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Changing behavior. Changing lives.®

Leadership thoughts: For best results, focus resources on interventions

By Paul Terry, Ph.D., CEO

In recent years, "engagement" has become a watchword for population health management program planners, but we need to imbue the word with deeper meaning if we are to realize the potential of well-designed programs.

Related to engagement, which too often simply means "participation," financial incentives also have become the topic du jour because of their ability to effectively drive participation in wellness activities, such as completing an annual health assessment or biometric screening. Participation is important for many reasons, but one simple fact is that while incentives can help drive participation, robust engagement in good programs is what drives good outcomes.

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Want to improve your program outcomes? Turn to the three pillars of engagement

By David Anderson, Ph.D., senior vice president and chief health officer

When you decide to offer a health management program for your employees, chances are there are some specific goals you want to achieve. Perhaps you want to reduce health care claims related to chronic conditions, reduce the number of employee sick days or help employees quit smoking. Whatever your desired outcomes, you can improve your odds of reaching your goals by creating a culture of health in the workplace and enlisting other proven strategies to nudge your employees toward healthy behavior change over time.

Maintaining the discipline needed to effectively implement these game-changing strategies while also keeping your eye on the prize (a.k.a., the outcomes you want to achieve) can be challenging, but it's essential to your end results. One way to frame up this approach is to consider what I have coined the "three pillars of engagement."

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By tying the incentive to completion of the health assessment you're essentially "filling the pipeline" with people who could potentially participate in behavior change programs. Seems simple, but this is where many organizations struggle.

Leadership thoughts (cont.)

Even more to the point, true engagement means getting the right people into the right program at the right time for them, because this kind of engagement is what best predicts successful, sustainable health improvement.

Getting the majority of eligible individuals to complete an annual health assessment (HA) has become a goal for employers who offer workplace health improvement programs, and it is indeed a big part of what's needed to produce a positive ROI. However, while the HA generates valid and essential data about the employee population, employer efforts need to go well beyond offering a health assessment to achieve real change.

In this issue of *WellTimes*, we explore how strategies like incentive design tie to overall program outcomes, and how program success must focus on behavior change that is driven by creative, tailored and long-term programming.

Filling the pipeline

Planning and implementing a workplace wellness program that goes unnoticed is like having a party that no one attends. You've invested a lot of time, money and resources for little or no return. That's where incentives can help.

Incentives are an effective way to get employees to take notice and participate in your workplace health improvement program in small ways, like by completing a health assessment. By tying the incentive to completion of the health assessment you're essentially "filling the pipeline" with people who could potentially participate in behavior change programs. Seems simple, but this is where many organizations struggle.

In years past, it's been common for an employer to invest the majority of his or her budget and staff resources into getting employees to complete the annual health assessment and biometric screening, leaving little budget or time for follow-up programs that target specific risk factors. At the end of the day, that employer has spent a lot of time and money to simply track the declining health of its workforce.

Today, our research into best practices has provided the proven concepts needed to guide more and more employers into implementing strategic plans. A data-driven planning approach builds on successful assessments by providing behavior-change interventions tailored to the needs of both the individual and the organization.

Reallocation of resources

Organizations are moving from a focus on assessment to a more comprehensive approach by allocating more budget and resources to ongoing and dynamic behavior change programs, and by implementing policies and programs designed to create a culture of health. Clearly, there is a role for incentives in a comprehensive program strategy, but current trends suggest many employers spend up to four times more on incentives than they do for the actual behavior change interventions.

I encourage you to read "[Want to improve program outcomes?](#)" by David Anderson, Ph.D., in this issue of *WellTimes*. David is senior vice president and chief health officer at StayWell, and has eloquently addressed the role of culture and incentives as two of three pillars of engagement for workplace health management programs. His three-pillars framework is a proven way to build a successful workplace health initiative

Creating work environments, policies, management practices and grassroots support that visibly show employees that health is a core value in your organization is the most essential component of any workplace health program.

based on programs and interventions that work, program elements that build on each other and are easy to communicate, and the right level of incentives to feed the pipeline.

Also in this issue, Jessica Grossmeier, Ph.D., director, research at StayWell, answers a few common questions about best practices that drive outcomes in our “Ask the expert” column. Read her column to find out more about how best practices, guided choices, and communication strategy can contribute to program outcomes.

We welcome your feedback on these topics and hope this issue encourages you to think about how the program that you’re delivering to your employees aligns with and supports the outcomes you want to achieve.

In good health,

Paul Terry, Ph.D.

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Three pillars of engagement (cont.)

Defining the three pillars

The three pillars of engagement are strategies we at StayWell Health Management believe are fundamental to the success of an employee health management program. The three pillars are:

- **Culture.** As in many areas of life, culