorecard

Premium Rewards Program	FY22		
STEP 3 – Complete Any Combination for 500 Total Additional Points			
Cigna Online Health Coaching: Condition Management (Diabetes, Asthma, COPD, Heart Disease, Heart Failure)	Number of Participants	% of Participants*	Trend
Diabetes	12	0.12%	500.00%
Asthma	19	0.20%	850.00%
COPD	11	0.11%	450.00%
Heart Disease	12	0.12%	500.00%
Heart Failure	11	0.11%	450.00%
Healthy Living Programs	Number of Participants	% of Participants*	Trend
Livongo - Diabetes Management Program Enrollment & Activation	170	1.75%	-38.18%
Livongo - Diabetes Management Program Glucose Testing	948	9.77%	-6.97%
Livongo - Hypertension Management Program Enrollment & Activation	353	3.64%	-62.33%
Livongo - Hypertension Management Program Blood Pressure Testing	948	9.77%	-23.61%
Naturally Slim Weight Management Program Class Completion	131	1.35%	-75.47%
Cigna Healthy Pregnancy, Healthy Baby Program 1 st Trimester	57	0.59%	7.55%
Cigna Healthy Pregnancy, Healthy Baby Program 2 nd Trimester	26	0.27%	36.84%
Social Health and Wellness	Number of Participants	% of Participants*	Trend
Cigna Apps & Activities	1465	15.09%	4.12%
Employee Wellness Programs, Events & Activities	Number of Participants	% of Participants*	Trend
Complete an Employee Wellness Workshop	2469	25.44%	N/A
Complete an Employee Wellness Class (Healthy Telecommuting, Ergonomics)	1783	18.37%	67.26%
Complete the Well Powered Living Class Series	4577	47.15%	293.89%
Complete the Diabetes Prevention Program Class Series	32	0.33%	-93.43%
Harris Health “Becoming a Mom” Program (LBJ Hospital)	8	0.08%	-55.56%
Naturally Slim Enrollment	113	1.16%	-74.26%
Achieve 10,000 steps a day	2393	24.65%	23.41%
Participate in a Group Exercise Class	179	1.84%	-44.92%
Participate in a Recreational Sports Program	108	1.11%	-32.50%
Complete an online wellness challenge	569	5.86%	-71.64%
Complete a Healthy Knowledge Seminar	5431	55.95%	-0.42%
Attend a Health@Harris Special Event	2572	26.50%	-8.44%
Participate in an Explore & Learn Booth	2491	25.66%	-8.39%
Complete the annual Employee Wellness Survey	3544	36.51%	-3.14%
Submit the Wellness Screening form to Cigna	2383	24.55%	-13.57%

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.

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FY22 Premium Rewards Program Scorecard

Premium Rewards Program	Number of Participants	% of Participants*	Trend
Met Requirements for Premium Rewards Program (including Newly benefitted employees and spouses hired on or after 5/1.)	7,503	77.29%	28.30%
Achieved Partial Wellness Status (including Newly benefitted employees and spouses hired on or after 5/1.)	316	3.26%	59.60%
No Wellness (including Newly benefitted employees and spouses hired on or after 5/1.)	1,888	19.45%	32.58%
	9,707	100.00%	
Met Requirements for Premium Rewards Program (excluding Newly benefitted employees and spouses hired on or after 5/1.)	7,017	77.36%	27.42%
Achieved Partial Wellness Status (excluding Newly benefitted employees and spouses hired on or after 5/1.)	294	3.24%	60.66%
No Wellness (excluding Newly benefitted employees and spouses hired on or after 5/1.)	1,759	19.39%	38.94%
	9,070	100.00%	

80.6% of employees and covered spouses earned Premium Rewards, a decrease of .8% over the prior program year. 77.3% earned full reward; 3.25% earned partial reward.

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 only % engaged out of eligible population (9,707 EE&SP enrolled in medical plan). This group excludes pre-65 retirees, and participants enrolled in the medical plan due to PPACA eligibility. Participate 9/1/19 through 8/31/20; Rewards effective 3/1/21 (FY22).



Employee Wellness Program Participation Report

Healthy@Harris Employee Wellness Program		Program YTD (September 1, 2019 - August 31, 2020)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged TOTAL =
					9,707
				EE & SP enrolled medical	
Booth	Cigna Meet & Greet	4	249	249	2.57%
	Explore and Learn Booth	2825	5455	2395	24.67%
Online Health Coaching - My Health Assistant	Control Your Asthma	16	19	19	0.20%
	Manage Your Chronic Obstructive Pulmonary Disease (COPD)	8	11	11	0.11%
	Manage Your Diabetes	9	12	12	0.12%
	Manage Your Heart Disease/Coronary Artery Disease	9	12	12	0.12%
	Managing Heart Failure	8	11	11	0.11%
Personal Health Analysis	Complete the Health Assessment-Must Complete	359	8638	8638	88.99%
Employee Wellness Class - Live	Becoming a Mom	11	16	8	0.08%
	Employee Wellness Class	1	57	57	0.59%
	Ergonomics 101: Class 1 - Posture	4	316	273	2.81%
	Ergonomics 101: Class 2 - Workstation Basics	4	288	255	2.63%
	Ergonomics 101: Class 3 - Vision & Tech Neck	4	259	227	2.34%
	Ergonomics 101: Class 4 - Preventing RSI's	4	291	258	2.66%
	Ergonomics 101: Class 5 - Back Injury Prevention	5	307	271	2.79%
	Ergonomics 101: Class 6 - Postural Assessment & Correction	4	246	219	2.26%
	Healthy Telecommuting Class 1: Healthy Workspace	8	608	494	5.09%
	Healthy Telecommuting Class 2: Staying Social	7	623	480	4.94%
	Healthy Telecommuting Class 3: Importance of Routine	7	494	408	4.20%
	Healthy Telecommuting Class 4: Staying Active	7	612	456	4.70%
	Healthy Telecommuting Class 5: Maintaining Communication	5	408	330	3.40%



Employee Wellness Program Participation Report

Healthy@Harris Employee Wellness Program		Program YTD (September 1, 2019 - August 31, 2020)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged TOTAL =
					9,707
					EE & SP enrolled medical
Employee Wellness Class - Elearning	eLearning Module: Ergonomics 101 Class 1: Posture	10	14	14	0.14%
	eLearning Module: Ergonomics 101 Class 2: Workstation Basics	6	9	9	0.09%
	eLearning Module: Ergonomics 101 Class 3: Vision & Tech Neck	4	4	4	0.04%
	eLearning Module: Ergonomics 101 Class 4: RSI Prevention	4	4	4	0.04%
	eLearning Module: Ergonomics 101 Class 5: Back Injury Prevention	4	4	4	0.04%
	eLearning Module: Ergonomics 101 Class 6: Postural Assessment and Correction	2	2	2	0.02%
	eLearning Module: Healthy Telecommuting Class 1: Healthy Workspace	82	262	253	2.61%
	eLearning Module: Healthy Telecommuting Class 2: Staying Social	78	250	237	2.44%
	eLearning Module: Healthy Telecommuting Class 3: Routine	69	216	209	2.15%
	eLearning Module: Healthy Telecommuting Class 4: Staying Active	79	254	242	2.49%
	eLearning Module: Healthy Telecommuting Class 5: Communication	56	165	158	1.63%
	Livongo Diabetes Prevention Program Class	49	106	32	0.33%
Employee Wellness Workshop - Live	Employee Wellness Workshop	101	7560	2149	22.14%
	Employee Wellness Workshop: Cultivating Digital Wellness	5	5	4	0.04%
	Employee Wellness Workshop: Healing Power of Pets	3	3	2	0.02%
	Employee Wellness Workshop: Resiliency	6	304	242	2.49%
	Employee Wellness Workshop: Spiritual Well-Being	10	717	446	4.59%
Employee Wellness Workshop - Elearning	eLearning Module Wellness Workshop: Battling Burnout Workshop	35	232	160	1.65%
	eLearning module Wellness Workshop: Mindfulness	5	7	7	0.07%
	eLearning Module Wellness Workshop: Resiliency	6	10	10	0.10%
	eLearning Module Wellness Workshop: Spiritual Well-Being	13	22	22	0.23%



Employee Wellness Program Participation Report

Program	Description	Total Activities	Total participants	Total unique participants	% engaged
					TOTAL =
					EE & SP enrolled medical
					9,707
Well Powered Living	eLearning Module: Well Powered Living 1.0 Class 1: Personal Mission	592	2786	2403	24.76%
	eLearning Module: Well Powered Living 1.0 Class 2: Physical Energy	507	2321	2062	21.24%
	eLearning Module: Well Powered Living 1.0 Class 3: Emotional Energy	468	2803	2455	25.29%
	eLearning Module: Well Powered Living 1.0 Class 4: Mental Energy	467	2383	2112	21.76%
	eLearning Module: Well Powered Living 1.0 Class 5: Spiritual Energy	454	2090	1889	19.46%
	eLearning Module: Well Powered Living 2.0 Class 1: Healthy Eating	85	506	477	4.91%
	eLearning Module: Well Powered Living 2.0 Class 2: Movement	79	447	424	4.37%
	eLearning Module: Well Powered Living 2.0 Class 3: Sleep	80	480	457	4.71%
	eLearning Module: Well Powered Living 2.0 Class 4: Self-care	81	433	406	4.18%
	Well Powered Living 1.0 Class 1: Personal Mission	19	706	584	6.02%
	Well Powered Living 1.0 Class 2: Physical Energy	13	613	512	5.27%
	Well Powered Living 1.0 Class 3: Emotional Energy	9	411	359	3.70%
	Well Powered Living 1.0 Class 4: Mental Energy	8	503	408	4.20%
	Well Powered Living 1.0 Class 5: Spiritual Energy	10	520	443	4.56%
	Well Powered Living 2.0 Class 1: Healthy Eating	19	1127	833	8.58%
	Well Powered Living 2.0 Class 2: Movement	9	747	615	6.34%
	Well Powered Living 2.0 Class 3: Sleep	11	823	656	6.76%
	Well Powered Living 2.0 Class 4: Self care	16	1056	834	8.59%
	Well Powered Living 3.0 Class 1: Review	8	568	452	4.66%
	Well Powered Living 3.0 Class 2: Achieving with Character	9	439	334	3.44%
	Well Powered Living 3.0 Class 3: Building Your Scorecard	6	445	386	3.98%
	Well Powered Living 3.0 Class 4: Training Character Muscles	7	437	366	3.77%
	Well Powered Living Webinar (Emotional Energy)	4	14	14	0.14%
	Well Powered Living Webinar (Mental Energy)	2	2	2	0.02%
	Well Powered Living Webinar (Personal Mission)	2	2	2	0.02%
	Well Powered Living Webinar (Physical Energy)	2	2	2	0.02%
Well Powered Living Webinar (Spiritual Energy)	2	2	2	0.02%	



Employee Wellness Program Participation Report

Healthy@Harris Employee Wellness Program		Program YTD (September 1, 2019 - August 31, 2020)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged TOTAL =
					9,707
				EE & SP enrolled medical	
Health Coaching by Phone	Get Help Improving My Lifestyle Habits - Stress	169	373	373	3.84%
	Get Help Improving My Lifestyle Habits - Tobacco	24	29	29	0.30%
	Get Help Improving My Lifestyle Habits - Weight	193	463	463	4.77%
	Make Progress Towards a Goal to Overcome a Health Problem (Note: Chronic Condition Only)	252	862	862	8.88%
	Talk to a Coach or Visit the Ben Taub Onsite Coach to Make Progress Toward a	271	1168	1168	12.03%
Maternity Support	Speak with a Maternity Nurse Starting in Your 1st Trimester and One Call After the Baby is Born	50	57	57	0.59%
	Speak with a Maternity Nurse Starting in Your 2nd Trimester and One Call After the Baby is Born	23	26	26	0.27%
EAP Webinar	EAP Webinar: A Brain Science Approach to Being Happier	1	528	528	5.44%
	EAP Webinar: A Brain Science Understanding of Managing and Mediating Conflict	1	217	215	2.21%
	EAP Webinar: Gift Giving on a Budget	1	416	413	4.25%
	EAP Webinar: Improve Your Overall Health	1	393	393	4.05%
	EAP Webinar: Mental Illness: Busting the Myths	1	96	96	0.99%
	EAP Webinar: Personal Resiliency Pt. 1 Retrain Your Brain	1	358	358	3.69%
	EAP Webinar: Ready Set Go Transtheoretical Model	1	500	499	5.14%
	EAP Webinar: Responding and Thriving in Organizational Change	1	221	221	2.28%
	EAP Webinar: Stress Management 2020	2	52	51	0.53%
	EAP Webinar: The Importance of Self-Care	1	380	380	3.91%
EAP Webinar: Time Management - A Self-Management Strategy	1	128	128	1.32%	



Employee Wellness Program Participation Report

Healthy@Harris Employee Wellness Program		Program YTD (September 1, 2019 - August 31, 2020)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged TOTAL =
					9,707
					EE & SP enrolled medical
Healthy Knowledge Seminar - Live	Cancer Resource Center Seminar (PIKNIC)	1	24	24	0.25%
	Cigna Workshop	12	533	387	3.99%
	FY22 Premium Reward Program Presentation - Nutrition Services	2	68	62	0.64%
	Kelsey-Seybold Seminar	3	33	32	0.33%
	Kelsey-Seybold Webinar: Back, Neck and Joint Pain: Let's Get Cracking!	1	79	78	0.80%
	Kelsey-Seybold Webinar: Breast Cancer	1	361	360	3.71%
	Kelsey-Seybold Webinar: Building Your Skin Care Routine	1	399	398	4.10%
	Kelsey-Seybold Webinar: Diabetes 101	1	135	135	1.39%
	Kelsey-Seybold Webinar: Dieting Myths Debunked	1	398	398	4.10%
	Kelsey-Seybold Webinar: Don't Get Ready, Be Ready	1	484	484	4.99%
	Kelsey-Seybold Webinar: Flu Vaccine and Immunizations	1	280	280	2.88%
	Kelsey-Seybold Webinar: Importance of Preventive Health Exams	1	447	447	4.60%
	Kelsey-Seybold Webinar: Making Sense of Supplements	1	37	37	0.38%
	Kelsey-Seybold Webinar: Manage Stress	4	1037	835	8.60%
	Kelsey-Seybold Webinar: Raising Active Kids	1	208	208	2.14%
Livongo Webinar	3	265	202	2.08%	



Employee Wellness Program Participation Report

Healthy@Harris Employee Wellness Program		Program YTD (September 1, 2019 - August 31, 2020)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged TOTAL =
					9,707
					EE & SP enrolled medical
Healthy Knowledge Seminar - Elearning	eLearning Module EAP Webinar: A Brain Science Approach to Being Happier	186	1905	1823	18.78%
	eLearning Module EAP Webinar: A Brain Science Understanding of Managing and Mediating Conflict	96	1262	1211	12.48%
	eLearning Module EAP Webinar: Coping with the Uncertainty and Disruption of COVID-19	155	1828	1732	17.84%
	eLearning Module EAP Webinar: Dealing with Difficult People	21	46	46	0.47%
	eLearning Module EAP Webinar: EAP Tools for Managers	224	551	436	4.49%
	eLearning Module EAP Webinar: Effective Communication and Why You Want It	7	7	7	0.07%
	eLearning Module EAP Webinar: Feeding and Care of Superheroes	20	40	39	0.40%
	eLearning Module EAP Webinar: Holiday Stress	20	41	41	0.42%
	eLearning Module EAP Webinar: Identity Theft	16	30	30	0.31%
	eLearning Module EAP Webinar: Importance of Self-Care	61	692	679	6.99%
	eLearning Module EAP Webinar: Improve Your Overall Health	134	1469	1414	14.57%
	eLearning Module EAP Webinar: Managing Work-Life Balance	14	16	16	0.16%
	eLearning Module EAP Webinar: Mental Illness: Busting the Myths	141	1929	1860	19.16%
	eLearning Module EAP Webinar: Personal Resiliency Pt. 1	13	15	14	0.14%
	eLearning Module EAP Webinar: Responding and Thriving in Organizational Change	48	552	535	5.51%
	eLearning Module EAP Webinar: Stress Management 2020	156	1626	1570	16.17%
	eLearning Module EAP Webinar: Time Management - A Self-Management Strategy	8	15	15	0.15%
	eLearning Module EAP Webinar: Trauma and Its Impact	16	22	22	0.23%
	eLearning Module EAP Webinar: Wills, Trusts, Estate Planning	12	46	46	0.47%
	eLearning: FY22 Premium Reward Program Overview for Environmental & Nutrition Services	15	68	68	0.70%
FY22 Disputes - Webinars	30	106	37	0.38%	
Premium Rewards Brainshark Video (FY21)	3	5	5	0.05%	
Premium Rewards Brainshark Video (FY22)	1672	2586	2354	24.25%	
Premium Rewards Brainshark Video (FY23)	9	73	72	0.74%	



Employee Wellness Program Participation Report

Healthy@Harris Employee Wellness Program		Program YTD (September 1, 2019 - August 31, 2020)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged TOTAL =
					9,707
					EE & SP enrolled medical
HbA1c Check	HbA1c Check	9	70	57	0.59%
Livongo Enroll Activate	Livongo Enroll & Activate DIABETES	125	170	170	1.75%
	Livongo Enroll & Activate HYPERTENSION	201	353	353	3.64%
Livongo Monthly Testing	Livongo Monthly Blood Pressure Testing	12	4715	948	9.77%
	Livongo Monthly Glucose Testing	12	7681	1050	10.82%
Achieve Health Goals (Standard - Alternatives are Telephonic Coaching, Online WebMD Program)	Achieve a Fasting Blood Glucose (Blood Sugar) Level of Less Than 100	301	3662	3662	37.73%
	Achieve a Healthy Blood Pressure Level of Less Than or Equal to 120/80	286	2811	2811	28.96%
	Achieve a Healthy LDL Level of Less Than or Equal to 100	352	3932	3931	40.50%
	Achieve a healthy total cholesterol level of less than or equal to 200	356	5450	5449	56.13%
	Achieve a Healthy Waist Size of 35 in. (Women) or 40 in. (Men), or Less	261	2747	2747	28.30%
Fitbit 10k steps tracked	Fitbit 10k Steps	366	190044	2393	24.65%
Group Exercise	Boot Camp	3	14	7	0.07%
	eLearning Module: Virtual Group Exercise - Lower Body Stretch	2	2	2	0.02%
	High Intensity Interval Training	39	281	33	0.34%
	Night Club Cardio	20	93	16	0.16%
	Stretching	22	106	28	0.29%
	Virtual Stretch Break	2	28	27	0.28%
	Yoga (MLK)	19	112	11	0.11%
	Zumba	72	568	86	0.89%
Social Health and Wellness	Get Connected! Have Fun and Earn Rewards on Apps and Activities	90	7112	1465	15.09%
Sports	Basketball	19	143	34	0.35%
	Flag Football	7	44	9	0.09%
	Softball	4	46	14	0.14%
	Volleyball	38	417	54	0.56%



Employee Wellness Program Participation Report

Healthy@Harris Employee Wellness Program		Program YTD (September 1, 2019 - August 31, 2020)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged TOTAL =
					9,707
					EE & SP enrolled medical
Naturally Slim Foundations (class-by-class)	session-1	4	6	4	0.04%
	session-2	5	9	5	0.05%
	session-3	8	12	8	0.08%
	session-4	9	12	9	0.09%
	session-5	9	12	9	0.09%
	session-6	8	11	8	0.08%
	session-7	8	13	8	0.08%
	session-8	8	17	10	0.10%
	session-9	9	15	9	0.09%
	session-10	8	20	11	0.11%
Naturally Slim NS4You	session-11	17	48	27	0.28%
	session-12	23	172	92	0.95%
	session-13	24	163	85	0.88%
	session-14	27	155	84	0.87%
	session-15	22	153	81	0.83%
	session-16	24	141	79	0.81%
	session-17	27	107	86	0.89%
	session-18	20	147	82	0.84%
	session-19	20	147	80	0.82%
	session-20	24	143	82	0.84%
Naturally Slim NS4Life	session-21	43	103	99	1.02%



Employee Wellness Program Participation Report

Healthy@Harris Employee Wellness Program		Program YTD (September 1, 2019 - August 31, 2020)			
Program	Description	Total Activities	Total participants	Total unique participants	% engaged TOTAL =
					9,707
		EE & SP enrolled medical			
Preventive Care	Complete an Annual Physical Exam with Biometric Values-Must Complete	292	7077	7077	72.91%
	Get a Cervical Cancer Screening (Preventive Exam)	256	2105	2105	21.69%
	Get a Colon Cancer Screening (Preventive Exam)	230	786	786	8.10%
	Get a Mammogram (Preventive Exam)	275	2252	2252	23.20%
	Get a Prostate Cancer Screening (Preventive Exam)	252	1126	1126	11.60%
	Get My Annual OB/GYN Exam (Preventive Exam)	244	2012	2012	20.73%
Self Reported Activities	I Received My Annual Dental Exam (Self-Reported Goal)	357	4308	4308	44.38%
	I Received My Annual Vision Exam (Self-Reported Goal)	356	4224	4223	43.50%
Special Event	AHA Heart Walk	1	33	30	0.31%
	AIDS Walk	1	22	22	0.23%
	Field Day	1	276	271	2.79%
	Field Day 1st Place	1	8	8	0.08%
	Field Day 2nd Place	1	10	10	0.10%
	Field Day 3rd Place	1	10	10	0.10%
	Field Day Spirit Award	1	9	9	0.09%
	Get Your Rear in Gear Walk	1	8	8	0.08%
	Houston Corporate Run	2	27	27	0.28%
	National Employee Health and Fitness Month - Live Walk!	1	409	409	4.21%
	Relaxathon	19	1965	1949	20.08%
	Texas Med Run	1	401	383	3.95%
	Online Challenge	Online Challenge: Journey Through Asia 2020	1	305	305
Online Challenge: Stepping into 2020		4	217	217	2.24%
Online Challenge: Turn Up The Heat! Fitbit Challenge		1	186	186	1.92%
Healthy Wage		1	8	8	0.08%
Wellness Screening Form and Employee Wellness Survey	Employee Wellness Survey	2	3544	3544	36.51%
	Submit The Wellness Screening Form To Cigna Or Complete The Annual Employee Wellness Survey	255	7438	5927	61.06%
TOTAL UOS		16,533	348,706	10,931	112.6%



Employee Wellness Program Participation Report

Healthy@Harris Wellness Program		Program YTD (9/1/2019-8/31/2020)			
Program	Description	Total Activities	Total Participants	Total Unique Participants	% engaged
					9707
					All EE&SP
TOTAL UOS-Monthly		16,533	348,706	10,931	92.54%

- Total Units of Service (# of Touches/Engagements) increased by 52,884 UOS over the prior program year.
- 17.88% increase from FY21 to FY22 Program Year.
- 92.54% of all employees and spouses on the medical plan were engaged in the wellness program.
- 94% of all employees and covered spouses were engaged in the wellness program. This includes all full-time, part time and temporary employees in addition to all spouses enrolled in the medical plan during the program year.
- Total UOS:
 - FY18: 30,303 Units of Service
 - FY19: 66,444 Units of Service
 - FY20: 124,148 Units of Service
 - FY21: 295,822 Units of Service
 - FY22: 348,706 Units of Service



Employee Wellness Program Participation Summary

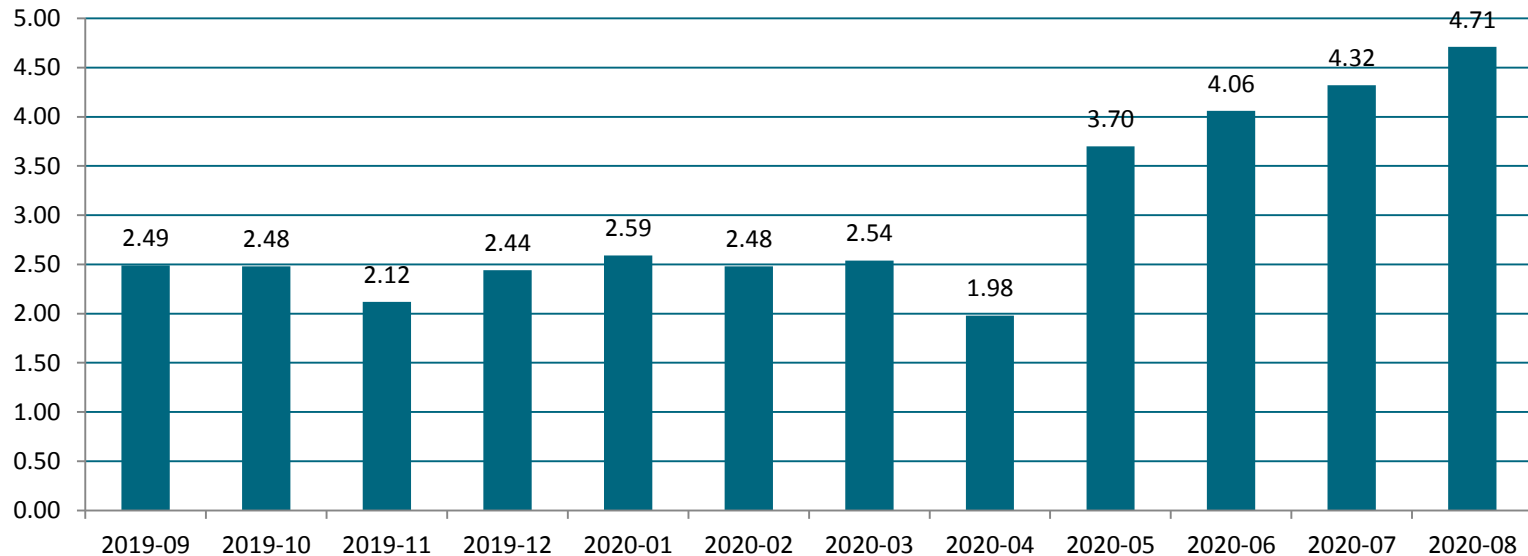
Healthy@Harris Wellness Program	Program YTD (September 1, 2019 - August 31, 2020)
Average # of wellness activities per participant	32
Total # of participants engaged in wellness program during time period	10,931
# of all participants who completed 1 or more wellness activities	10,931
# of all Employees (regardless of medical plan status) and spouses on the medical plan	11,631
% of all Employees engaged (regardless of medical plan status) and spouses on the medical plan	94.00%
# who participated in 9 or more wellness activities	7,716
% of total who participated in >= 9 wellness activities	70.59%
# of medical plan participants who completed 1 or more wellness activities	8,983
% of medical plan participants engaged	92.54%
# of medical plan participants who completed 9 or more wellness activities	7204
% of medical plan participants who completed 9 or more wellness activities	74.21%

- 92.54% all eligible medical plan participants completed ≥ 1 program or activity in FY22; a 1.8% decrease over FY21 (94.3%)
- 94.00% (10,931/11,631) of all employees (regardless of medical plan status) and covered spouses completed ≥ 1 program or activity in FY22. This includes all full-time, part-time and temporary employees and 1,652 Spouses.
- 70.59% of all Wellness Participants completed 9 or more activities during the current program year in FY22. This includes all employees and spouses regardless of medical plan status.
- 74.21% of all eligible Medical Plan participants (9,707) completed 9 or more wellness activities during the current program year.



Monthly Activities

Average activities per eligible participant (n=9,707)

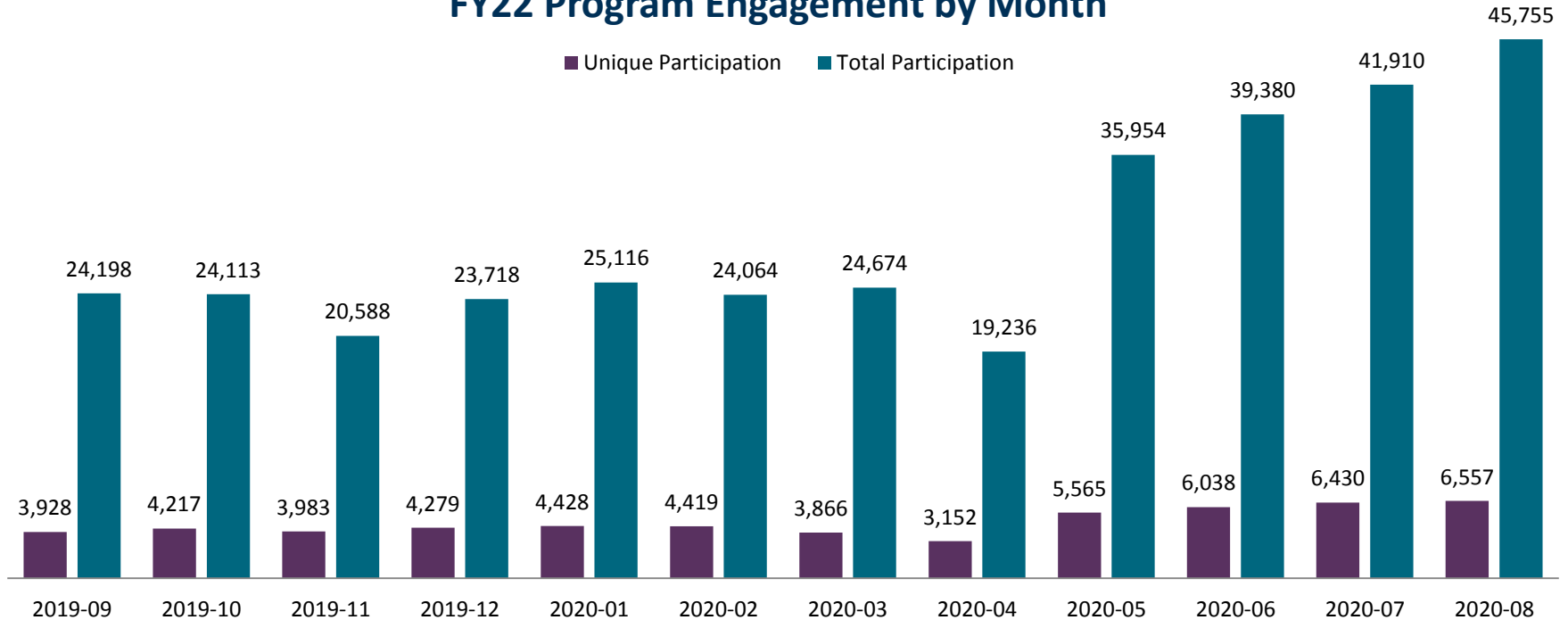


- 94% (10,931/11,631) of all employees (regardless of medical plan status) and covered spouses completed a wellness activity during the current program year
- 92.54% all eligible medical plan participants completed a wellness activity during the current program year
- 92.54% all eligible medical plan participants completed ≥ 1 program or activity in FY22; a 1.8% decrease over FY21 (94.3%)
- Participants completed an average of 32 wellness activities per person in FY22



FY22 Wellness Program Engagement by Month

FY22 Program Engagement by Month



- Total Number of unique participants: 10,931
- 17.88 % increase in engagement over prior program year

Population Health Results



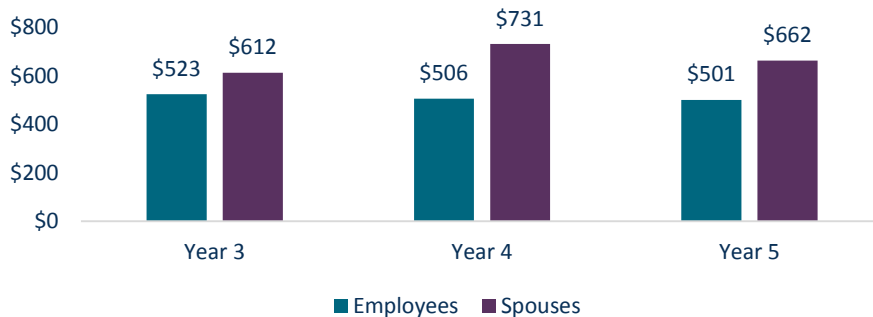
Population Health & Wellness - Active Employees

Population Health Status

Prospective Risk Score	Incurred 9/2017 – 8/2018, Paid through 9/2018	Incurred 9/2018 – 8/2019, Paid through 11/2019	Incurred 9/2019 – 8/2020, Paid through 10/2020	Trend
Employees	1.61	1.58	1.53	↓ .03
Spouses	1.89	1.86	1.79	↓ .04

Average Per Member Per Month (PMPM) Medial & Rx Claims	Incurred 9/2017 – 8/2018, Paid through 9/2018	Incurred 9/2018 – 8/2019, Paid through 11/2019	Incurred 9/2019 – 8/2020, Paid through 10/2020	Trend	Trend
Employees	\$523	\$506	\$501	↓ -1.0%	↓ \$5.11 PMPM
Spouses	\$612	\$731	\$662	↓ -9.5%	↓ \$69.41 PMPM

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



- Reduced Prospective Risk by .03 for Employees and by .04 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 2017 – August 2018			Sept 2018 – August 2019			Sept 2019 – August 2020			Trends in Prevalence	Trends Cost
	% Prevalence	#	Average Paid Per Claimant	% Prevalence	#	Average Paid Per Claimant	% Prevalence	#	Average Paid Per Claimant		
Hypertension	17.3%	2,877	\$11,737	17.1%	2,824	\$11,056	18.1%	3,040	\$10,762	↑ 5.85%	↓ 2.66%
Diabetes	10.6%	1,772	\$15,130	10.5%	1,729	\$13,934	10.0%	1,673	\$12,354	↓ 4.76%	↓ 11.34%
Hyperlipidemia	11.4%	1,902	\$9,467	11.4%	1,890	\$9,359	14.0%	2,358	\$10,857	↑ 22.81%	↑ 16.00%

Actions:

- Programs to improve or eliminate chronic conditions;
 - Naturally Slim®: updated eligibility criteria due to launch of Livongo DPP and changed to continuous enrollment had a total of 958 unique participants that completed a total of 1,606 classes)
 - Livongo Diabetes Management Program: 57% enrolled as of February 2021 (1,015 members enrolled out of 1,789 people identified with Diabetes)
 - Livongo Hypertension Management Program: 38% enrolled as February 2021 (1,284 members enrolled out of 3,379 people identified with Hypertension)
 - Livongo Diabetes Prevention Program: 15% enrolled as of February 2021 (283 members enrolled out of 1,931 people identified with Pre-Diabetes)
 - On-site nurse: performed 70 HbA1c checks for 70 people
 - On-site classes, workshops etc.
- Continue to promote relationship with PCP to increase annual physical rate and physician involvement in Chronic Condition Management
- Third year spouses included in program requirements for FY22 premium rewards thus increasing spouse engagement and identification of health issues

Data source: IDAP, incurred September 2017 – August 2018, paid through September 2018; incurred September 2018 – August 2019, paid through November 2019; ; incurred September 2019 – August 2020, paid through October 2020. Excluding post-65 retirees, Grandfathered disabled & COBRA. Does not include capitated costs. **2020 data may have been impacted by Covid 19 pandemic.**



Population Health Statistics

Preventive Care Statistics

	Sept 2017 – August 2018				Sept 2018 – August 2019				Sept 2019 – August 2020				
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	71.1%	8,330	67.7%	1,761	80.90%	8,326	74.3%	1,721	63.3%	8,885	60.0%	1,802	-17.03%
Mammogram	84.9%	3,494	71.3%	366	83.60%	3,843	75.7%	382	79.8%	3,943	74.7%	379	-3.29%
Cervical Cancer Screening	91.7%	5,632	87.9%	486	90.50%	5,837	86.9%	503	87.0%	5,986	60%	503	-6.27%
Colorectal Screening	54.5%	2,714	52.9%	786	50.00%	3,108	50.7%	833	50.3%	3,148	49.1%	801	0.01%
Prostate Screening*	41%	1,276	49%	996	43%	1,212	51%	912	75.2%	751	82.4%	598	29.91%

*2020 Prostate Screening criteria updated: Males age greater than 49 with PSA test in last 24 months

** Preventive screenings likely impacted by Covid Pandemic and alternatives provided for premium points

Preventive care utilization was 61.7%, a decrease of 10.7% over the prior program year due to the Covid-19 pandemic and restrictions on the ability to get preventive care services.

Notes:

Employee compliance includes participants not eligible for premium rewards (PPACA participants etc.). 72.9% of eligible employees and spouses completed a physical (excludes new hires/newly benefitted employees hired 5/1/19 or later).



Population Health Statistics

Preventive Care Statistics

	Sept 2018 – August 2019					Sept 2019 – August 2020					
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	32%	10,929	35%	2,739	32.6%	26.8%	8,764	27.2%	2,034	26.9%	↓ 53%
Annual Vision Exam	41%	9,885	35%	2,635	39.7%	37%	10,215	33%	2,562	36.2%	↓ 7.6%

Notes:

- Preventive care utilization was down due to Covid-19 restrictions.



Population Health Statistics

Metabolic Syndrome

Risk Factors	<u>Prospective Risk Score: 1.19</u>	Prevalence
Fasting glucose \geq 100 mg/dL or on medicine to treat high glucose		25%
Blood Pressure \geq 130/85 mmHg or on medicine to treat high blood pressure		9.4%
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")		35%

- 408 members (2.3% of total population meet Metabolic Syndrome criteria (3 out of 5 risk factors); a decrease of -2% from prior year*
- The average cost of a member with Metabolic Syndrome (Med & Rx) is \$28,880 per year, versus \$18,042 per year for a member without Metabolic Syndrome.
- Potential cost avoidance = \$3,197,825 (408* \$7,838)

*Note MetS members potentially down due to decrease in test results from Covid-19 pandemic

Actions:

- Livongo Diabetes Prevention Program
- Naturally Slim® engagement
- Nurse outreach
- PCP visits and clinical management
- Well Powered Living Program
- Wellness Workshops
- Healthy cooking classes



Population Health Statistics-Biometrics Risks

		Sept 2018 – August 2019			Sept 2019 – August 2020			
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	27%	43%	70%	28%	41%	70%	→ 0%
Waist Circumference	Women: ≥ 35 inches Men: ≥ 40 inches	45%	--	45%	43%	--	43%	↓ 2%
Cholesterol	At Risk: 200-239 mg/dL High Risk: ≥ 240 mg/dL	22%	6%	28%	23%	7%	30%	↑ 2%
HDL	Women: < 50 mg/dL Men: < 40 mg/dL	28%		28%	28%	--	28%	→ 0%
LDL	At Risk: ≥ 100 mg/dL High Risk: ≥ 160 mg/dL	54%	5%	59%	55%	6%	60%	↑ 1%
Triglycerides	At Risk: ≥ 150 mg/dL High Risk: ≥ 200 mg/dL	18%	8%	27%	18%	8%	27%	→ 0%
Glucose	At-Risk: 100-125 mg/dL High-Risk: ≥ 126 mg/dL	18%	8%	26%	17.7%	7.5%	25%	↓ 1%
Blood Pressure	At-Risk: $\geq 120/80$ High-Risk: $\geq 140/90$	19%	3%	22%	30%	4%	34%	↑ 12%

Data sources:

IDAP, incurred September 2018 – August 2019, paid November 2019; incurred September 2019 – August 2020, paid through October 2020. Excluding post-65 retirees & COBRA. **2020 data may have been impacted by Covid 19 pandemic**



Population Health Statistics-Lifestyle Risks

Biometric	Biometric Description	Sept 2018 – August 2019			Sept 2019 – August 2020			Trends
		% At risk	% High Risk	% Total (At Risk + High Risk)	% At risk	% High Risk	% Total (At Risk + High Risk)	
Physical Activity*	At Risk: 1-4 times (<150 min.) /week High Risk: 0 times/week	65.3%	6.5%	71.8%	64.1%	6.9%	71.0%	↓ .8%
Tobacco Use*	High Risk: Current Tobacco user		4.0%	4.0%		4.1%	4.1%	↑ .1%
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	36.0%	2.2%	38.2%	37.9%	2.7%	40.7%	↑ 2.5%
Stress*	At Risk: Sometimes stressed High Risk: High Stress	29.5%	6.2%	35.7%	32%	7%	39%	↑ 3.1%

*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



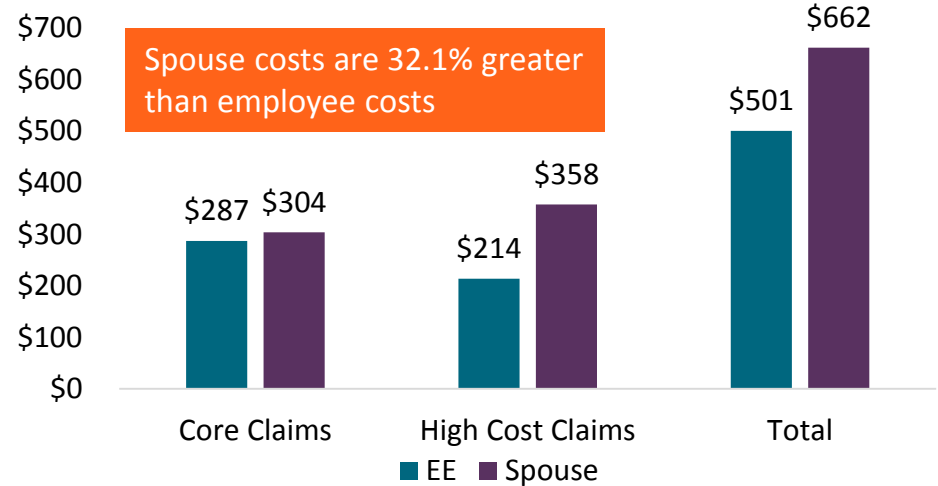
Employee/Retiree versus Spouse Cost & Risk Analysis

Demographics

	Age	% Female	Prospective Risk Score
Employee	44.7	76.7%	1.53
Spouse	49.6	31.7%	1.79

Average risk score is 1.66

Cost Per Member Per Month PMPM



Chronic Conditions (Program Year)

Top 3 Chronic Conditions	Spouses Prevalence	Number of Spouses	Employees Prevalence	Number of Employees
Hypertension	34.0%	589	28.3%	2,413
Diabetes	20.5%	355	15.0%	1,275
Hyperlipidemia	29.6%	513	20.9%	1,782

Actions:

- Livongo Diabetes Management Program
- Livongo Hypertension Management Program
- Livongo Diabetes Prevention Program
- Required spouse engagement for Premium Rewards Program



Chronic Conditions Prevalence – Employee Population

Chronic Condition	FY22: Sep 2019 through Aug 2020		FY21: Sep 2018 through Aug 2019		Trend
	# With Condition	% of Members	# With Condition	% of Members	
Hypertension	2,413	27.62%	2,233	30.30%	-8.86%
Metabolic Disorders	2,366	27.08%	2,201	29.86%	-9.33%
Hyperlipidemia	1,782	20.39%	1,661	22.54%	-9.51%
Diabetes	1,275	14.59%	1,146	15.55%	-6.16%
Blood Disorders	862	9.86%	774	10.50%	-6.07%
Morbid Obesity	760	8.70%	694	9.42%	-7.63%
Lower Back Pain	641	7.34%	538	7.30%	0.49%
Asthma	410	4.69%	341	4.63%	1.41%
Osteoarthritis	397	4.54%	376	5.10%	-10.95%
Depression	394	4.51%	341	4.63%	-2.55%
Chronic Pain	385	4.41%	324	4.40%	0.22%
Cancer	252	2.88%	223	3.03%	-4.69%
Liver Diseases	244	2.79%	235	3.19%	-12.43%
CAD	184	2.11%	158	2.14%	-1.78%
CKD	135	1.54%	119	1.61%	-4.32%
Congestive Heart Failure	87	1.00%	77	1.04%	-4.70%
Rheumatoid Arthritis	80	0.92%	71	0.96%	-4.96%
Peripheral Vascular Disease	75	0.86%	76	1.03%	-16.77%
ADHD	71	0.81%	60	0.81%	-0.19%
HIV/AIDS	69	0.79%	59	0.80%	-1.36%
Atrial Fibrillation	56	0.64%	48	0.65%	-1.60%
COPD	55	0.63%	49	0.66%	-5.33%
Inflammatory Bowel Disease	38	0.43%	29	0.39%	10.52%
Metabolic Syndrome	35	0.40%	29	0.39%	1.79%
Sickle Cell Disease	25	0.29%	18	0.24%	17.14%
Affective Psychosis	23	0.26%	25	0.34%	-22.40%
Eating Disorders	21	0.24%	14	0.19%	26.52%
Immune Disorders	19	0.22%	10	0.14%	60.25%
Paralysis Other	18	0.21%	15	0.20%	1.21%
Demyelinating Diseases	16	0.18%	13	0.18%	3.81%

The average prevalence of all chronic conditions listed has decreased 0.61% over the prior year.

Highlights for Employees & Spouses:

- Hypertension has decreased by 8.86%
- Hyperlipidemia has decreased by 9.51%
- Diabetes has decreased by 6.16%

Note: 2020 data may have been impacted by Covid-19 pandemic

Environment & Culture



Environment and Culture

- 86.29% of employees believe that Harris Health System cares about their health and well-being, a 3.58% decrease from the prior year.*
- 86.58% of employees believe there is a culture of health and wellness within Harris Health System, a .80% decrease from the prior program year.*

Harris Health System Employee Wellness Survey 2020						
TOPIC	2017	2018	2019	2020	Trend	
Harris Health System cares about the health and well-being of employees.	80.32%	88.54%	89.87%	86.29%	↓	3.58%
There is a culture of health and wellness within Harris Health System.	75.54%	86.30%	87.38%	86.58%	↓	.80%
The managers in my department support employees' participation in the wellness program.	N/A	74.42 %	77.36%	76.16%	↓	1.20%
The managers in my department care about the health and well-being of employees.	N/A	77.50%	78.18%	78.60%	↑	0.42%

2017 total survey responses: 2,206
 2018 total survey responses: 3,562
 2019 total survey responses: 4,670
 2020 total survey responses: 4,324*

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
 Survey conducted 3/30/2020 - 4/30/2020*

* Note: Data collected and impacted by the 2020 Covid-19 Pandemic

Employee Wellness Program Satisfaction



Wellness Program Satisfaction

- 85.9% of employees are satisfied with the Wellness Program, a 3.13% decrease from the prior program year.

Harris Health System Employee Wellness Survey 2020						
TOPIC	2017	2018	2019	2020	Trend	
Satisfaction with the overall wellness program (good or excellent)	55.58%	82.19%	89.03%	85.90%	↓	-3.13%
The wellness program has helped me improve my overall health.	57.04%	76.38%	80.21%	79.38%	↓	-0.83%
The wellness program has helped me feel more confident about making decisions about my health.	56.77%	77.59%	82.12%	79.99%	↓	-2.13%
The wellness program has helped me increase my readiness to make positive health behavior changes.	58.53%	79.80%	84.13%	82.41%	↓	-1.72%
I have made at least one significant health behavior change since participating in the wellness program.	57.94%	81.00%	84.13%	81.14%	↓	-2.99%
The wellness program has helped me be more productive when I'm NOT at work.	52.15%	70.89%	74.95%	73.69%	↓	-1.26%
The wellness program has been of value to my spouse or others in my family.	42.26%	64.05%	72.56%	65.83%	↓	-6.73%
The wellness program has led to improved quality of life for me and/or my family.	52.97%	73.23%	79.24%	76.90%	↓	-2.34%
The wellness program is a valuable part of my employee benefits.	59.77%	82.19%	87.23%	85.71%	↓	-1.52%
I have gained knowledge and/or skills from the wellness program that I use in my everyday life.	N/A	79.46%	84.56%	82.52%	↓	-2.04%

2017 total survey responses: 2,206
 2018 total survey responses: 3,562
 2019 total survey responses: 4,670
 2020 total survey responses: 4,324*

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
 Survey conducted 3/30/2020 - 4/30/2020*

* Note: Data collected and impacted by the 2020 Covid-19 Pandemic



Wellness Program Satisfaction

Harris Health System Employee Wellness Survey 2020						
Satisfaction with Specific Programs and Resources	2017	2018	2019	2020	Trend	
Premium Rewards Program	N/A	77.70%	79.41%	84.56%	↑	5.15%
Telephonic Health Coaching	N/A	68.17%	74.38%	78.10%	↑	3.72%
In-person Health Coaching	N/A	67.63%	73.80%	75.30%	↑	1.50%
Cigna Online Chronic Condition Coaching	N/A	71.08%	75.28%	78.13%	↑	2.85%
Livongo Diabetes Management Program	N/A	73.10%	79.98%	80.90%	↑	0.92%
Livongo Free Diabetes Medication Program	N/A	N/A	78.29%	80.90%	↑	2.61%
Livongo Hypertension Management Program	N/A	N/A	80.04%	80.74%	↑	0.70%
Livongo Diabetes Prevention Program	N/A	N/A	N/A	79.78%		N/A
Naturally Slim Weight Management Program	N/A	75.64%	77.82%	78.51%	↑	0.69%
Well Powered Living Program	N/A	74.31%	80.76%	84.22%	↑	3.46%
Online Wellness Challenges	N/A	81.25%	85.43%	85.87%	↑	0.44%
EAP Webinars	N/A	73.96%	83.02%	86.25%	↑	3.23%
Healthy Knowledge Seminars	N/A	82.85%	84.94%	88.91%	↑	3.97%
Employee Wellness Workshops	N/A	N/A	N/A	85.63%		N/A
Relaxathons	N/A	79.44%	85.09%	85.13%	↑	0.04%
Poker Walks	N/A	79.44%	85.09%	82.00%	↓	-3.09%
Field Day	N/A	79.44%	85.09%	78.95%	↓	-6.14%
Hess Houston Corporate 5K	N/A	79.44%	85.09%	75.15%	↓	-9.94%
Other Special Events-Med Center Run, AHA Walk	N/A	79.44%	85.09%	80.60%	↓	-4.49%
Explore & Learn Booths	N/A	77.45%	83.23%	83.67%	↑	0.44%
Group Exercise Classes	N/A	78.34%	79.91%	81.68%	↑	1.77%
Recreational Sports	N/A	77.27%	79.14%	79.24%	↑	0.10%
Fitbit	N/A	N/A	N/A	86.65%		N/A
Healthy Cooking Classes	N/A	80.96%	83.28%	83.30%	↑	0.02%
Healthy Wage Weight Loss Contest	N/A	75.86%	N/A	77.19%		N/A
Cigna Healthy Pregnancy, Healthy Baby Program	N/A	70.50%	74.56%	76.07%	↑	1.51%
Employee Assistance Program through FEI	N/A	75.31%	79.54%	78.22%	↓	-1.32%
Becoming a Mom Class (LBJ)	N/A	65.98%	71.50%	70.78%	↓	-0.72%

* Note: Data collected and impacted by the 2020 Covid-19 Pandemic

Data sources: Employee Wellness Survey via Survey Monkey 2017, 2018, 2019 and 2020



Wellness Program Needs & Interests

Harris Health System Employee Wellness Survey 2020						
Needs & Interests	2017	2018	2019	2020	Trend	
Please rate your level of interest in having more healthy food options at work	N/A	N/A	N/A	79.26%		N/A
Please rate how likely you would be to pre-order and pre-pay for healthy food and beverages if you could order from a designated kiosk in the café?	N/A	N/A	N/A	60.74%		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%	37.67%	↓	-3.84%
Online health activity tracking challenge	32.20%	41.92%	42.34%	47.27%	↑	4.93%
Online self-directed lifestyle program	29.20%	37.61%	33.42%	33.40%	↓	-0.02%
Onsite program with group support	21.70%	35.02%	30.66%	25.09%	↓	-5.57%
Smart Phone program / Application with texting and personalized support	21.30%	29.55%	36.41%	42.26%	↑	5.85%
Medically-based program led by my physician or other qualified medical professional	18.90%	23.73%	22.32%	25.02%	↑	2.70%
Individual telephonic health coaching with a health professional	21.50%	19.39%	18.93%	20.86%	↑	1.93%

* Note: Data collected and impacted by the 2020 Covid-19 Pandemic

Livongo Diabetes Management Program

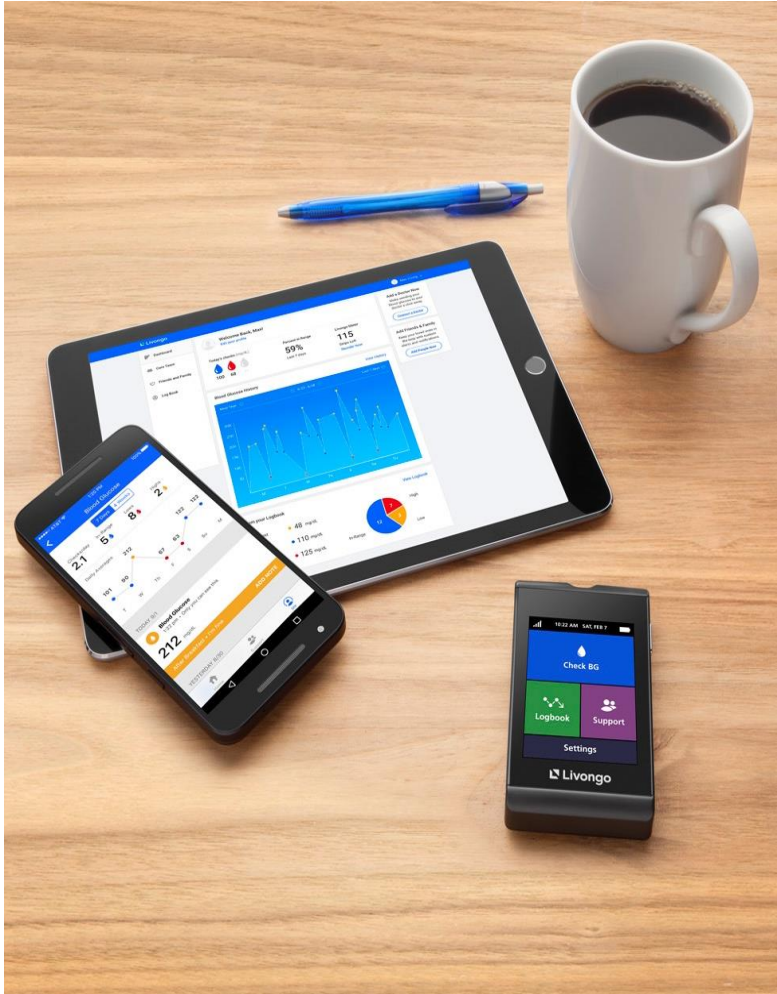


Livongo Diabetes Management Program

- 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 =60%
 - Decrease ER visits and complications associated with Diabetes
 - On average, diabetics participating in Livongo are 1x less likely to have an ER visit.
 - On average, Diabetics participating in Livongo are 1.8x 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 28% less likely on average to have days with hypoglycemic readings.
 - Achieve HbA1c reductions of $\geq 1\%$
 - The average HbA1c of all participants in Livongo increased by .09. The average HbA1c for participants with an average HbA1c ≥ 9 decreased by .12. Reductions are correlated to cost savings and reduced health risks
 - Average eHbA1c of Livongo participants enrolled at least 6-months and were uncontrolled at enrollment had a decrease of 1.28% participant
 - Increase the percentage of the diabetic population that has an HbA1c in the well-managed range ($< 7\%$)
 - 47% of all diabetics are in good diabetic control $< 7\%$; an increase of 3.3%
 - 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 78+; 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



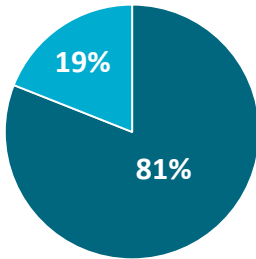
Livongo Diabetes Management Executive Summary

- **Engagement:**
 - Achieved 60% participation in Livongo Diabetes Management Program during the program year compared to Livongo’s BOB of 36%
 - 46% of Members engaged in both the Livongo Diabetes Management Program and Hypertension Management Program
- **Cost Savings:**
 - Diabetics Participating in Livongo cost 8% less than non participants; a difference of \$86 PMPM; a total difference of \$1,055,736 per year.
 - Participants engaged in Livongo have increased their costs by 11% during the pandemic; \$111 PMPM; totaling \$1,362,636.
- **Decreased ER visits and inpatient days:**
 - On average, diabetics participating in Livongo are 1x less likely to have an ER visit.
 - On average, Diabetics participating in Livongo are 1.8x less likely to have inpatient days compared to non-participants.
- **Clinical Results:**
 - Prospective risk score is .32 greater in Livongo Participants versus non-participants; opportunity for impact
 - Livongo participants are achieving clinical compliance. Greatest opportunity is with annual dilated eye exams (75%). Annual Exams: Foot exam (78.5%), HbA1c (94.7%), Lipid profile (89.4%), LDL-C (89.3%), Flu vaccine (96%) and preventive visit (87.8%).
 - Livongo participants are achieving higher clinical compliance with HEDIS measures and the Diabetes Standards of Care than non-participants
 - 47% of Livongo participants are in good diabetic control (<7%); a 3.3% improvement over the prior program year
 - 35% of Livongo participants are in moderate diabetic control (7%-9%); a 3.1% reduction over the prior program year
 - 18.1% of Livongo participants are in in poor diabetic control (≥9%); a .1% reduction over the prior program year
 - The average HbA1c of all participants in Livongo increased by .09. The average HbA1c for participants with an average HbA1c ≥ 9 decreased by .12. Reductions are correlated to cost savings and reduced health risks
 - Harris Health participants experienced a **1.28% decrease in eHbA1c** from the self reported values at registration
 - Livongo Participants had a .2% net improvement in biometric clinical risks
- **Empowerment & Satisfaction:**
 - Livongo participants have a Net Promoter Score (NPS) of +78 compared to NPS of 68 for Livongo’s BOB and a NPS of 12 for health plans. This demonstrates that HHS participants recommend Livongo and are satisfied with the program.
 - 61.6% of members feel more empowered in their diabetes management
 - 32% 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



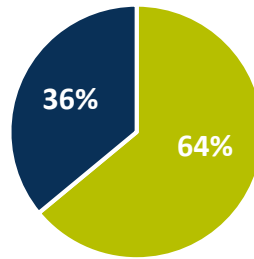
Livongo Diabetes Management Program Demographics

Membership



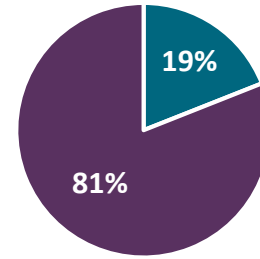
■ Employee ■ Spouse

Gender



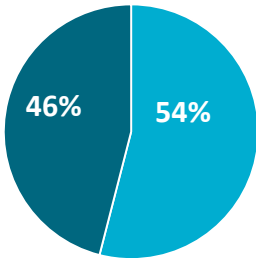
■ Female ■ Male

Age



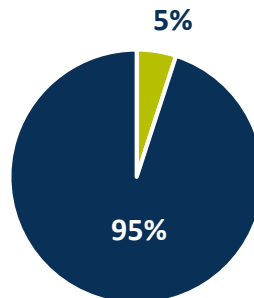
■ 18-44 ■ 45-64

Program



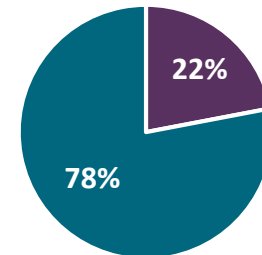
■ Diabetes Only ■ Diabetes & Hypertension

Diabetes Type



■ Type 1 ■ Type 2

Insulin



■ Use Insulin ■ No Insulin



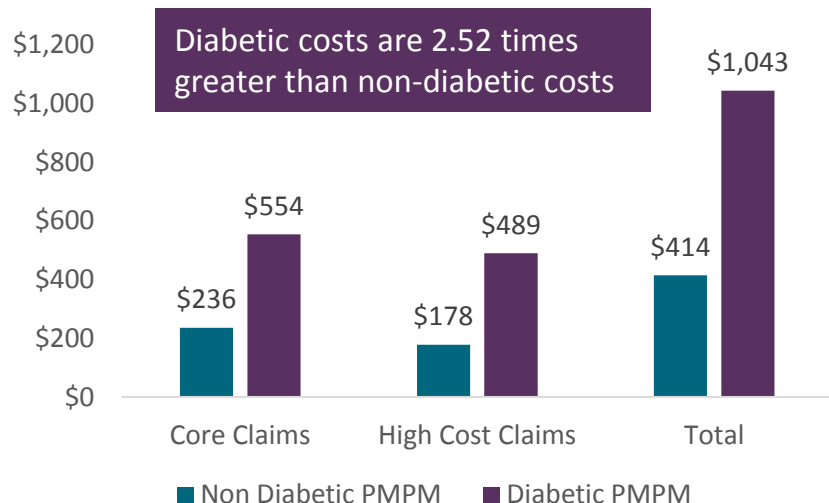
Diabetic versus Non Diabetic Cost & Risk Analysis

Top 3 Chronic Conditions	Spouses Prevalence	Number of Spouses	Employees Prevalence	Number of Employees
Hypertension	34.0%	589	28.3%	2,413
Diabetes	20.5%	355	15.0%	1,275
Hyperlipidemia	29.6%	513	20.9%	1,782

* Prevalence includes employee and spouse populations only

	Diabetic # of ER Visits	Diabetic ER Spend
Diabetic	669	\$873,324.02
Non-Diabetic	2,053	\$2,973,322

Cost Per Member Per Month PMPM



Top Diabetic Comorbidities	Diabetic Prevalence FY22*	Non-Diabetic Prevalence FY22*
Hypertension	66.81%	22.61%
Hyperlipidemia	65.30%	14.04%

* Prevalence includes employee and spouse populations only

Prevalence of hypertension and hyperlipidemia is on average 3.8 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	57.3%	98.1%	90.1%	18.1%	35.0%	47.0%

Medication Adherence

	Diabetes-Livongo Participants	Diabetes-Non-Livongo Participants
Members/Utilizers	762	1,536
Average Proportion of Days Covered Total Utilizers	94.4%	87.5%

Livongo participants have a significantly higher PDC (94.4%) than non-participants (87.5%).

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

	Claimants	Total RXs	Average Drug Cost per RX	Average Member Paid Per RX	Total Plan Paid
Sept 19 – Aug 20	1787	44,771	\$181.90	\$24.54	\$8,143,922.46

**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. EE & SP Only.

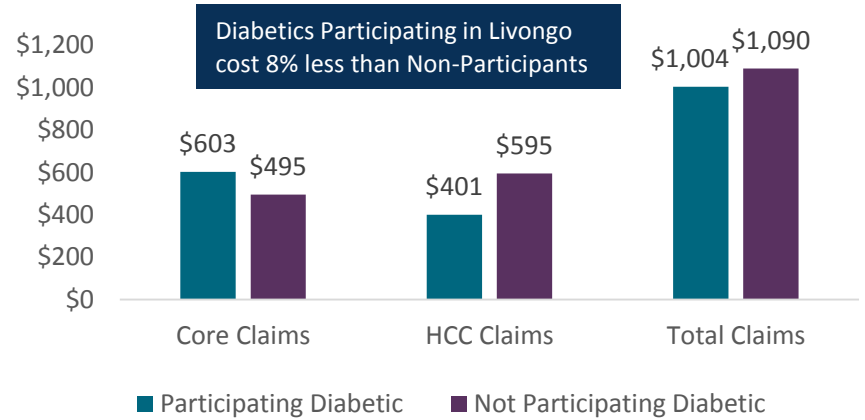


Diabetic Population – Livongo Participants

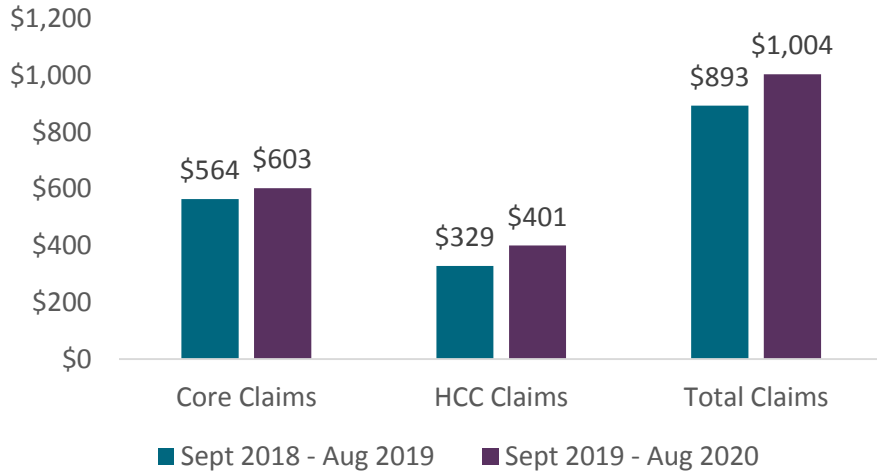
Participating in Livongo Diabetes	Count	%
Participating	1,023	60%
Not Participating	694	40%
Total	1,717	100%

60% Diabetics Engaged in Livongo during program year

Cost Per Member Per Month PMPM Sept 19 – Aug 20



Livongo Participant Cost Per Member Per Month PMPM



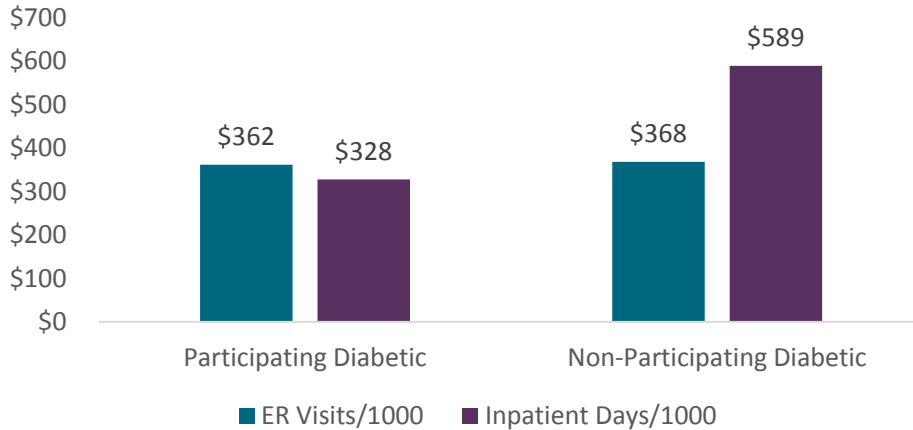
Prospective Risk Scores

Participating in Livongo	Count	Prospective Risk Score
Participating	972	3.06
Not Participating	837	2.74
Total	1,809	



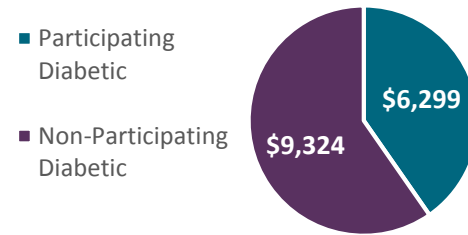
Diabetic Population – Livongo Participants

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



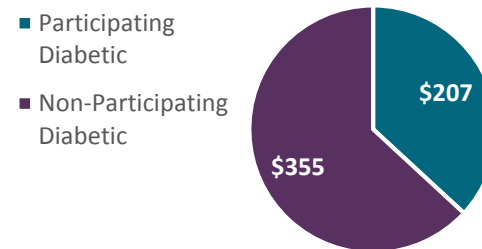
On average, diabetics not participating in Livongo are 1x more likely to have an ER visit and 1.8x more likely to have inpatient days

Avg Cost/Claimants



The average cost for diabetics not participating in Livongo is nearly 1.5x more than participating diabetics.

Avg Claim Cost



The average claim cost for diabetics not participating in Livongo is nearly 1.7x more than 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	75.0%	74.9%	67.7%
Annual foot exam	78.5%	78.7%	71.2%
Annual HbA1c exam	94.7%	94.2%	91.7%
Annual lipid profile	89.4%	88.3%	88.7%
Annual LDL-C screening	89.3%	88.1%	89.0%
Pneumonia vaccine*	none	none	none
Flu vaccine	96%	88%	8%
Preventive visit	87.8%	88.3%	81.2%

*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 foot exams.



Diabetic Population – Livongo Participants

Livongo Participants Clinical Compliance

Clinical Measure	Livongo – September 2018 – August 2019	Livongo – September 2019 – August 2020	Risk Shift
LDL < 100 mg/dL	41.4%	60.6%	↑ 9.3%
Total Cholesterol < 200 mg/dL	77.5%	78.3%	↑ 0.8%
HDL < 50 mg/dL for Females / < 40 mg/dL for Males	40.8%	36.6%	↓ 4.2%
Triglycerides < 150 mg/dL	71.5%	67.2%	↓ 4.3%
Glucose < 100 mg/dL	22%	25.2%	↑ 3.2%
Blood Pressure < 120/80 mm Hg	32.0%	27.7%	↓ 4.3%
HbA1C < 9%	81.1%	80.4%	↓ 0.7%

Data source: IDAP, incurred September 2018 – August 2019, paid through November 2019. Incurred Sept 2019 – August 2020, paid through October 2020. Excluding post-65 retirees, COBRA & Dependents. Costs include medical and pharmacy. *2020 data may have been impacted by Covid 19 pandemic*



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	58.9%	98.7%	92.7%	17.9%	37.4%	44.8%
Diabetics Not participating in Livongo	54.5%	96.9%	85.6%	18.4%	30.6%	51.0%

Livongo Participants:

- The average HbA1c of participants in Livongo remained fairly steady but with the Covid 19 pandemic we have more limited data compared to previous years
- Harris Health participants in Livongo experienced a 1.28% decrease in eHbA1c from the self reported values at registration
- Compliance with HEDIS measures are higher for Livongo participants than non-participants
- Livongo participants had a net improvement of .2% in their biometric clinical risks
- The program is engaging diabetics who need assistance with self-management

All Diabetics:

- 48% of all diabetics are in good diabetic control <7%
- 66.8% of Diabetics also have hypertension
- 65.3% of Diabetics also have hyperlipidemia
- Prevalence of hypertension and hyperlipidemia is on average 3.8 times higher, respectively, for diabetics versus non-diabetics
- Diabetic costs are 2.52 times greater than non-diabetic costs

Solutions:

- Livongo Diabetes Management Program, Livongo Hypertension Management Program, Livongo Diabetes Prevention Program, Wondr Health™ (Pre-Diabetes, MetS, Overweight) and Nutrition Counseling

Data sources: Cigna Diabetes HEDIS Measurement Report September 2016 – August 2017, Livongo cohort versus non participants, based off 12-month Engagement results. Optum Medication Adherence Report September 2016 – August 2017, includes entire population. IDAP, incurred September 2016 – August 2017, paid through September 2017. Excluding post-65 retirees & COBRA. Costs include medical and pharmacy



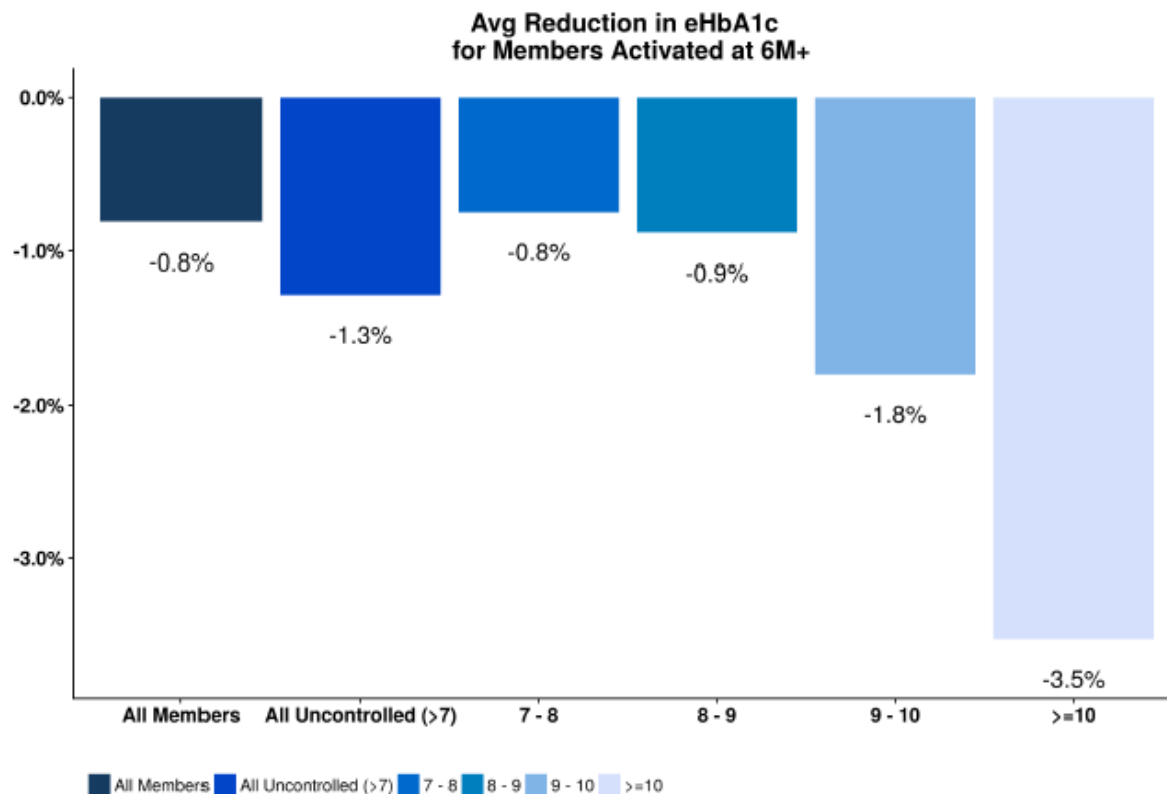
Livongo Diabetes Clinical Results: eHbA1c

Members enrolled at least 6M who started uncontrolled (HbA1c \geq 7%) have achieved a 1.28% decrease in eHbA1c from their self-reported values at registration.

HbA1c is a common test used to assess average blood glucose (BG) over the past three months; it is the primary clinical indicator used to assess how well a person with diabetes is managing their BG.

The American Diabetes Association recommends targeting HbA1c $<$ 7%. Livongo strives to reduce HbA1c for those starting \geq 7% and to keep HbA1c under 7% for those starting $<$ 7%.

Members self-report HbA1c at the time of registration, and Livongo uses Member-measured BG values to estimate HbA1c after registration.



Harris Health members experienced a **1.28% decrease in eHbA1c** from the self reported values at registration

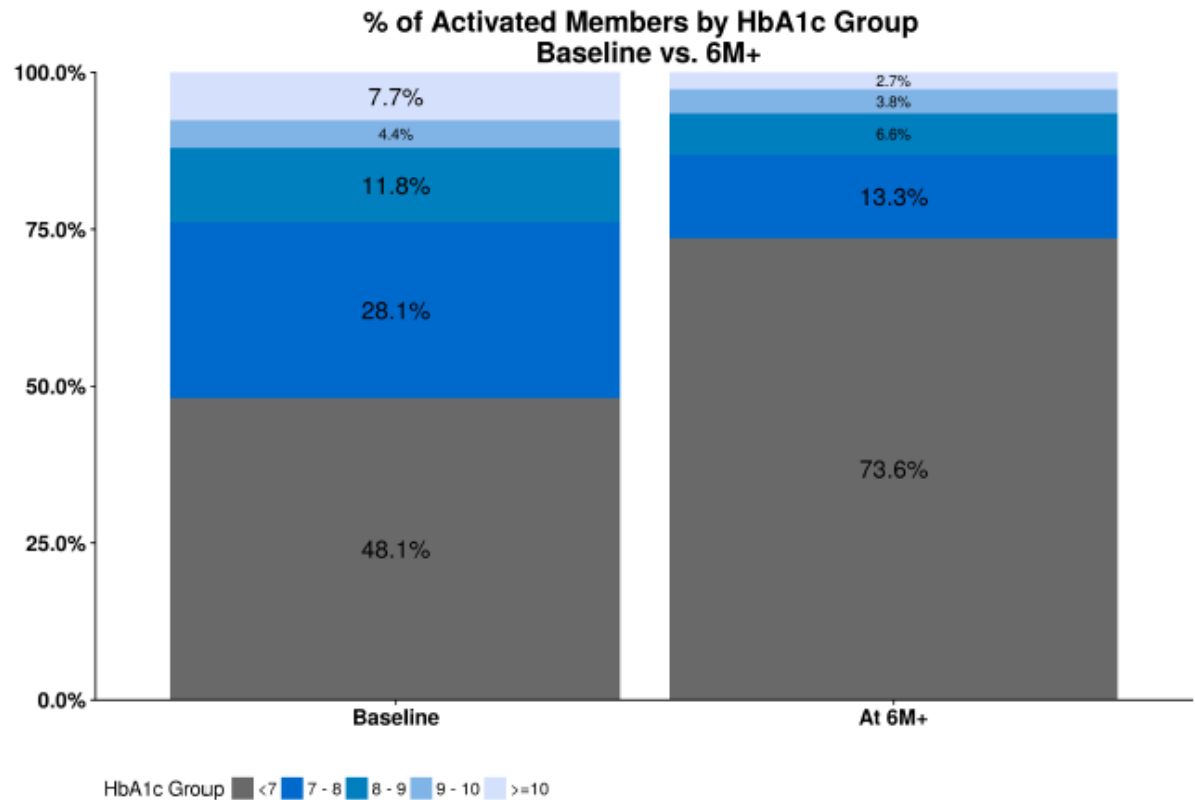


Diabetic Population – Livongo Participants

Livongo Diabetes Management Participants Clinical Outcomes:

For Members enrolled at least 6M, the share of Members with controlled diabetes (HbA1c < 7%) has increased from 48.1% at baseline to 73.6%.

The share of Members with HbA1c > 8, which indicates an above normal BG, has decreased from 23.9% at baseline to 13.1%.





Livongo Diabetes Empowerment & Distress Scale

Diabetes Empowerment Scale	Pre-program	Last Survey	Change
I am able to turn my diabetes goals into a workable plan.	4.00	4.37	0.37
I can ask for support for having and caring for my diabetes when I need it.	4.14	4.50	0.36
I can find ways to feel better about having diabetes.	3.84	4.27	0.43
I can try out different ways of overcoming barriers to my diabetes goals.	4.06	4.37	0.31
I know enough about myself as a person to make diabetes care choices that are right for me.	3.99	5.37	1.38
I know the positive ways I cope with diabetes-related stress.	3.76	4.28	0.52
I know what helps me stay motivated to care for my diabetes.	3.96	4.42	0.46
I know what part(s) of my diabetes I am dissatisfied with.	3.91	5.01	1.10

At Livongo, our mission is to empower people with chronic conditions to live a better life.

Improvements in the 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.

Diabetes Distress Scale	Pre-program	Last Survey	Change
Feeling overwhelmed by the demands of living with diabetes.	2.24	2.00	-0.24
Feeling that I am often failing with my diabetes routine.	2.38	1.98	-0.40

High levels of Diabetes Distress have been significantly associated with poor glycemic control.

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



Livongo Diabetic Participants

Livongo Reduces Out of Range Likelihood

Blood Glucose Checking

BG checking metrics the past 3 months



1.29

checks per day



75%

in range

Average Alert Response Time January – September 2020

16

seconds

Keeping people in the safe zone

- Livongo coaches will reach out to members if a reading is logged outside of the safe zone.

Reductions in Time Spent Out of Range

28%

Avg. reduction in likelihood of days with hypoglycemic readings

Avoiding hypoglycemic events

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

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



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	858	7,303	\$423.90	\$38.96	\$3,095,758
Diabetics Not Participating in Livongo	525	3,154	\$340.67	\$53.73	\$1,074,465

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 19 – Aug 20	1787	44,771	\$181.90	\$24.54	\$8,143,922.46

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. EE & SP Only.



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

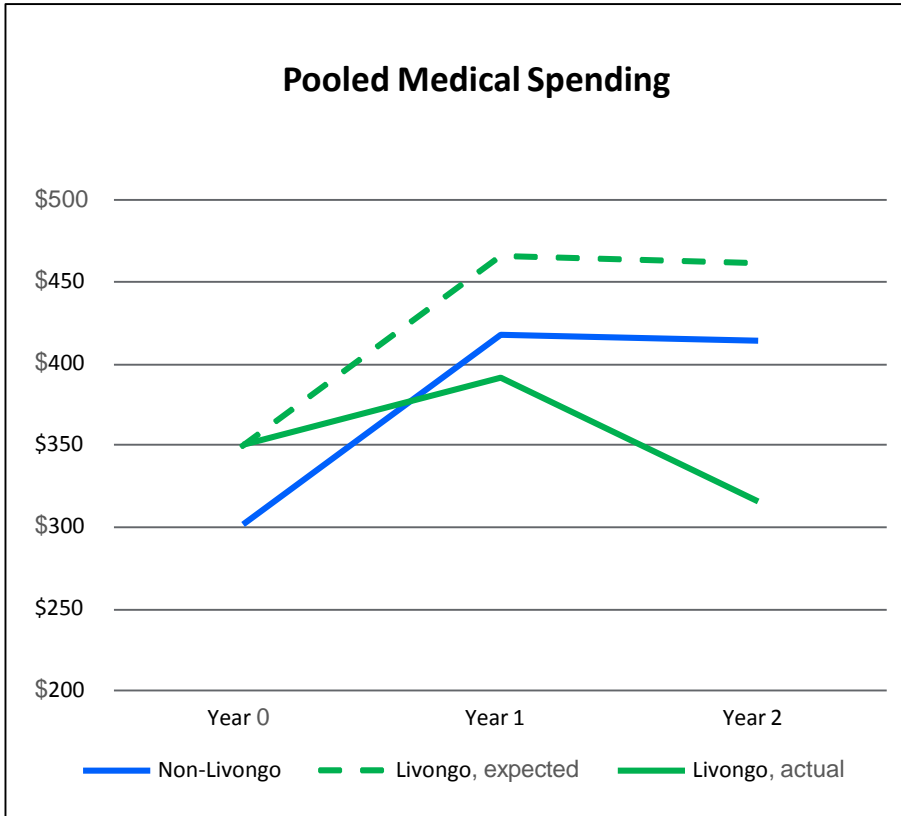
- Increased total pharmacy costs over time which was likely driven by increased medication adherence

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

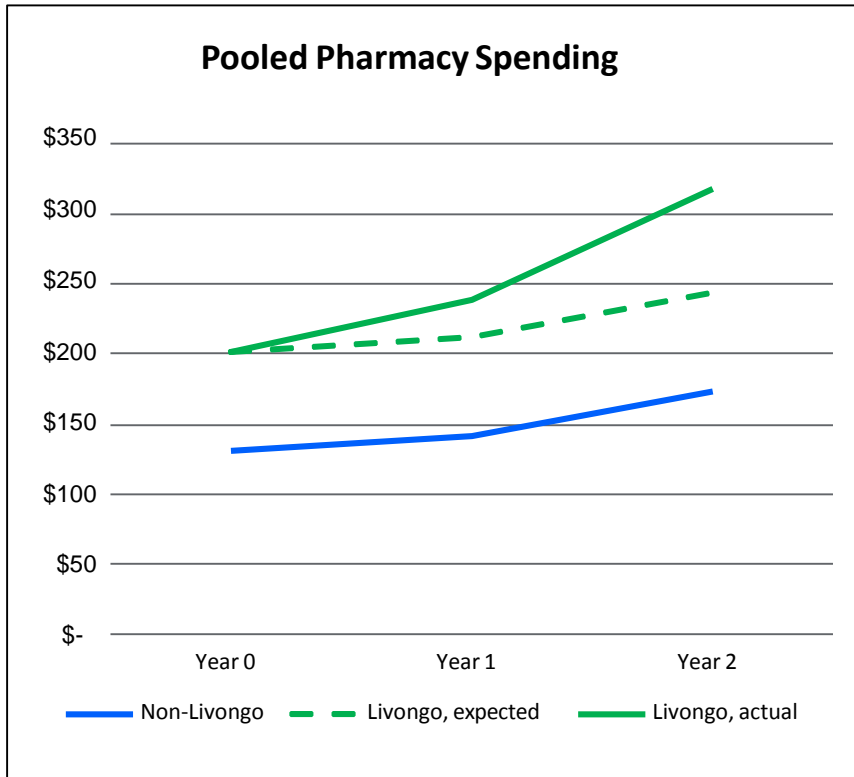
- Year 0: June 2016-May 2017
- Year 1: June 2017-May 2018
- Year 2: June 2018-May 2019

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
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Approach:

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

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- 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

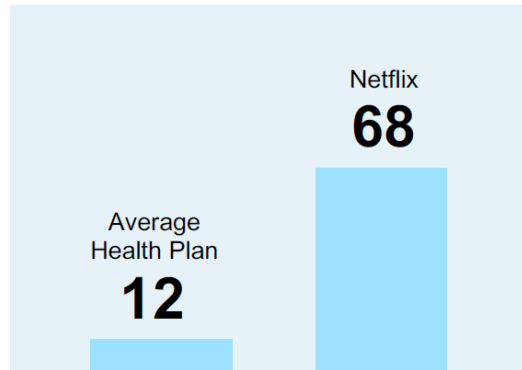
- Year 0: June 2017-May 2018
- Year 1: June 2018-May 2019



Member Satisfaction Survey & NPS

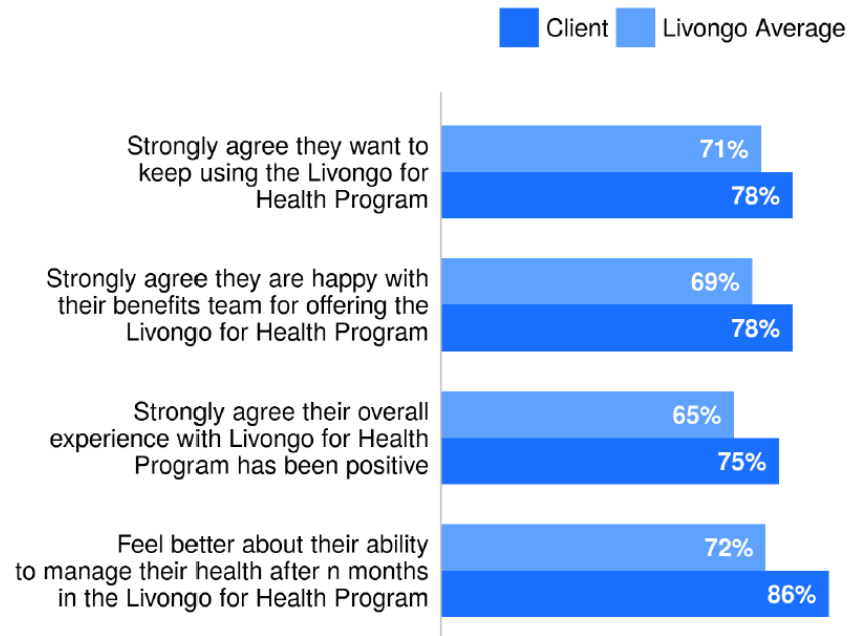
Net Promoter Score (NPS): The overall Livongo Net Promoter Score among Harris Health Members is **+78**

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



+78
NPS

Members Love Livongo: Member Satisfaction & NPS



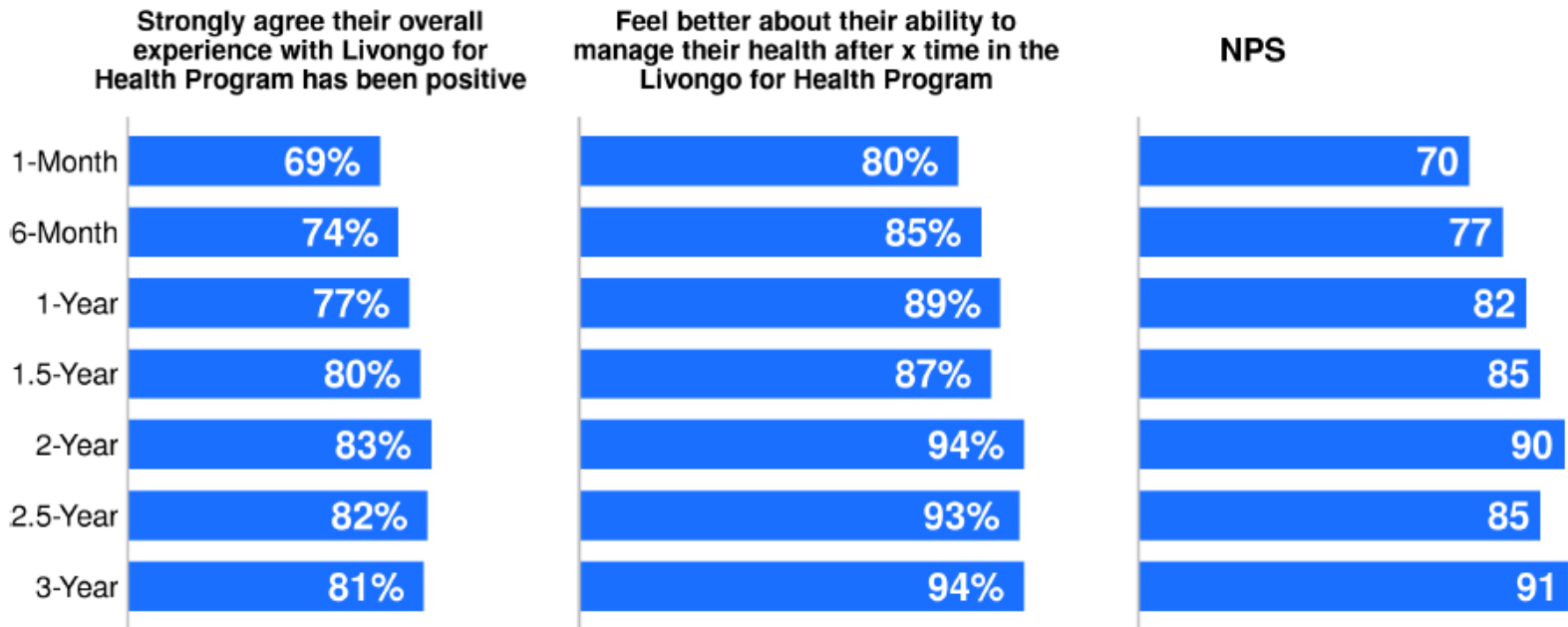
n= 1,175 Client Respondents

n= 180,875 Livongo Average Respondents



Member Satisfaction Survey & NPS

Net Promoter Score (NPS): The overall Livongo Net Promoter Score among Harris Health Members is +78



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	Last Survey	Change
I am able to turn my diabetes goals into a workable plan.	4.00	4.37	↑ 0.37
I can ask for support for having and caring for my diabetes when I need it.	4.14	4.50	↑ 0.36
I can find ways to feel better about having diabetes.	3.84	4.27	↑ 0.43
I can try out different ways of overcoming barriers to my diabetes goals.	4.06	4.37	↑ 0.31
I know enough about myself as a person to make diabetes care choices that are right for me.	3.99	5.37	↑ 1.38
I know the positive ways I cope with diabetes-related stress.	3.76	4.28	↑ 0.52
I know what helps me stay motivated to care for my diabetes.	3.96	4.42	↑ 0.46
I know what part(s) of taking care of my diabetes I am dissatisfied with.	3.91	5.01	↑ 1.10

Diabetes Distress Scale	Pre-program	2-Year	Change
Feeling overwhelmed by the demands of living with diabetes.	2.24	2.00	↓ 0.24
Feeling that I am often failing with my diabetes routine.	2.38	1.98	↓ 0.40

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 truly love this program and the wonderful assistance they give.

“ Because of the reminders and tracking I am now more involved with taking better care of myself.

“ More health conscious, able to manage diabetes and hypertension in a much better way.

“ I'm more active, and I am more conscious of living a healthier lifestyle.

“ Livongo reminds me when I forgot to check BP and BG – since we have so many concerns on our mind about these present times. Thank you Livongo!!

“ When the check on me if my levels are too low – it is nice to know someone is checking in on me..

“ Sleep better, less worries about my blood pressure.

“ It tells me which foods have impact on my numbers. This is good information to have.

Member Quotes from Client Satisfaction Surveys

Data sources: Livongo Business Review Report October 2020

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 1.25x less likely to have an ER visit.
 - On average, Hypertension members participating in Livongo are 1.33x less likely to have inpatient days compared to non-participants.
 - Livongo HTN participants cost nearly 5% less than Non-Participants; a difference of \$42 PMPM; a total difference of \$587,664 per year.
 - Improve % of participants that have a controlled blood pressure
 - Members saw an reduction of 8.33mmHg reduction in systolic blood pressure and 5 mmHG in diastolic blood pressure, resulting in risk reduction of coronary heart disease events and stroke
 - Achieve Blood pressure reductions of 10 mmHg and reducing risk of coronary heart disease and stroke
 - Members saw an reduction of 8.33mmHg reduction in systolic blood pressure and 5 mmHG in diastolic blood pressure, resulting in risk reduction of coronary heart disease events and stroke
 - Improve clinical compliance with HEDIS measures and Quality metrics
 - Livongo HTN participants are meeting quality metrics 14% 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 78+; positive testimonials
 - Achieve VOI (Value on Investment)
 - Pooled ROI for medical and Rx cost is 3.3X, clinical improvements, high participant satisfaction

*[BMJ](#). 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





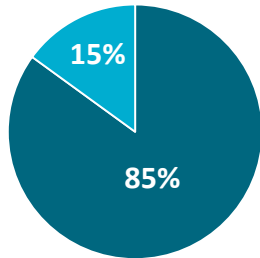
Livongo Hypertension Management Executive Summary

- **Hypertensives participating in Livongo cost 5% less** than non participants; a difference of \$42 PMPM; a total difference of \$587,664 per year.
- **High member satisfaction** – Based on survey feedback, the overall Livongo Net Promotor Score (NPS) among Harris Health members is +78.
- **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 8.33mmHg reduction in systolic blood pressure and 5 mmHG in diastolic blood pressure, resulting in risk reduction of coronary heart disease events and stroke
 - 91% completed the ‘Drive-to-5’ to establish checking patterns in the first 30-days to develop initial personalized interventions
 - Average of 7.3 blood pressure checks per month
- **Improve clinical compliance with HEDIS measures and Quality metrics** —
 - On average, Hypertension members participating in Livongo are 1.25x less likely to have an ER visit.
 - On average, Hypertension members participating in Livongo are 1.33x less likely to have inpatient days compared to non-participants
 - Livongo HTN participants are meeting quality metrics 14% more than 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 78+; positive testimonials
 - Livongo Hypertension participants annual cost reduced by \$270,140 from prior program year.



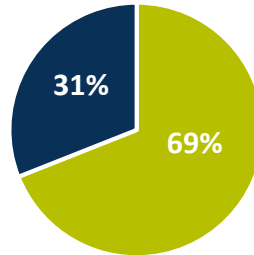
Livongo Hypertension Management Program Demographics

Membership



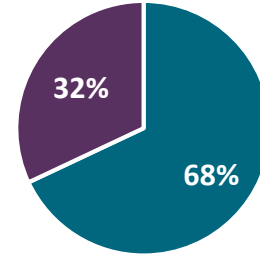
■ Employee ■ Spouse

Gender



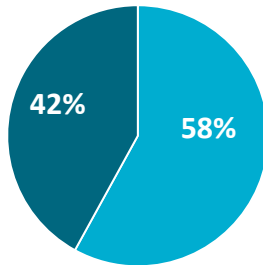
■ Female ■ Male

Age



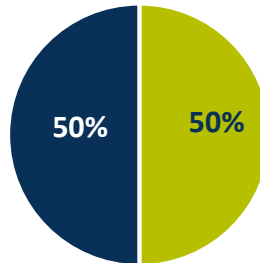
■ 18-44 ■ 45-64

Program



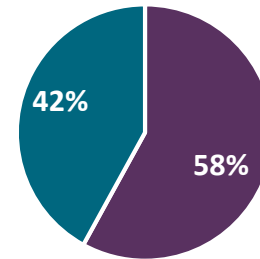
■ Hypertension Only
■ Hypertension & Diabetes

Uncontrolled Stage



■ Stage 1 ■ Stage 2

Hypertension Medications



■ Uses HTN Meds ■ No HTN Meds

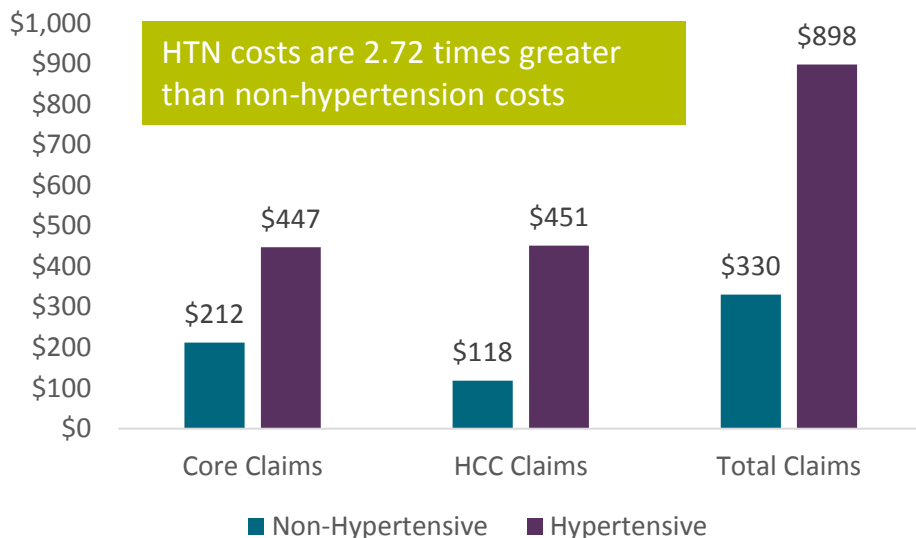


Hypertensive versus Non-Hypertensive Cost & Risk Analysis

Top 3 Chronic Conditions	Spouses Prevalence	Number of Spouses	Employees Prevalence	Number of Employees
Diabetes	20.5%	355	15.0%	1,275
Hyperlipidemia	29.6%	513	20.9%	1,782
Morbid Obesity	5.5%	95	8.9%	760

Hypertension Population	Hypertension ER Visits per 1000	Hypertension ER Plan Paid Avg.
Hypertension Members	387.6	\$2,576.07
Non-Hypertension Members	223.0	\$2,104.38

Cost Per Member Per Month PMPM



Top Hypertension (HTN) Comorbidities	HTN Prevalence FY22	Non-HTN Prevalence FY22
Diabetes	35.2%	6.6%
Hyperlipidemia	45.1%	11.9%

Prevalence of diabetes and hyperlipidemia is on average 4.3x 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



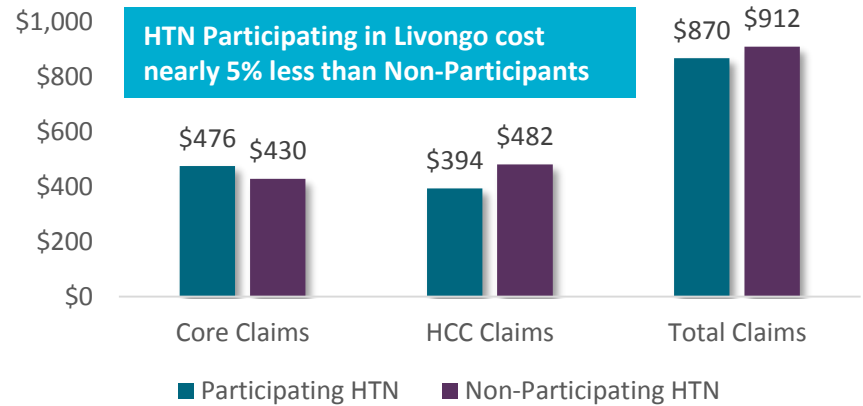
Hypertension Population – Livongo Participants

Participating in Livongo	Count	% Engaged	Prospective Risk Score
Participating	1,166	34%	2.54
Not Participating	2,266	66%	2.46
Total	3,432	100%	

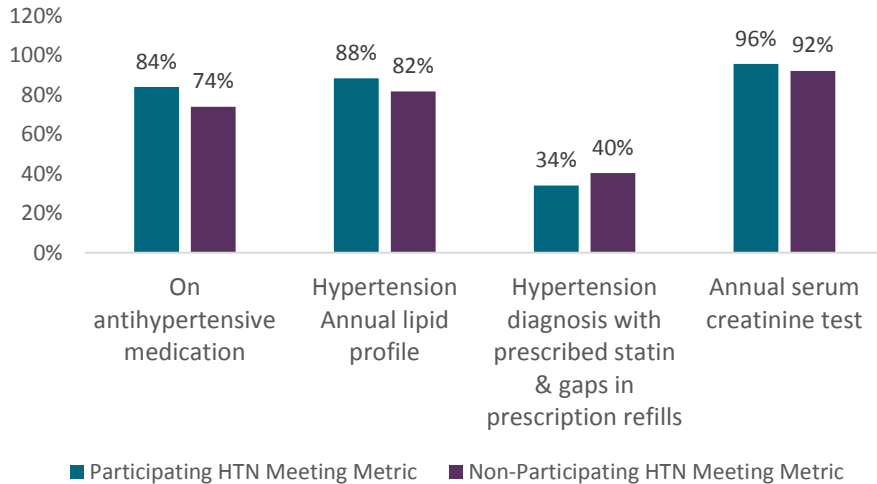
32.6% participants with Hypertension engaged in Livongo during the program year

*Currently 38% engaged as of February 2021 (1,284 participants out of 3,379 identified with Hypertension engaged in Livongo)

Cost Per Member Per Month Sept 19 – Aug 20



Quality Metrics - Hypertension



11% of our population have Pre-Hypertension & 21.7% have Hyperlipidemia.

- **565*** Pre-Hypertension: Systolic >120 & <139; Diastolic >80 & <89, and no diagnosis of Hypertension.
- **2,239** have a diagnosis of Hyperlipidemia

Solutions:

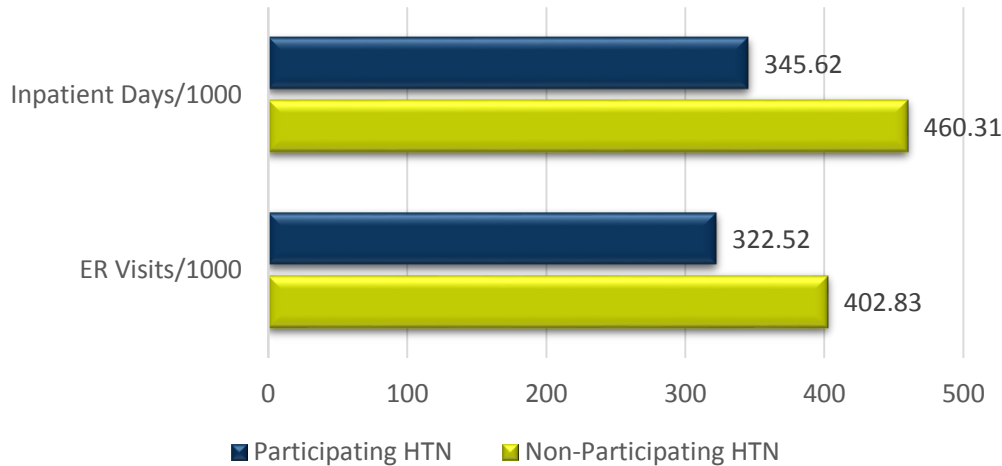
- Naturally Slim® Pre-Diabetes & Weight Management Program
- New for FY22-Livongo Diabetes Prevention Program

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



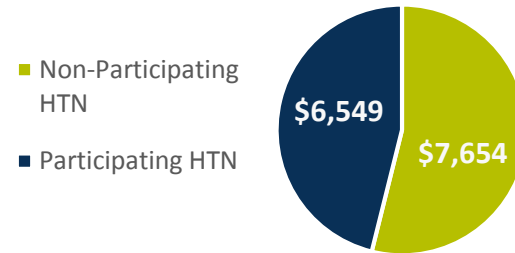
Hypertension Population – Livongo Participants

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



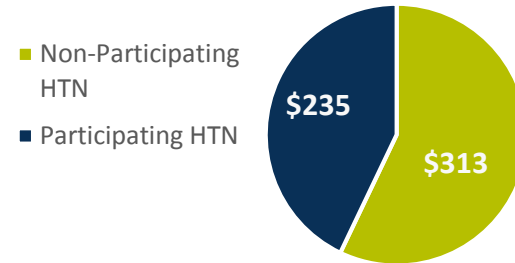
On average, hypertensives not participating in Livongo are 1.25x more likely to have an ER visit and 1.33x as likely to have inpatient days.

Avg Cost/Claimants



The average cost for a Hypertension member not participating in Livongo is on average 17% more than a participating member.

Avg Claim Cost



The average claim cost for hypertensives not participating in Livongo is nearly 1.33x 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	84%	83%	88%
Hypertension Annual lipid profile	88%	88%	92%
Hypertension diagnosis and prescribed statin and gaps in prescription refills	34%	36%	28%
Annual serum creatinine test	96%	95%	99%
Preventive visit	93%	94%	90%



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	49.5%	49.0%	53.8%
Total Cholesterol < 200 mg/dL	72.0%	72.5%	68.8%
HDL: < 50 mg/dL for Females < 40 mg/dL for Males	33.2%	36.1%	34.4%
Triglycerides < 150 mg/dL	81.9%	82.9%	75.4%
Glucose < 100 mg/dL	53.5%	54.8%	45.0%
Blood Pressure < 120/80 mm Hg	26.1%	26.1%	25.0%
Waist Circumference: Women: < 35 inches Men: <40 inches	37.4%	35.8%	50.0%
Physical Activity: At Risk: 1-4 times (<150 min.) /week High Risk: 0 times/week	73.5%	74.4%	62.2%
Tobacco Use: Current Tobacco user	4.3%	4.3%	5.7%
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	39.7%	40.6%	35.7%
Stress: At Risk: Sometimes stressed High Risk: High Stress	39.9%	40.6%	30.8%



Hypertension Population – Livongo Participants



91%

Drive-to-5



62%

Active 30



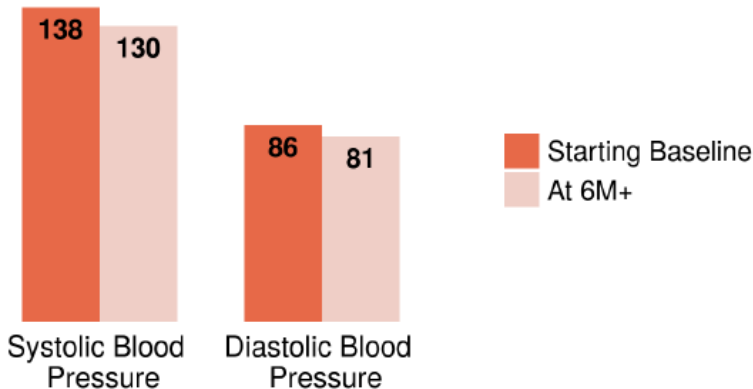
7.3x

Checks/Month

Livongo uses 'Drive-to-Five' to establish checking patterns in the first 30 days to develop initial personalized interventions

Livongo Hypertension Participants – Clinical Outcomes

Blood Pressure Change for Members Starting Uncontrolled (>130/80 mmHG)



67% of population Uncontrolled at starting baseline

-8.3 mmHG average reduction observed in systolic blood pressure

-5 mmHG average reduction observed in diastolic blood pressure



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

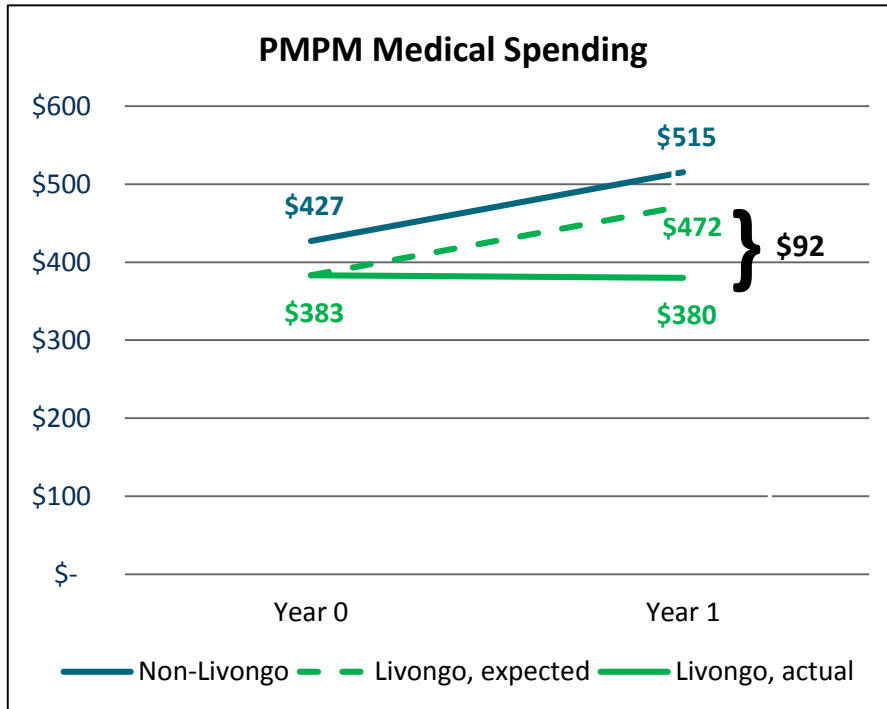
- **Total ROI: 3.3x**

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)** = $\frac{(\$92 - \$26)}{\$20^1} = 3.3x$

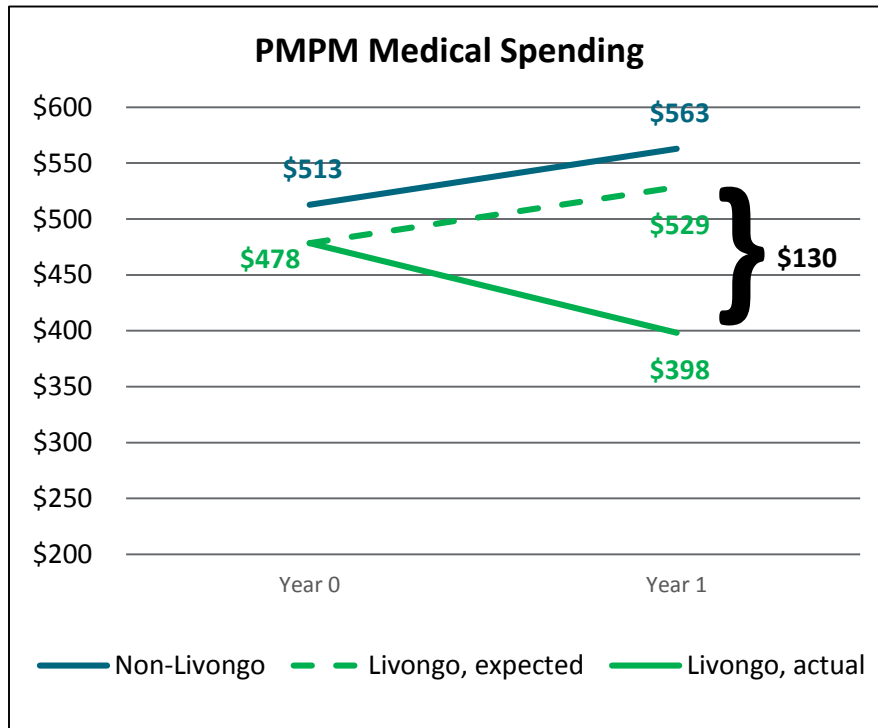
1. Livongo for Hypertension PMPM fee (\$20)

n = 514



Livongo Hypertension Program ROI Analysis

Year 1 ROI Result: Members Enrolled in the Diabetes and Hypertension Programs
Total Medical Spending- Diabetes and Hypertension



- **Net Medical Costs:** ↓ 27%
\$130 PMPM medical savings
- **Net Member Rx Costs:** ↑ 8%
\$50 PMPM Rx cost increase
- **Year 1 ROI (Total)** = $\frac{(\$130 - \$50)}{\$88 - \$7^1 - \$30^2} = 1.5x$

1. Livongo for Hypertension PMPM fee (\$20) plus Diabetes PMPM fee (\$68) minus \$7 multi program discount
2. Supply costs based on previous analysis

n = 227

Livongo Diabetes Prevention Program



Population Health Statistics-Pre-Diabetes

Pre-Diabetes		Sept 2018– August 2019		Sept 2019 - Aug 2020		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	1,166	13.04%	1,212	12.48%	46	↓ .56%
Potentially undiagnosed diabetics	Glucose ≥ 126 , or an HbA1c $\geq 6.4\%$, and no diagnosis of diabetes	135	1%	120	3%	-15	↓ -11%
% of Pre-Diabetic Population Overweight (BMI)	At Risk: 25-29 High risk: ≥ 30	735	63%	609	79%	-126	↓ -17%
% of Pre-Diabetic Population Overweight (Waist Circumference)	Women: ≥ 35 inches Men: ≥ 40 inches	425	36%	353	53%	-72	↓ -17%

Livongo Diabetes Prevention Program:

- New Program launched in January 2020
- Achieved 8% engagement out of those eligible during Covid-19 pandemic
- Participants gain the knowledge and skills to make effective healthy lifestyle changes. Lessons include nutrition, exercise, weight-loss, stress management and more.
- This is a year-long program with weekly lessons

Key Findings:

- 12.48% of our population has Pre-Diabetes, a decrease of .56% over prior program year
- Potentially undiagnosed diabetics decreased by 11%
- 79% of participants with Pre-Diabetes have a BMI of ≥ 25 , a 17% decrease from prior program year.
- 53% of participants with pre-diabetes have a high waist circumference, a 17% decrease from prior program year



DPP Participants Cost & Risk Analysis (baseline)

Participating in Livongo	Count	Prospective Risk Score
Participating (Total)	112	1.54
Employees	104	1.50
Spouses	8	2.03

DPP Population	Avg. Claim Cost	ER Visits/1000	Inpatient Days/1000
DPP Members	\$153.29	178.84	411.33

Top 3 Chronic Conditions	DPP Prevalence	Number of DPP Participants
Hypertension	54	48.3%
Morbid Obesity	36	32.2%
Hyperlipidemia	20	17.9%

Solutions Implemented:

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

DPP Eligibility Criteria

Must meet 1-3 and the 1 additional factor	
1	At least 18 years old and
2	Overweight (BMI ≥ 25 <u>or</u> WC ≥ 35 (f) or ≥ 40 (m)) and
3	No previous diagnosis of T1 or T2 Diabetes

Additional Factor(s): *must meet at least 1*

- Diagnosis of Pre-Diabetes
- HbA1c of 5.7% - 6.4%
- Glucose ≥ 100 and < 126 mg/dL or 2-hour plasma glucose 140-199 mg/Dl
- Previously diagnosed with gestational diabetes
- No physical activity
- Hypertension Diagnosis



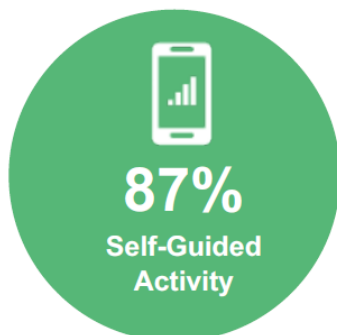
Livongo Diabetes Prevention Program

Livongo Platform Engagement

Average 90 Day Member Engagement Rates (% of Enrolled)



Connected scale



Email opens, log-ins, lessons,
food logs



Health Nudges,
5-day Challenges



On-demand and scheduled coaching

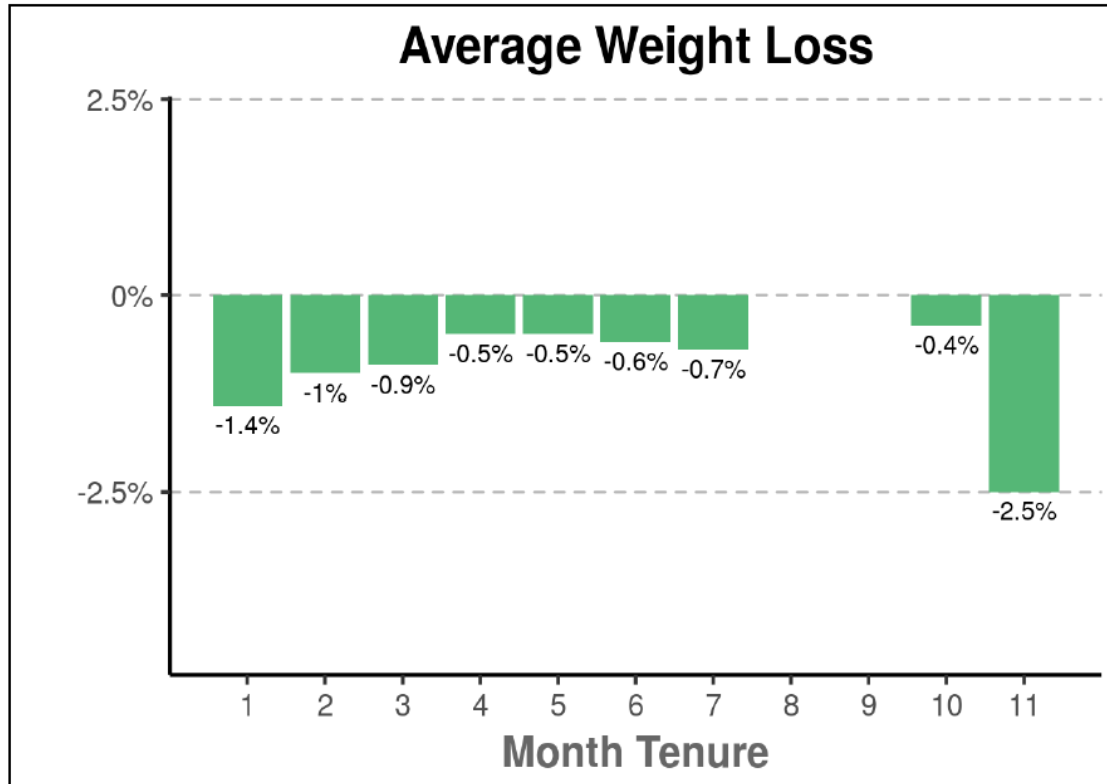
Harris Health members engage with Livongo on average **26 times per month.**

*Digital coaching is the % of members who took action on Health Nudges and/or 5-day Challenges.



Livongo Diabetes Prevention Program

Early Clinical Results



-0.8% average weight loss decrease from months 1-6

-0.7% average weight loss decrease from months 6-12

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

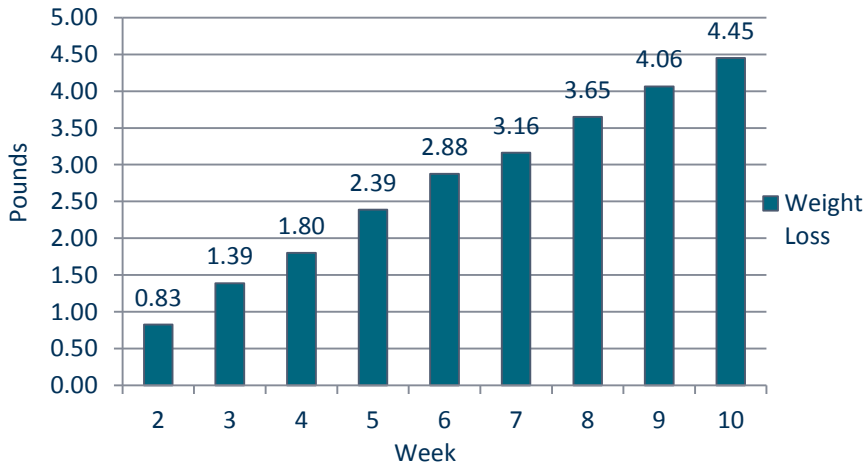
- 426 people started the program
- 64% Completed at least 8 out of 10 weeks
- 57% of people with pre-diabetics participated in the program
- Classes offered in September, February and June

Average BMI

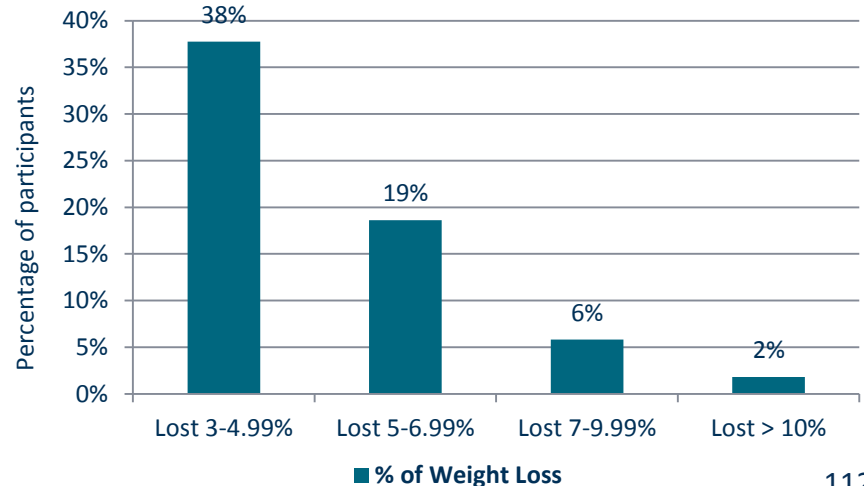
32.8

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.





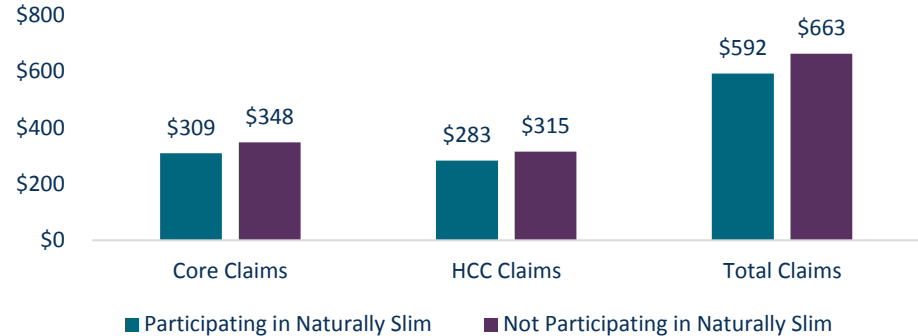
Naturally Slim® Cost & Risk Analysis

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

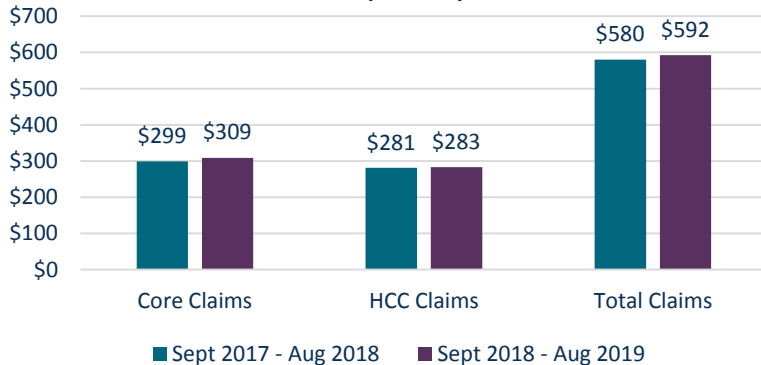
Prospective risk score is .32 less for participants than non-participants

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.

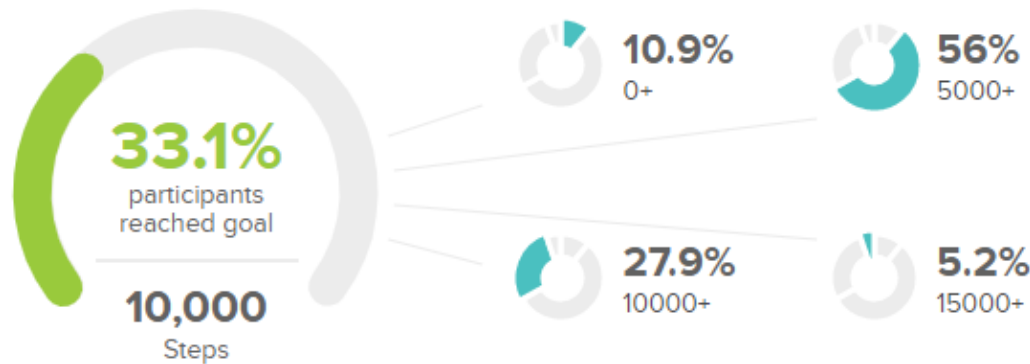
Fitbit Program



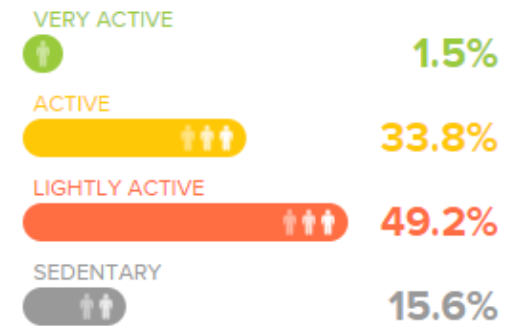
Fitbit Program Overview

Participants breakdown

DAILY STEPS



ACTIVITY



2586 participants were active, 3364 of which had enough activity data to be included into this breakdown.

All Participants

Sep 1, 2019 – Aug 2, 2020

DAILY AVG	9133 ↓1%	6 ↓25%	34m	5h 58m ↑1.4%	TOTAL	1M ↑15.4%
	STEPS	FLOORS	ACTIVE MINUTES	TIME ASLEEP		DISTANCE, MI

Note data from this dashboard overview is from 9/1/19 – 8/2/20 due to dashboard contract date. Program year ends on 8/31/20.



Fitbit Program Overview

Fitbit Program - September 2019-August 2020	
Total # unique participants	
Active/Included	2586/3362
Average Steps	8,775.77
Average Distance	3.72
Average Floors	6.45
Average Active Minutes	33.11
Total Steps	3771896884
Total Distance	1601229.6
Total Floors	1485069
Total Active Minutes	14231919
Total Calories	977338421
Average Days Above Goal	73

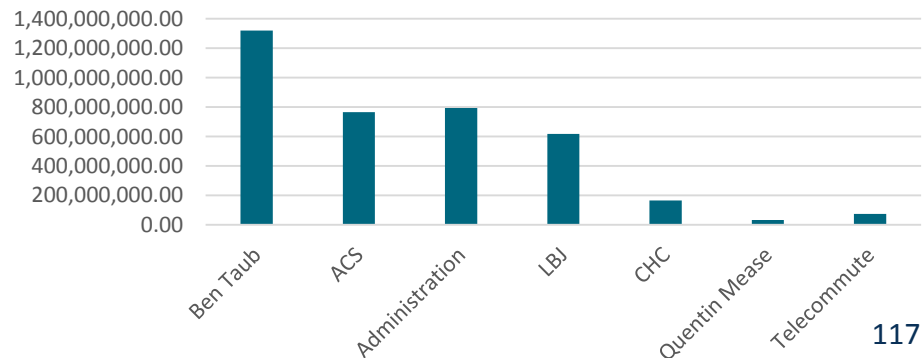
Fun Facts:

- Participants went 64.30 times around the earth
- Participants went 6.70 times to the Moon
- Participants went 40,031 times up Mount Everest
- Participants completed 47,440 Five-Hour marathons
- Participants burned 260,485 pounds

Total Steps by Location:

1. Ben Taub – 1,320,766,281
2. ACS - 764,997,541.00
3. Administration - 794,519,811.00
4. LBJ - 618,449,941.00
5. CHC - 165,251,595.00
6. Quentin Mease - 33,039,272.00
7. Telecommute - 74,872,443.00

Total Steps By Location





Fitbit Program Overview

Fitbit Program Data September 1, 2019 through August 31, 2020

Totals	Total # unique participants Active/Included	Steps	Distance (miles)	Floors	Calories Burned	Calories Burned During Activity	Active Minutes
Ben Taub	931/1176	1,320,766,281.00	559,825.20	488,187.00	326,322,121.00	149,453,320.00	4,889,773.00
ACS	529/688	764,997,541.00	324,690.10	247,177.00	189,848,046.00	89,203,518.00	3,043,501.00
Administration	516/712	794,519,811.00	339,790.80	361,149.00	225,238,159.00	94,594,142.00	3,138,716.00
LBJ	474/536	618,449,941.00	261,432.90	268,861.00	157,382,111.00	69,885,935.00	2,015,026.00
CHC	145/182	165,251,595.00	70,623.80	93,913.00	50,440,840.00	20,780,929.00	732,967.00
Quentin Mease	31/46	33,039,272.00	14,344.80	11,669.00	8,381,440.00	3,677,164.00	100,037.00
Telecommute	30/26	74,872,443.00	30,522.00	14,113.00	19,725,704.00	8,029,188.00	311,899.00

Averages	Steps	Distance (miles)	Floors	Calories Burned	Calories Burned During Activity	Active Minutes
Ben Taub	9,596.22	4.07	6.65	2,370.94	1,085.88	35.53
ACS	9,655.65	4.10	5.77	2,396.22	1,125.91	38.41
Administration	8,286.00	3.54	6.66	2,349.00	986.52	32.73
LBJ	9,344.26	3.95	6.66	2,377.91	1,055.92	30.45
CHC	7,553.67	3.23	6.84	2,305.66	949.90	33.50
Quentin Mease	8,473.78	3.68	8.85	2,149.64	943.10	25.66
Telecommute	8,520.82	3.47	3.69	2,244.87	913.76	35.50

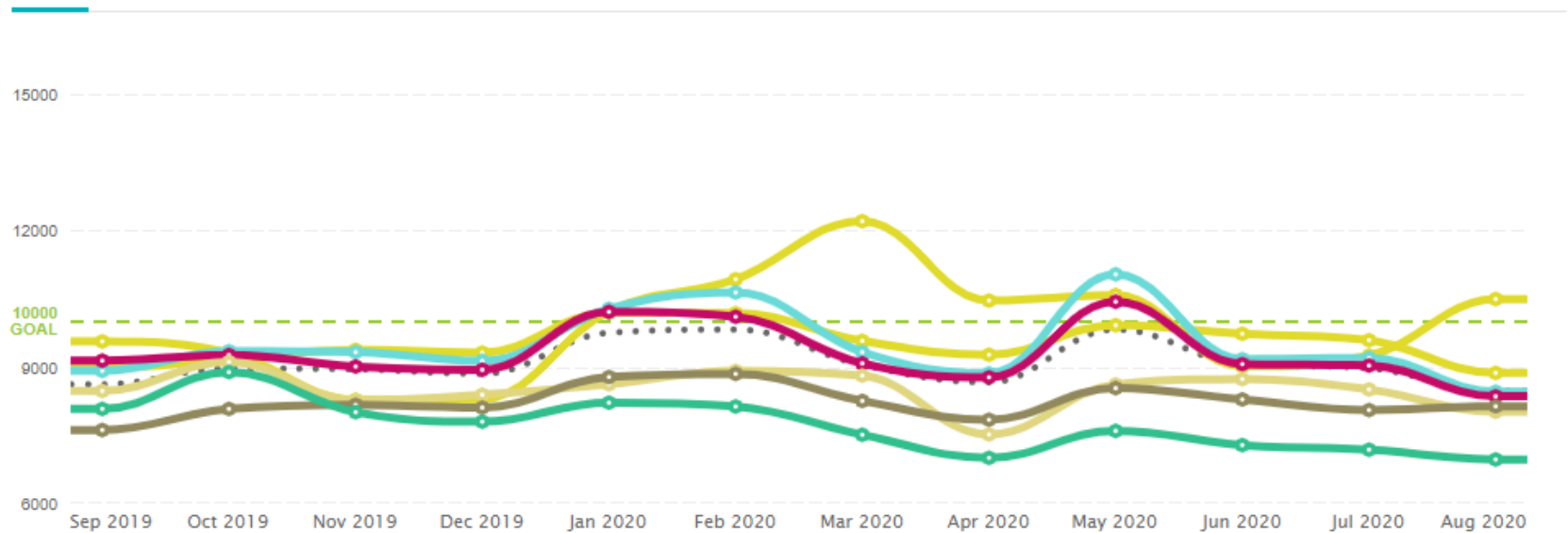


Fitbit Program Overview - Trends

Filter: All [Reset filters](#)

Sep 1, 2019 – Aug 2, 2020

STEPS FLOORS ACTIVE MINUTES



1	Telecommute	9,833	2	Ben Taub Hospital	9,568	3	ACS	9,559
4	LBJ Hospital	9,361	5	Quentin Mease	8,539	6	Administration	8,232
7	Community Health Choice	7,784	... Program average		9,133			



Fitbit Program Overview

Ben Taub Hospital:

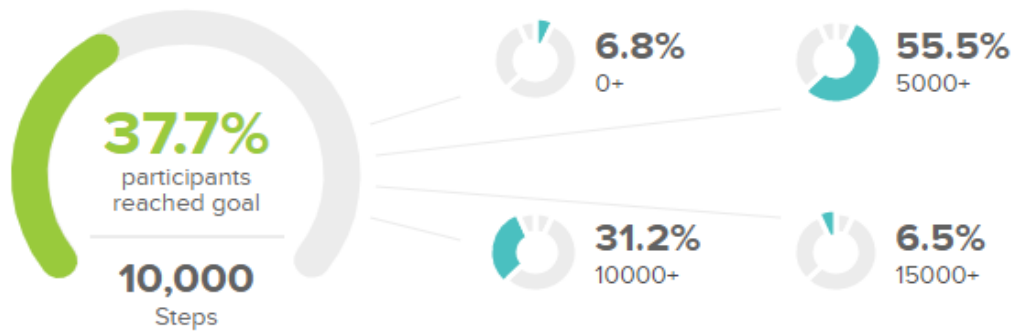
Filter: Ben Taub Hos... [Reset filters](#)

Sep 1, 2019 – Aug 2, 2020

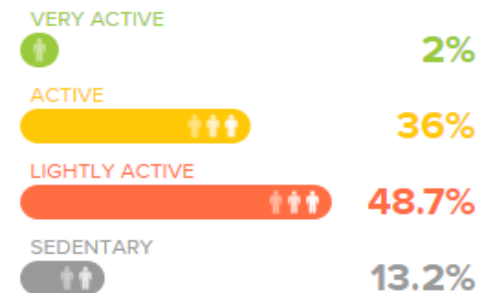
DAILY AVG	9568 STEPS	7 ↓12.5% FLOORS	35m ↑2.9% ACTIVE MINUTES	5h 46m ↑1.5% TIME ASLEEP	TOTAL	530K ↑22.5% DISTANCE, MI
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Participants breakdown

DAILY STEPS



ACTIVITY

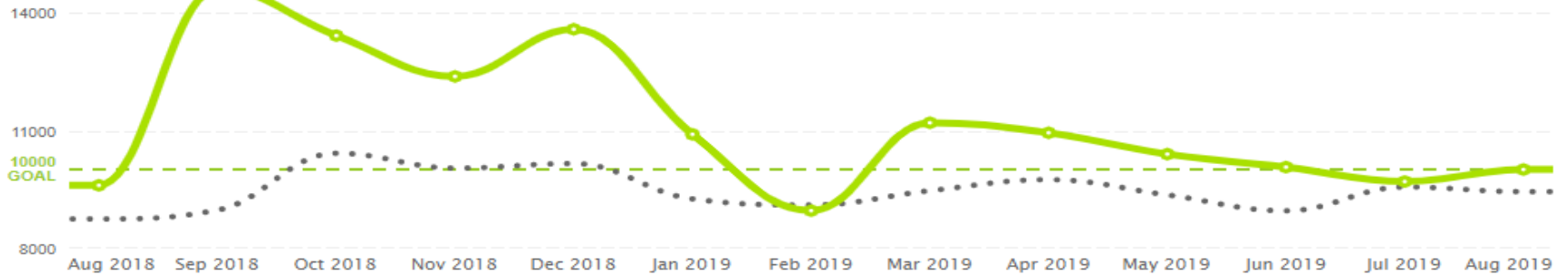


931 participants were active, 1178 of which had enough activity data to be included into this breakdown.

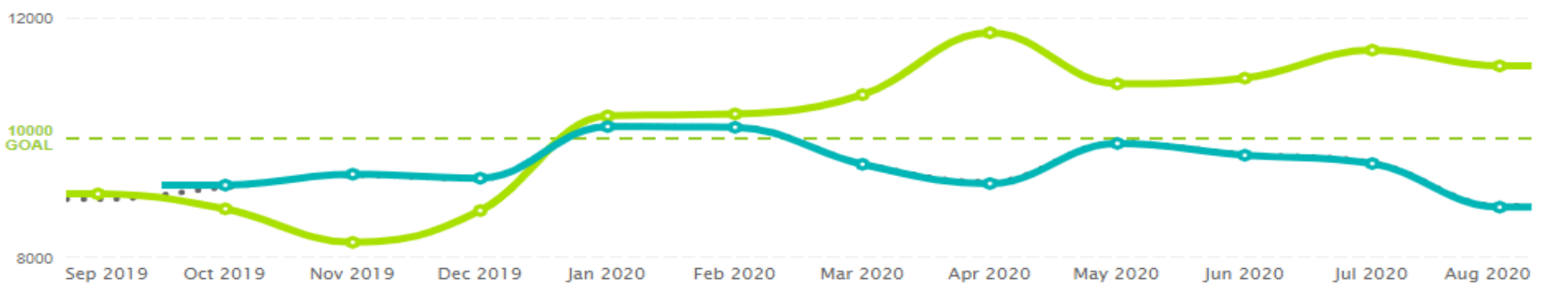


Fitbit Program Overview – Step Trends

Ben Taub Hospital



1 Psychiatric Unit 11,429 **...** Ben Taub Hospital average 9,536



1 Psychiatric Unit 10,146 **2** Ben Taub Hospital 9,631 **...** Ben Taub Hospital average 9,568



Fitbit Program Overview

ACS:

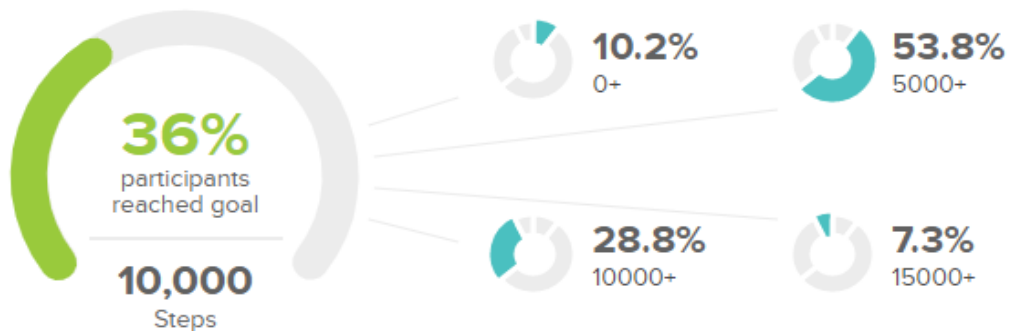
Filter: ACS Reset filters

Sep 1, 2019 – Aug 2, 2020

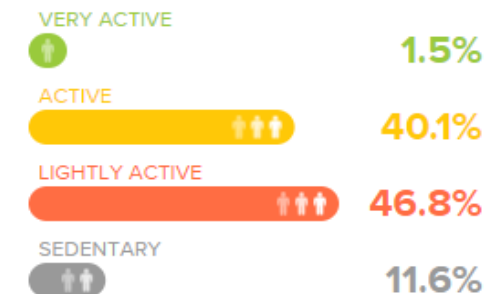
DAILY AVG	9559 ↓3.8%	6 ↓14.3%	38m	5h 59m ↑2%	TOTAL	317K ↑4.1%
	STEPS	FLOORS	ACTIVE MINUTES	TIME ASLEEP		DISTANCE, MI

Participants breakdown

DAILY STEPS



ACTIVITY

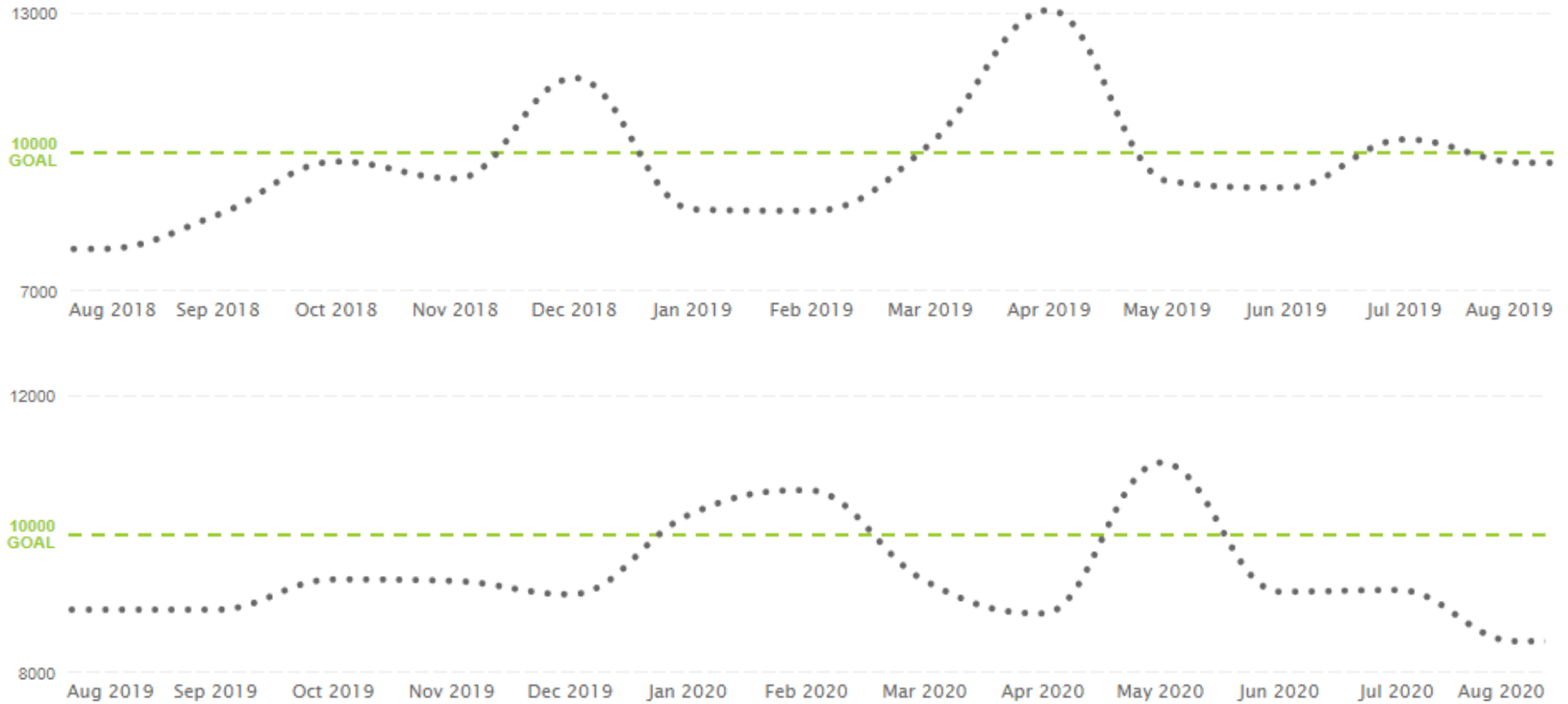


529 participants were active, 688 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview – Step Trends

ACS



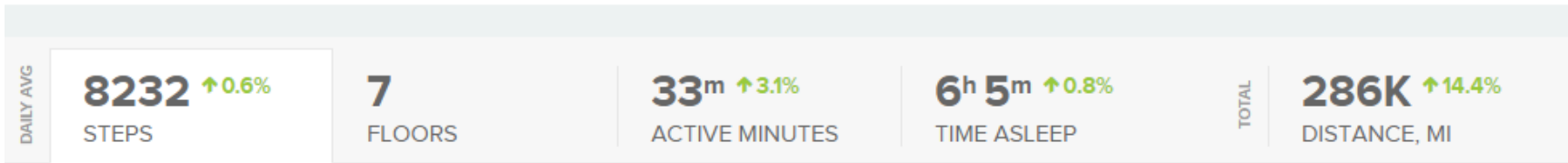


Fitbit Program Overview

Administration:

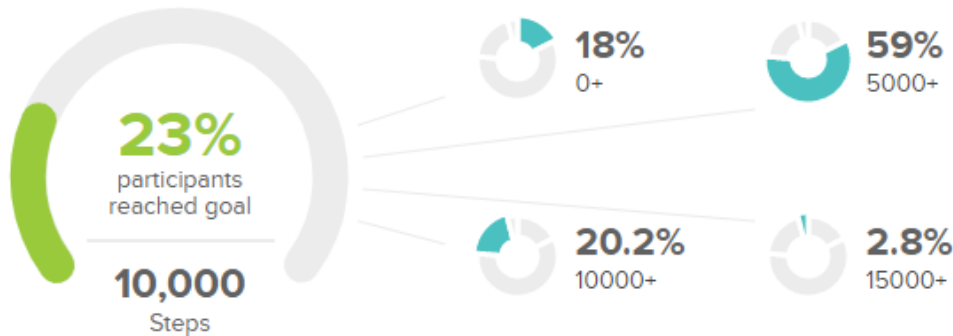
Filter: Administration Reset filters

Sep 1, 2019 – Aug 2, 2020

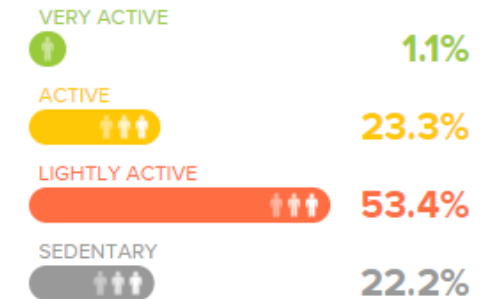


Participants breakdown

DAILY STEPS



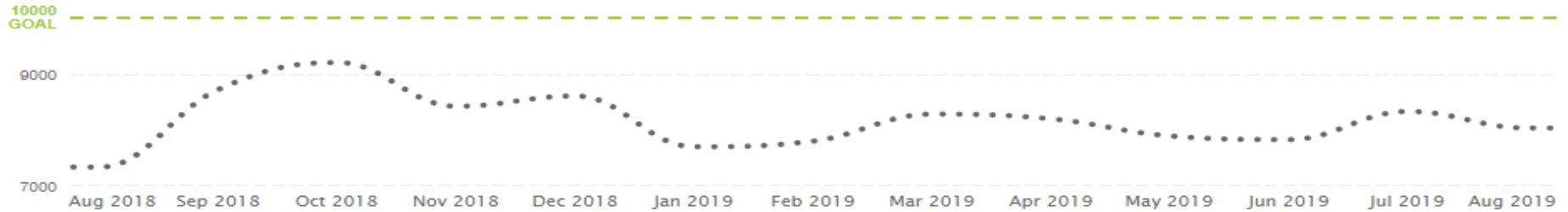
ACTIVITY



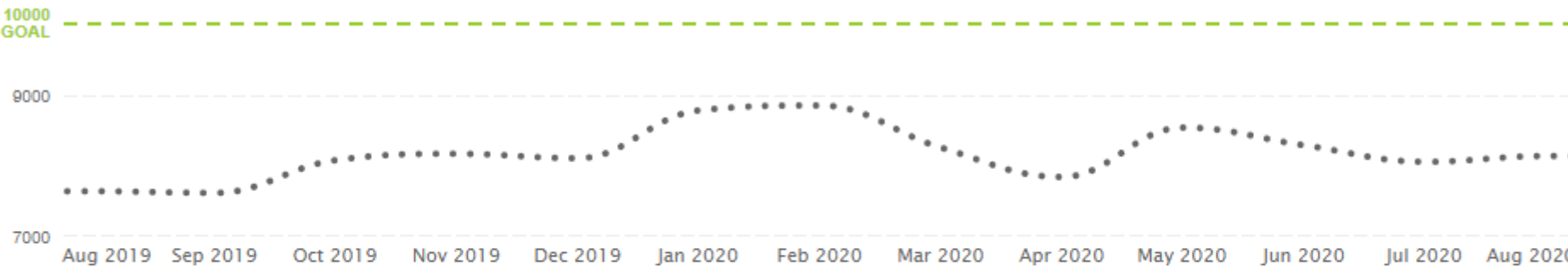
516 participants were active, 712 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview – Step Trends Administration



1	HCHD Admin #1 Kirby 9240	8,367	2	Administration	8,249	3	HCHD Admin #2 Kirby 9250	8,131
4	Loop Central	7,556	●●● Administration average		8,249			



1	Administration	8,427	2	HCHD Admin #2 Kirby 9250	8,111	3	HCHD Admin #1 Kirby 9240	7,879
4	Loop Central	7,139	●●● Administration average		8,185			



Fitbit Program Overview

LBJ Hospital:

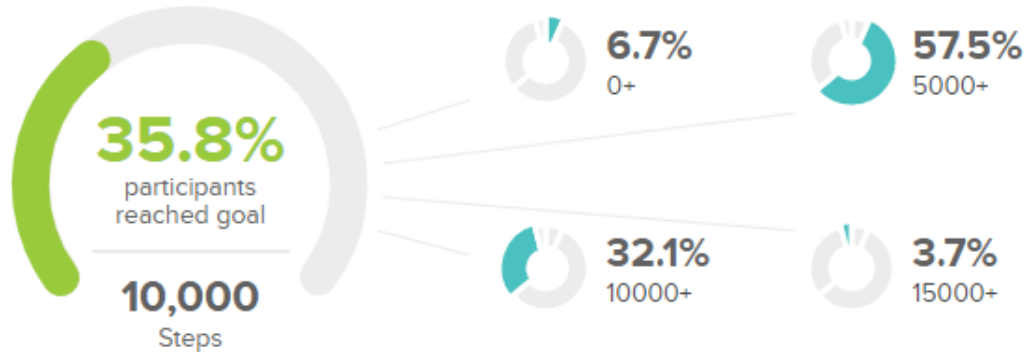
Filter: LBJ Hospital [Reset filters](#)

Sep 1, 2019 – Aug 2, 2020

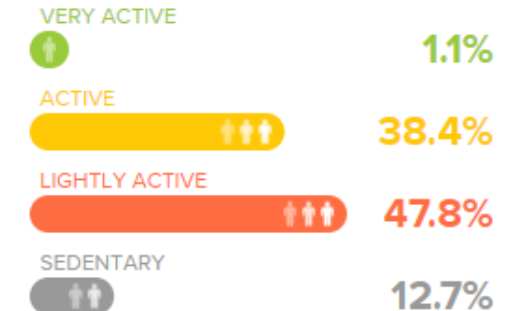
DAILY AVG	9361 ↓3.1%	7	31m ↓13.9%	5h 54m	TOTAL	243K ↑30.2%
	STEPS	FLOORS	ACTIVE MINUTES	TIME ASLEEP		DISTANCE, MI

Participants breakdown

DAILY STEPS



ACTIVITY

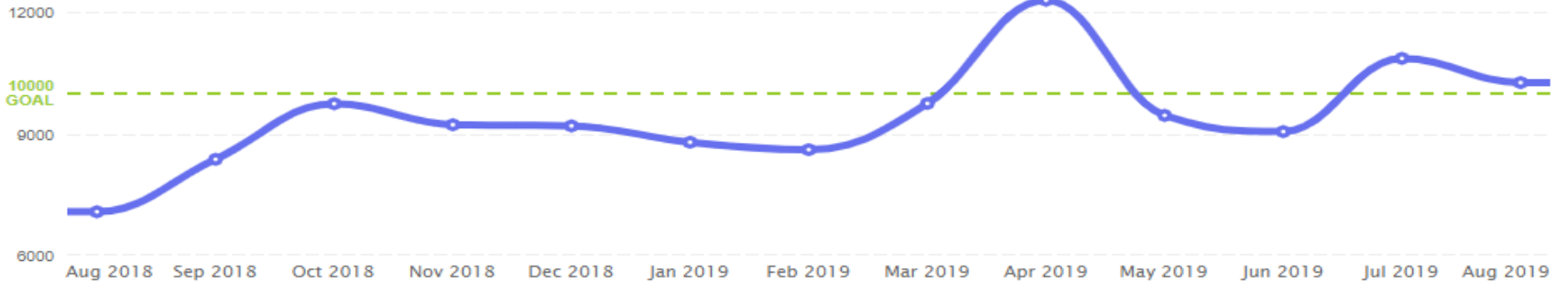


474 participants were active, 536 of which had enough activity data to be included into this breakdown.

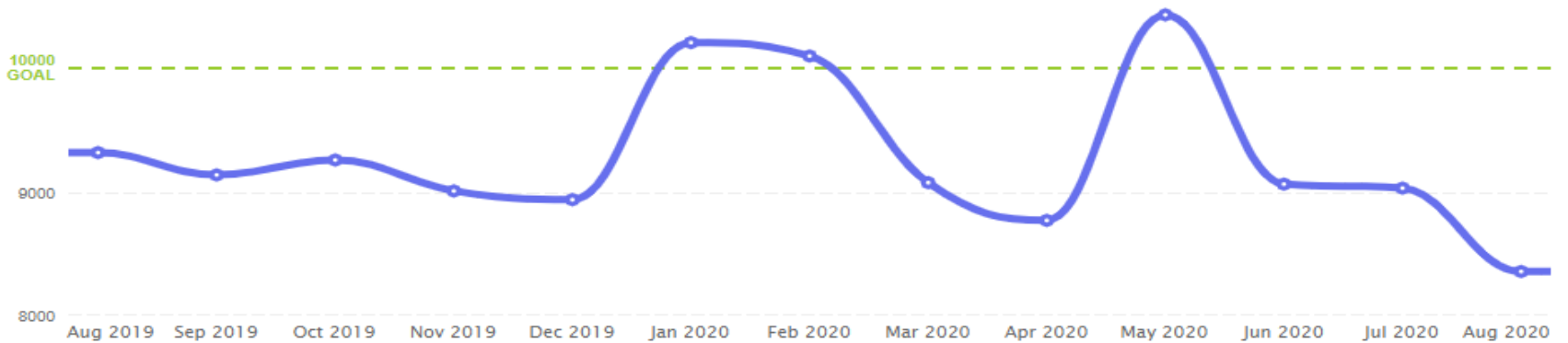


Fitbit Program Overview – Step Trends

LBJ Hospital



1 LBJ Hospital	9,517	...	LBJ Hospital average	9,517
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1 LBJ Hospital	9,358	...	LBJ Hospital average	9,358
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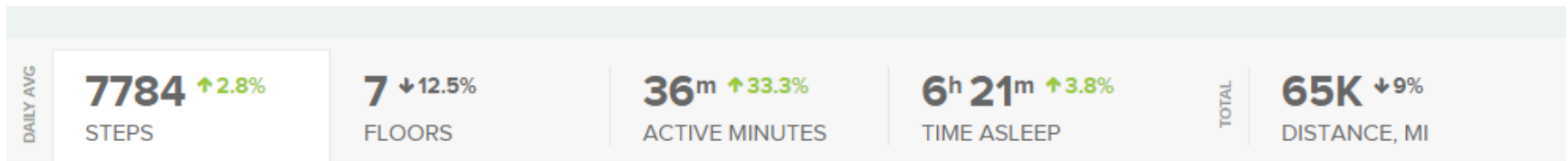


Fitbit Program Overview

Community Health Choice (CHC):

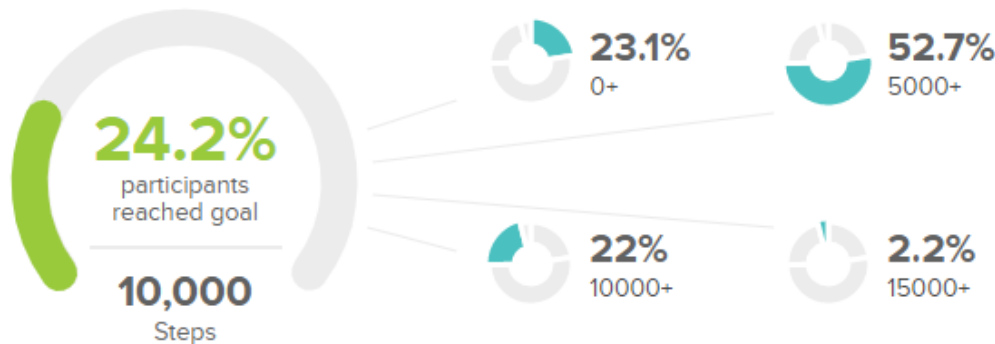
Filter: Community H... Reset filters

Sep 1, 2019 – Aug 2, 2020

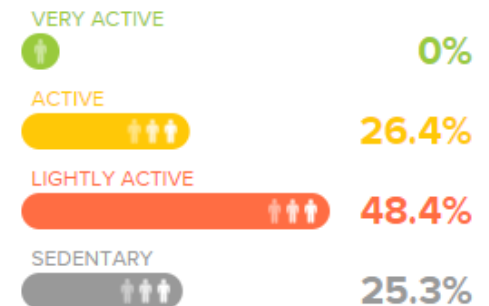


Participants breakdown

DAILY STEPS



ACTIVITY

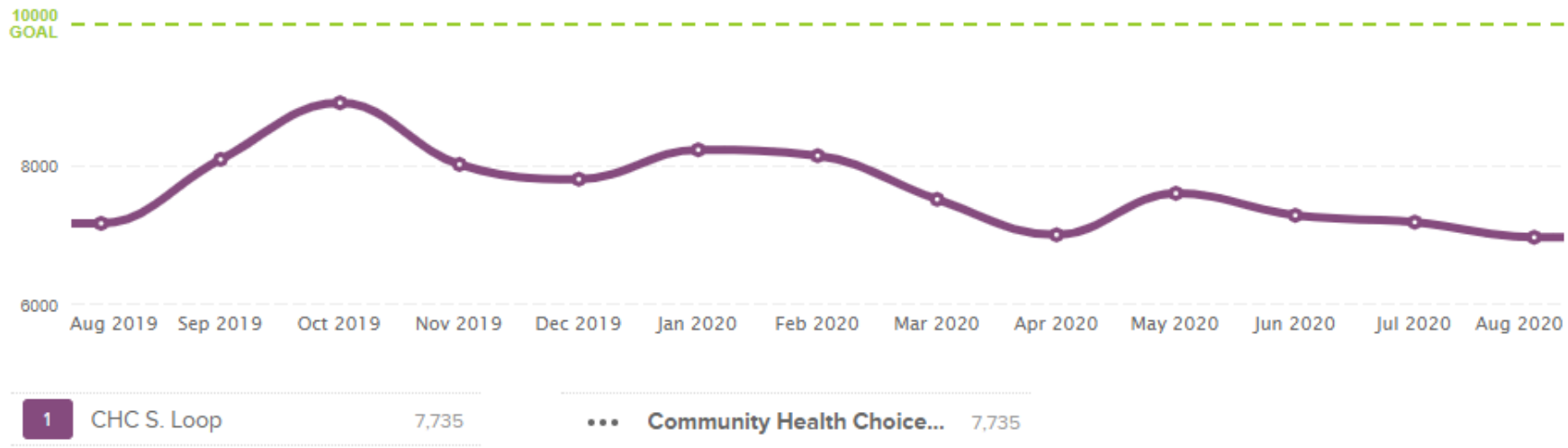
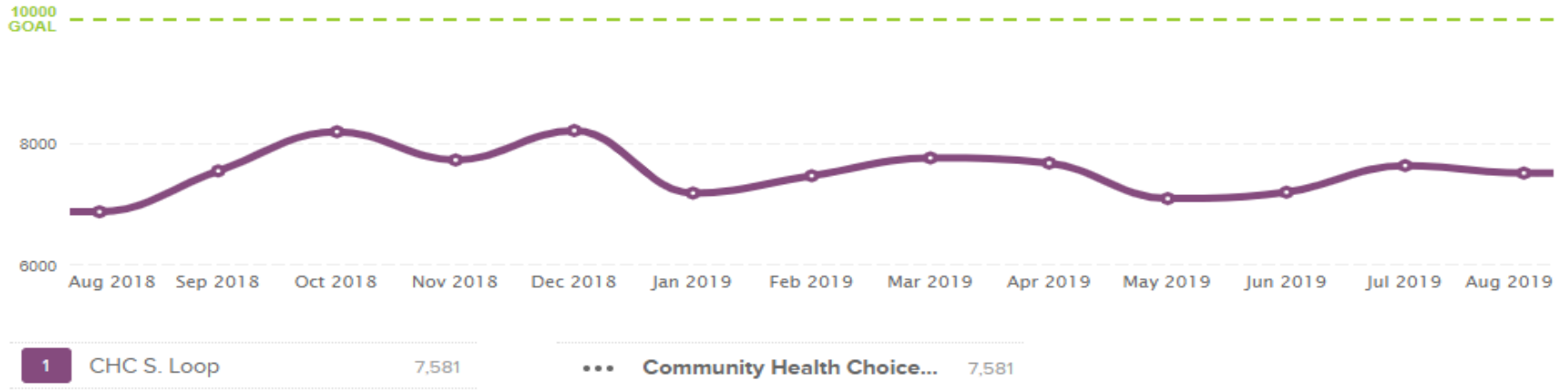


145 participants were active, 182 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview – Step Trends

Community Health Choice





Fitbit Program Overview

Quentin Mease:

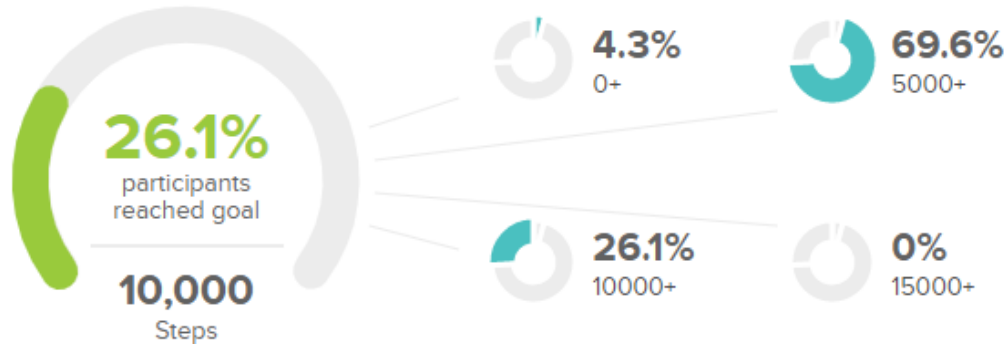
Filter: Quentin Mease [Reset filters](#)

Sep 1, 2019 – Aug 2, 2020

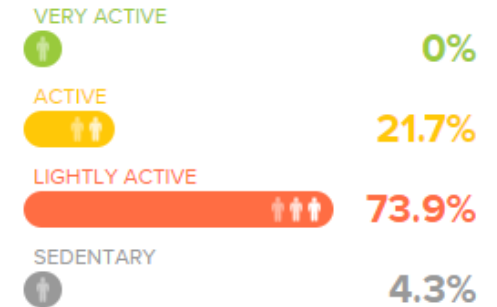
DAILY AVG	8539 ↓10.2% STEPS	9 ↑12.5% FLOORS	25m ↓24.2% ACTIVE MINUTES	6h 16m ↓2.6% TIME ASLEEP	TOTAL	18K ↓34.8% DISTANCE, MI
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Participants breakdown

DAILY STEPS



ACTIVITY

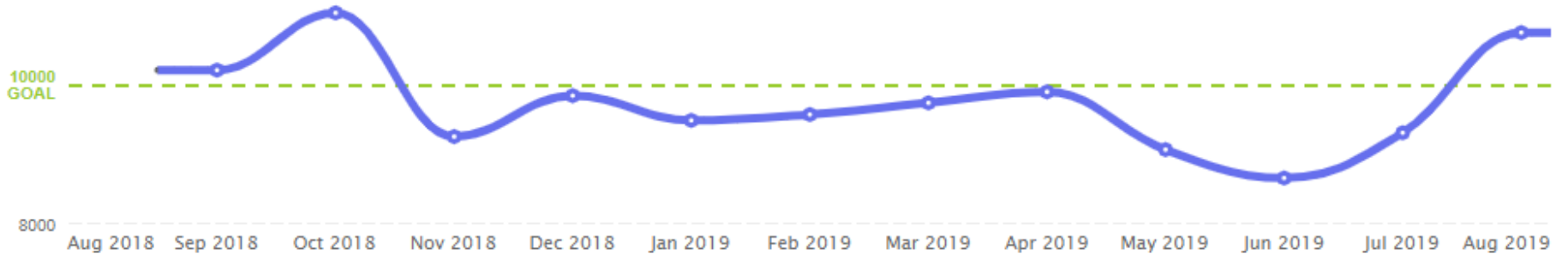


31 participants were active, 46 of which had enough activity data to be included into this breakdown.

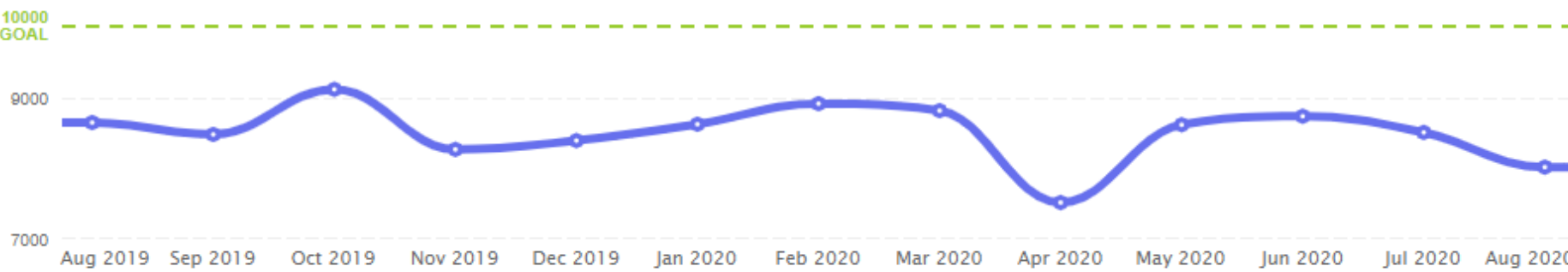


Fitbit Program Overview – Step Trends

Quentin Mease



1	Quentin Mease Hospital	9,653	...	Quentin Mease average	9,653
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1	Quentin Mease Hospital	8,547	...	Quentin Mease average	8,547
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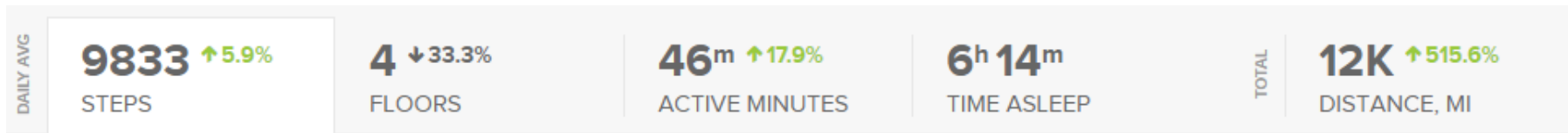


Fitbit Program Overview

Telecommute:

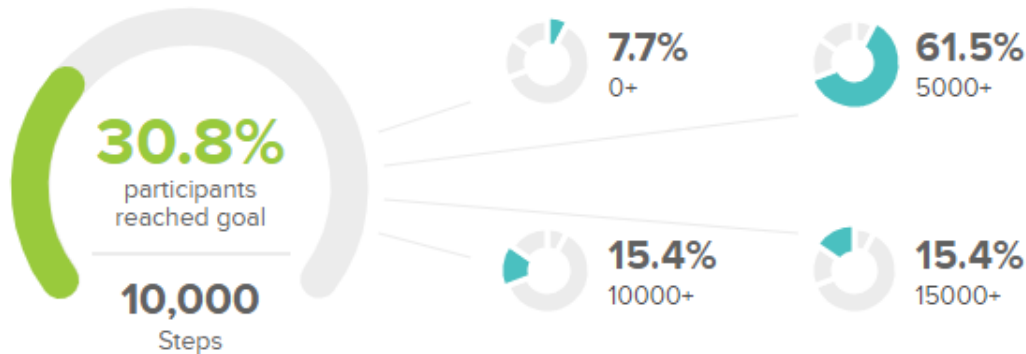
Filter: Telecommute [Reset filters](#)

Sep 1, 2019 – Aug 2, 2020

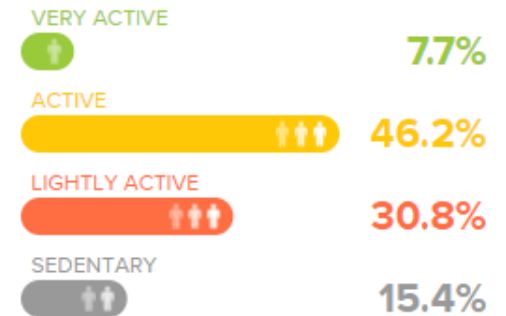


Participants breakdown

DAILY STEPS



ACTIVITY

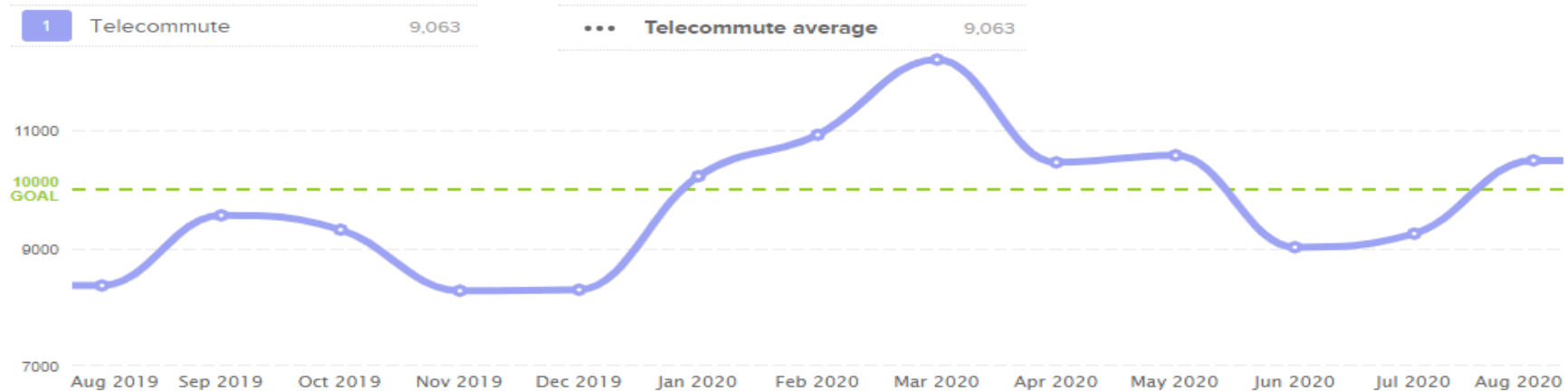
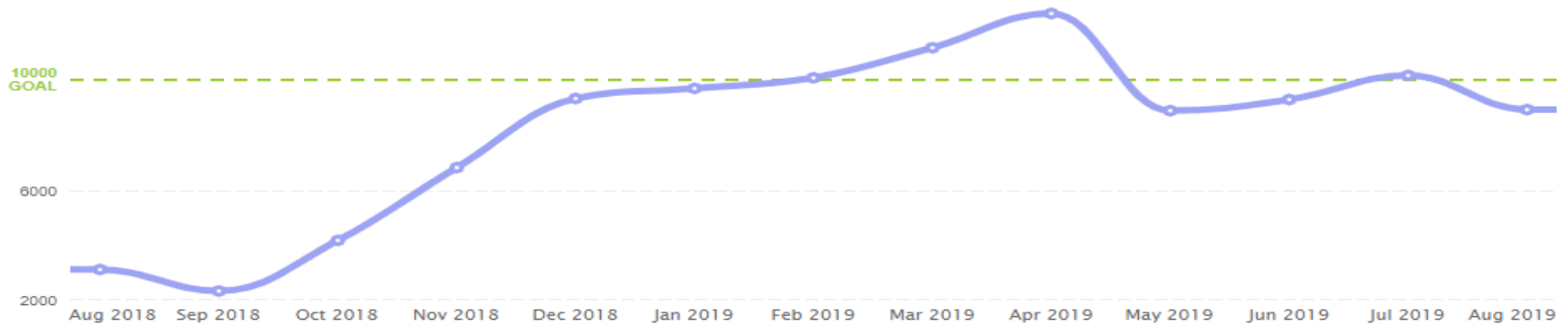


30 participants were active, 26 of which had enough activity data to be included into this breakdown.



Fitbit Program Overview – Step Trends

Telecommute

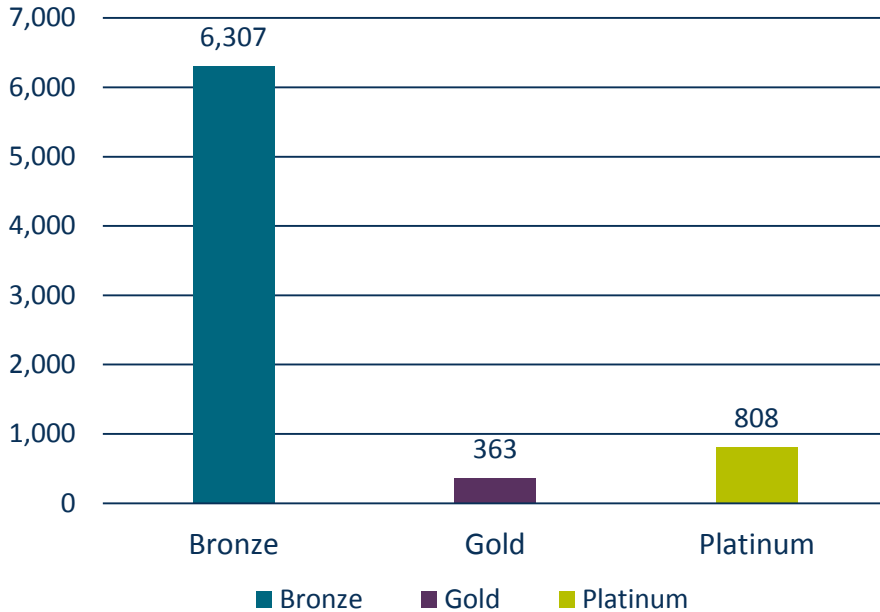


Medal Level Analysis



Medal Level Analysis

Participation by Medal Level



Total Eligible Population (excludes PPACA) as of 9/1/2020

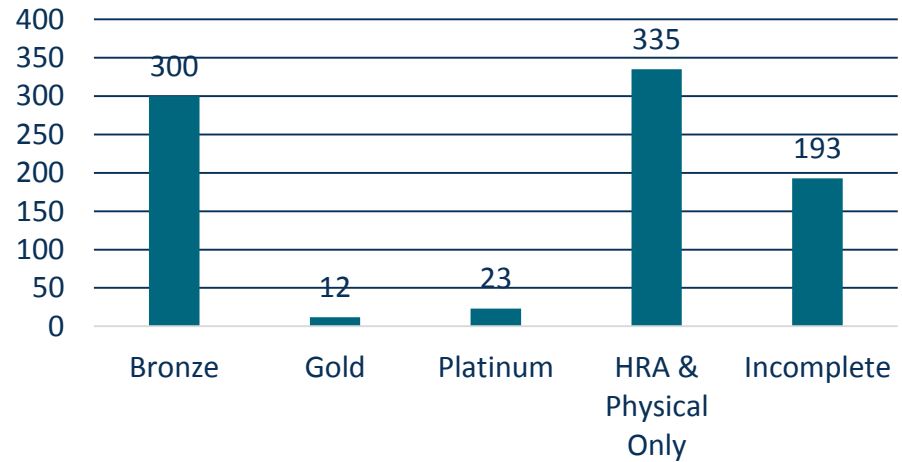
	Platinum	Gold	Bronze	No Award
Count of Members	808	363	6,307	2,229

80.6% of Employees & Spouses Earned FY22 Premium Rewards (77.3% earned full reward; 3.25% earned partial reward.)

Modified Premium Rewards Program

Newly Benefitted from 5/1/20-8/31/20

120-Day Premium Rewards Program



■ 120-Day Premium Rewards Program

Including ONLY participants enrolled on/after 5/1/20: 79.75% earned FY22 Premium Rewards; 76.3% earned full reward and 3.45% earned partial reward.

Participants in this group only had to complete the HRA and Physical within 120-days of benefit eligibility to earn reward. 73% (508) of the 120-day group completed.

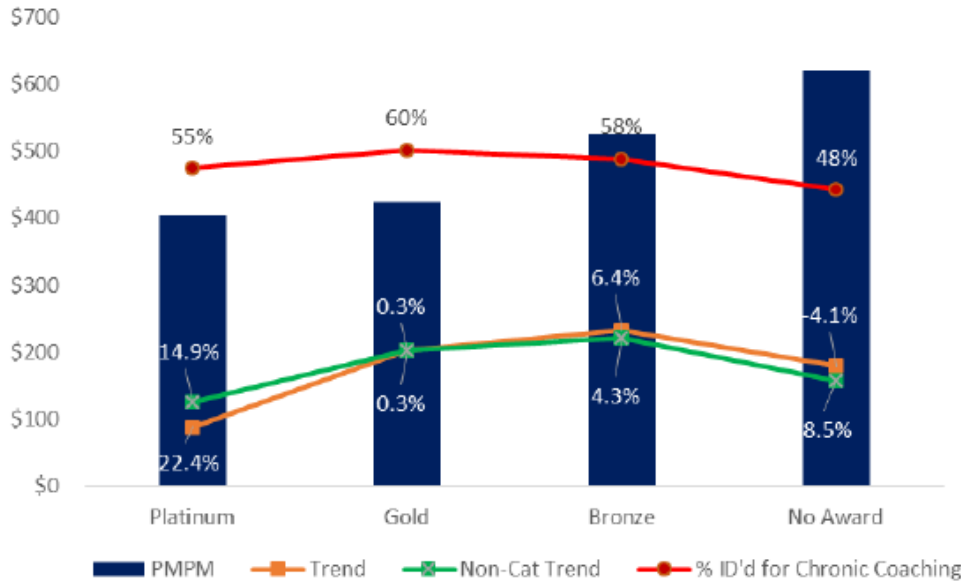


Medal Level Analysis

All Reward Eligible Population

Gaps In Care Compliance By Reward Tier

RESULTS BY REWARD TIER



Condition Category	Platinum	Gold	Bronze	No Award
Hypertension	89%	90%	88%	83%
Hyperlipidemia	95%	93%	94%	91%
Obesity	96%	95%	94%	92%
Diabetes	89%	88%	85%	80%
Asthma	96%	94%	95%	90%
Rule Category	Platinum	Gold	Bronze	No Award
Achieve Targets	88%	85%	84%	78%
Appropriate Monitoring	92%	93%	91%	85%
Appropriate Therapy	83%	84%	72%	68%
Medication Adherence	94%	95%	94%	93%

OBSERVATIONS

Rewards Drive Health Engagement

- 7,478 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

	Platinum	Gold	Bronze	No Award
Count of Members	808	363	6,307	2,229

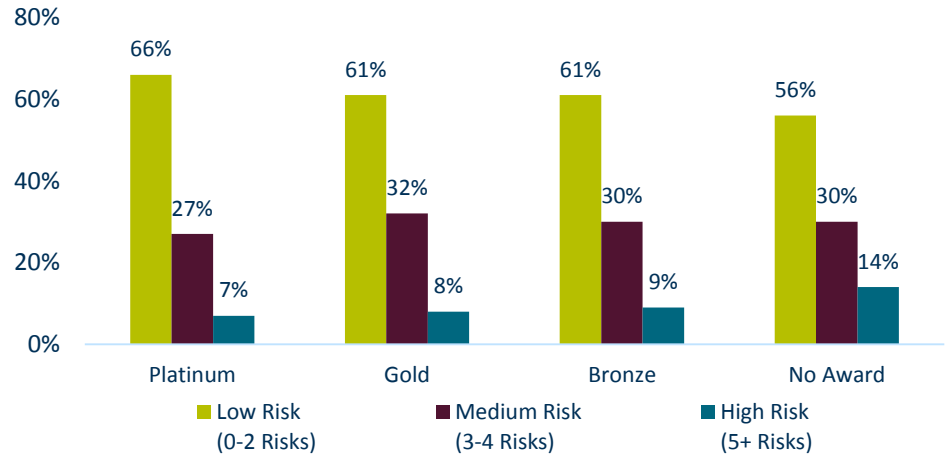


Medal Level Analysis

Current Average Spend Per Risk Level By Reward Tier 100%

Risk Level	Platinum	Gold	Bronze	No Award
Low	\$4,146	\$4,886	\$4,646	\$3,532
Medium	\$5,794	\$4,087	\$6,931	\$7,673
High	\$7,557	\$9,488	\$11,147	\$5,306

Current Risk By Reward Tier



RISK SHIFT: INCENTIVE ELIGIBLE WITH 2 HEALTH RISK ASSESSMENT COMPLETIONS

Risk Count Change	Platinum	Gold	Bronze	No Award	Total
Good Shift					
-4	2%	0%	1%	1%	1%
-3	7%	1%	2%	2%	2%
-2	12%	7%	5%	8%	6%
-1	19%	16%	15%	18%	16%
No	19%	32%	36%	35%	34%
Poor Shift					
1	14%	30%	28%	24%	26%
2	13%	8%	9%	9%	9%
3	6%	3%	3%	3%	3%
4	2%	1%	1%	0%	1%
Count	665	306	4,496	278	5,745

FINDING:

59% 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

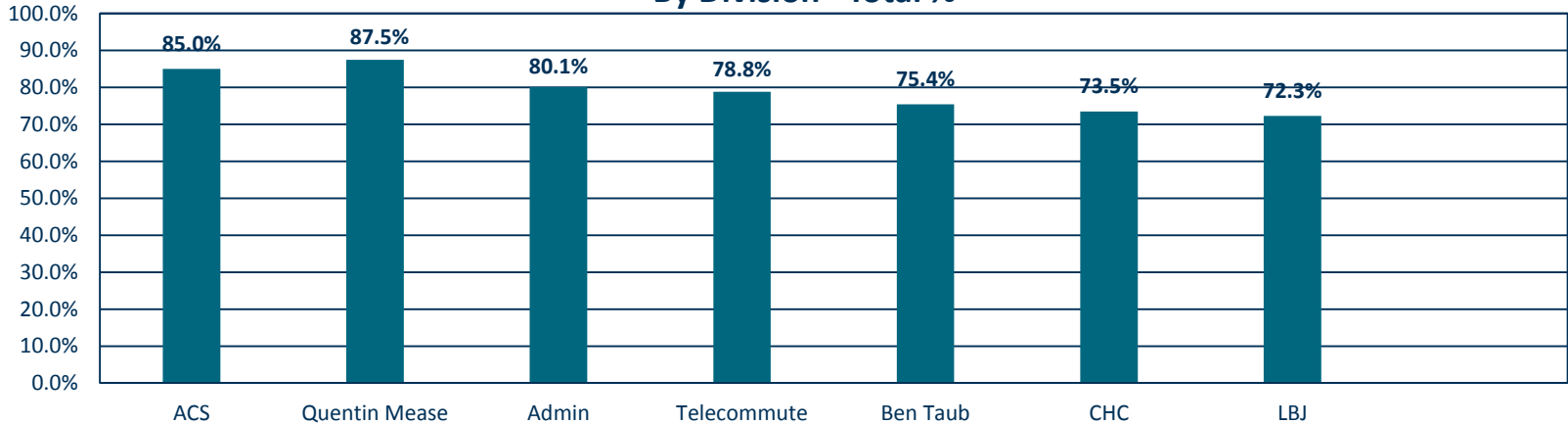
OBSERVATIONS

- Due to the Covid-19 pandemic, the average cost per member by HRA risk stratification showed mixed results across the medal levels.
- Members who did not earn an award had a higher proportion of high risk members (5+ risks) compared to reward tier earners

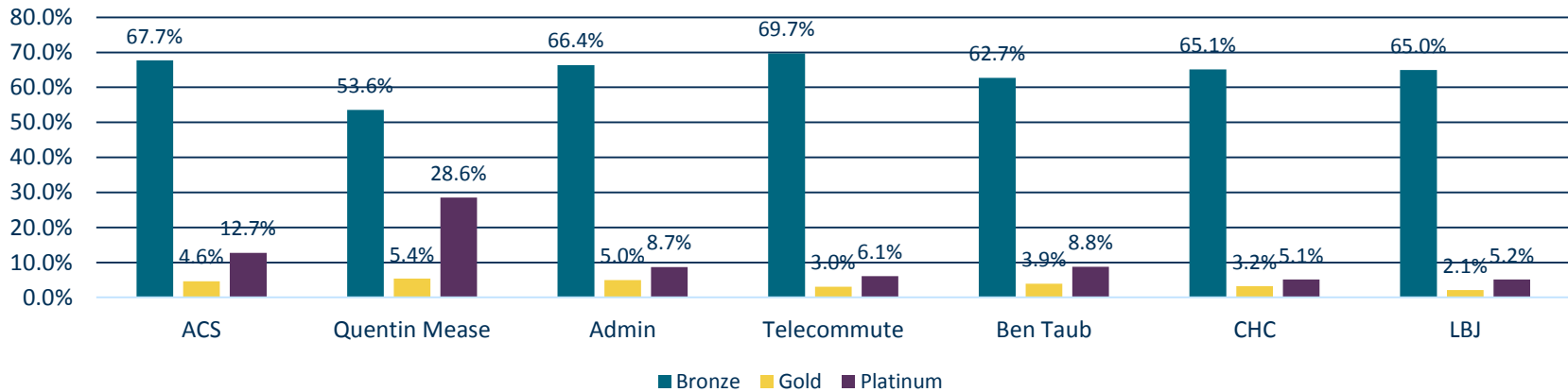


Medal Level Analysis

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	221	45.3%	221	5.5%
Information/Referral Services	161	33.0%	161	4.0%
Work Life Cases	4	0.8%	4	0.1%
Organization Services	22	4.5%	2,816	70.0%
Web Hits	N/A	N/A	742	18.4%
Supervisor Referral	0	0.0%	0	0.0%
Legal and Financial	80	16.4%	80	2.0%
Total	488	100%	4,024	100%

*Weighted population: 9,339

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

41.36%
Total Members Serviced
Annualized Utilization Rate for EAP services

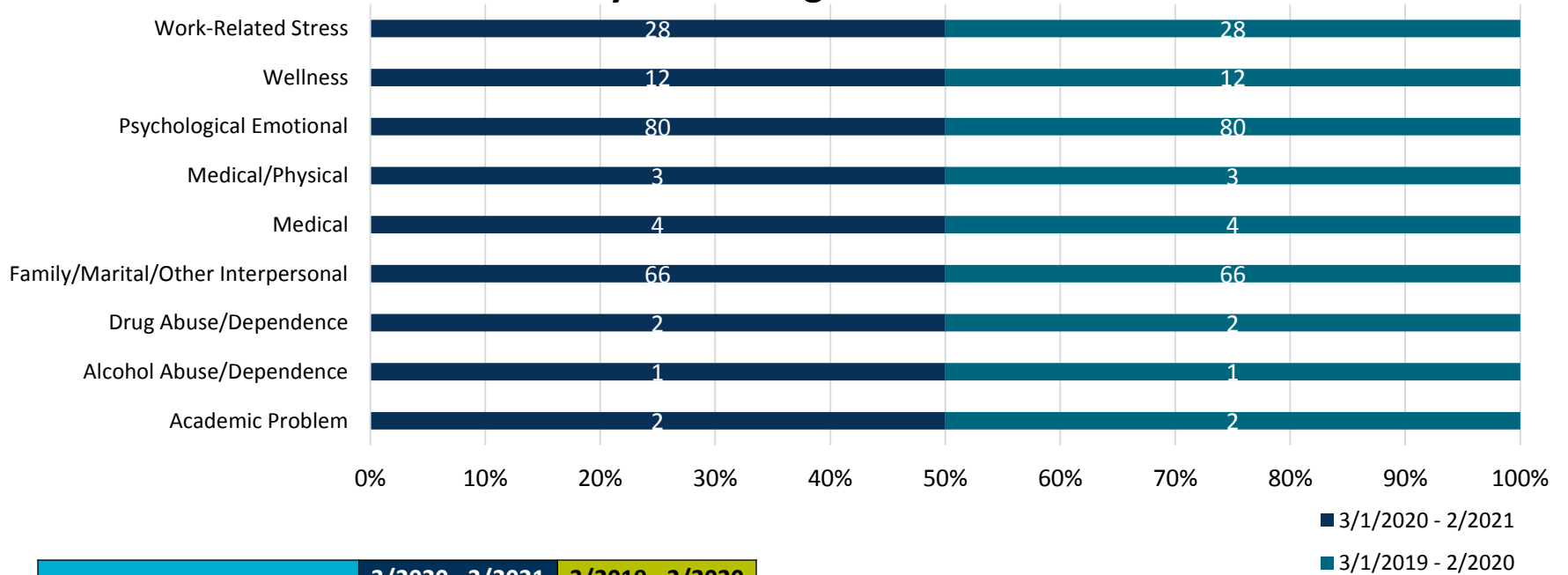
- **Subscribers (Monthly Average):** 9,339
- 3.5% total Annualized utilization rate.
- 15,381 total participants in live or recorded webinars during FY22; an average of 513 people per webinar

Organizational Services Summary March 2020-February 2021	#
Critical Incident Response	8 hours
Organizational Services	20.5
Training/Webinars	12



Employee Assistance Program

Primary Presenting Problem



Case Status	3/2020 - 2/2021		3/2019 - 2/2020	
	#	%	#	%
New User	217	71.38%	213	78.60%
Re-Opened [New Problem]	10	3.29%	2	0.74%
Re-Opened [Same Problem]	5	1.64%	7	2.58%
Re-User New Problem	57	18.75%	41	15.13%
Re-User Same Problem	15	4.93%	8	2.95%
	304	100%	271	100%



Employee Assistance Program

EAP Utilization Details	3/2020- 2/2021		3/2019 - 2/2020	
	#	%	#	%
Work-Life Services				
Child Care	2	50.00%	1	16.7%
Dependent Care	2	50.00%	0	0.00%
Elder Care	0	0.00%	4	66.7%
Higher Education	0	0.00%	1	16.67%
Financial Services				
Auto/Home Loans	1	10.00%	0	0.00%
Bankruptcy	1	10.00%	2	40%
Budget Coaching	3	30.00%	0	0.00%
Debt Management	1	10.00%	0	0.00%
Financial	1	10.00%	1	20%
Financial Planning	2	20.00%	1	20%
Immigration	0	0.00%	1	20%
Taxes	1	10.00%	0	0.00%

Services with increased utilization over prior year:

- 14.75% increase in Legal Services
- 30.63% increase in Web Hits
- 100% increase in Financial Services

EAP Utilization Details	3/2020 - 2/2021		3/2019 - 2/2020	
	#	%	#	%
Legal Services				
Adoption	1	1.43%	0	0.00%
Auto Accident	1	1.43%	2	3.28%
Auto Violation	1	1.43%	0	0%
Bankruptcy	1	1.43%	1	1.64%
Child Custody	5	7.14%	11	18.03%
Child Support	1	1.43%	1	1.64%
Contract	5	7.1%4	4	6.56%
Divorce	16	22.86%	16	26.23%
Domestic Violence	1	1.43%	0	0%
Elder Care	1	1.43%	0	0%
Financial	5	7.14%	0	0%
Grandparents Rights	0	0.00%	1	1.64%
Guardianship	4	5.71%	2	3.28%
Home Purchase	1	1.43%	4	6.56%
Immigration	1	1.43%	0	0.00%
Joint Will Kit	0	0.00%	1	1.64%
Landlord/Tenant Issue	3	4.29%	1	1.64%
Lawsuit	8	11.43%	3	4.92%
Legal Name Change	1	1.43%	0	0.00%
Personal Injury	1	1.43%	1	1.64%
POA	2	2.86%	1	1.64%
Probate	2	2.86%	1	1.64%
Property Liability	1	1.43%	1	1.64%
Small Claims	1	1.43%	2	3.28%
Social Security	0	0.00%	1	1.64%
Tax Assistance	1	1.43%	1	1.64%
Will	3	4.29%	6	9.84%



Employee Assistance Program-Healthy Knowledge Seminars

Summary of September 2019 – August 2020:

- Total live webinars: 11
 - Total participants for live webinars: 3,289, a 11.26% increase over FY21 (2,956 participants)
 - Average number of participants per live webinar: 299, a 11.15% increase over FY21 (269 participants)

- Total recorded eLearning webinars: 19
 - Total participants who completed eLearning webinar and quiz: 12,092, a 25.32% decrease over FY21 (16,192 participants) but added 8 additional eLearning webinars.
 - Average number of participants eLearning webinar & quiz: 636, a 68.55% decrease over FY21 (2,024 participants) but added 8 additional eLearning webinars.



Employee Assistance Program-Healthy Knowledge Seminars

Healthy Knowledge Seminar Topic	Total Unique Participants	Total Participants
EAP Webinar: A Brain Science Approach to Being Happier	528	528
EAP Webinar: A Brain Science Understanding of Managing and Mediating Conflict	215	217
EAP Webinar: Gift Giving on a Budget	413	416
EAP Webinar: Improve Your Overall Health	393	393
EAP Webinar: Mental Illness: Busting the Myths	96	96
EAP Webinar: Personal Resiliency Pt. 1 Retrain Your Brain	358	358
EAP Webinar: Ready Set Go Transtheoretical Model	499	500
EAP Webinar: Responding and Thriving in Organizational Change	221	221
EAP Webinar: Stress Management 2020	51	52
EAP Webinar: The Importance of Self-Care	380	380
EAP Webinar: Time Management - A Self-Management Strategy	128	128
Total Live EAP Webinars:	3,282	3,289
Average Participant per Live EAP Webinar:	298	299



Employee Assistance Program-Healthy Knowledge Seminars

Healthy Knowledge Seminar Topic	Total Unique Participants	Total Participants
eLearning Module EAP Webinar: A Brain Science Approach to Being Happier	1905	1823
eLearning Module EAP Webinar: A Brain Science Understanding of Managing and Mediating Conflict	1262	1211
eLearning Module EAP Webinar: Coping with the Uncertainty and Disruption of COVID-19	1828	1732
eLearning Module EAP Webinar: Dealing with Difficult People	46	46
eLearning Module EAP Webinar: EAP Tools for Managers	551	436
eLearning Module EAP Webinar: Effective Communication and Why You Want It	7	7
eLearning Module EAP Webinar: Feeding and Care of Superheroes	40	39
eLearning Module EAP Webinar: Holiday Stress	41	41
eLearning Module EAP Webinar: Identity Theft	30	30
eLearning Module EAP Webinar: Importance of Self-Care	692	679
eLearning Module EAP Webinar: Improve Your Overall Health	1469	1414
eLearning Module EAP Webinar: Managing Work-Life Balance	16	16
eLearning Module EAP Webinar: Mental Illness: Busting the Myths	1929	1860
eLearning Module EAP Webinar: Personal Resiliency Pt. 1	15	14
eLearning Module EAP Webinar: Responding and Thriving in Organizational Change	552	535
eLearning Module EAP Webinar: Stress Management 2020	1626	1570
eLearning Module EAP Webinar: Time Management - A Self-Management Strategy	15	15
eLearning Module EAP Webinar: Trauma and Its Impact	22	22
eLearning Module EAP Webinar: Wills, Trusts, Estate Planning	46	46
Total eLearning EAP Webinars:	11,536	12,092
Average Participation per eLearning Webinar:	607	636

Rewards & Recognition



Awards & Accolades

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

- **Achieved #6 in Top 100 Healthiest Workplaces in America (2020 (#6), 2019 (#2), 2018 (#64))**
 - Harris Health System ranked **#6** in the Top 100 Healthiest Workplaces in America
 - 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 Healthiest Employer in Texas (2020, 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 (2020, 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.





Awards & Accolades Continued

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

- **Achieved the Platinum Well Work Place Award through the Worksite Wellness Council of America**
 - To earn the highest level Platinum Award, an employer must establish programs to improve employee health and well-being using the Seven Benchmarks: 1) Committed and Aligned Leadership, 2) Collaboration in Support of Wellness, 3) Collecting Meaningful Data, 4) Crafting an Operating Plan, 5) Choosing Initiatives that Serve the Whole Employee, 6) Creating Supportive Environments, Policies and Practices and 7) Conduct Evaluation, Communicate, Celebrate and Iterate.
- **Achieved re-accreditation of the CEO Cancer Gold Standard (2012-2020)**
 - 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 (2020, 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



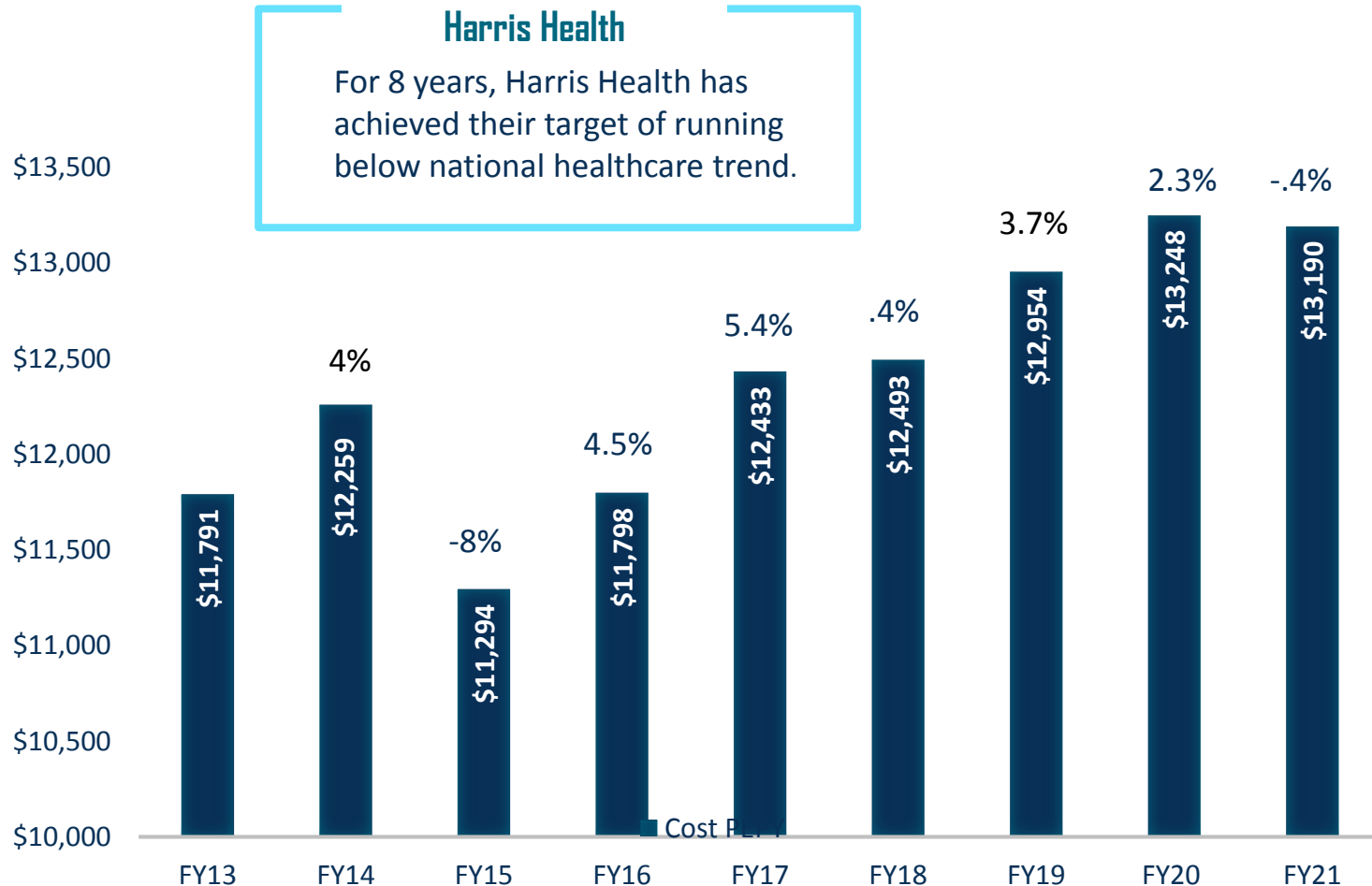
Summary of FY22 Program Year Strategies

- 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
 - FY22 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.
- Added Cigna Sr. Client Engagement Manager to Healthy@Harris Employee Wellness Team
- 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 Discounts and subsidy on Fitbits to encourage physical activity and reduce risks
- 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
- Implemented the Livongo Diabetes Prevention Program 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
- Expanded onsite presence at clinics

Appendix A

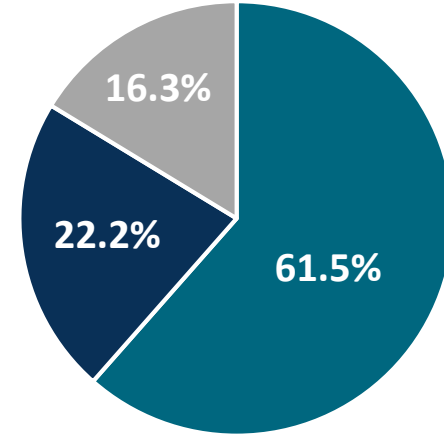


Historical & FY21 Year-End Financial Snapshot



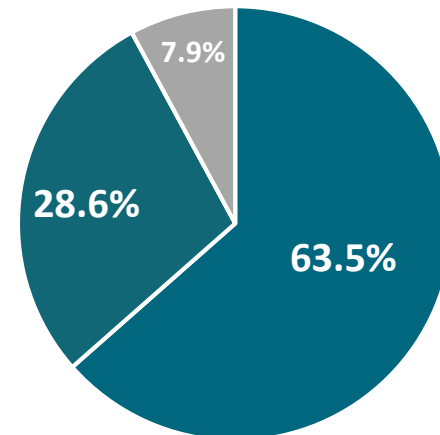


February 2021 Enrollment



■ Kelsey ■ High Ded ■ Low Ded

March 2021 Enrollment



■ Kelsey ■ CDHP ■ Value





Enrollment Migration

		March 2021									
		CDHP HRA NWell	CDHP HRA PWell	CDHP HRA Well	Kelsey NWell	Kelsey PWell	Kelsey Care Well	Value Local NWell	Value Local PWell	Value Local Well	Grand Total
Feb 2021	HiDed NoWell	241	10	53	28		13	10		7	362
	HiDed PWell	12	8	15	1	1	1	2	3	1	44
	HiDed Well	115	20	1056	10	1	127	4	2	75	1410
	Kelsey NWell	9		5	349	9	191	6		2	571
	Kelsey PWell	0		1	17	30	40				88
	Kelsey CareWell	5	1	65	261	22	3981	6		29	4370
	LoDed NWell	118	3	36	9		4	55	2	28	255
	LoDed PWell	5	4	9		2	1	4	3	7	35
	LoDed Well	55	5	485	2	2	85	21	8	376	1039
	Grand Total	560	51	1725	677	67	4443	108	18	525	8,174

Key Insights

- Employees represented in **blue** shading elected to keep the same or a similar benefit plan for 2021 plan.
- **287** Employees moved from the High and Low Ded plans to a Kelsey Plan.
- Employees represented in **orange** shading remained in the same plans, but moved between different wellness tiers.
- **86** employees moved from the **Kelsey Plan** to the **CDHP** plan.
- There were **104** Employees who migrated from the **High Ded** plan to the **Value** plan. There were **43** Employees who migrated from the **Kelsey Seybold** plan to the **Value** plan.



WE ARE

HEALTHY@HARRIS

Caring for ourselves so we can care for others

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713-566-6686



#1 in Texas



#6 in America

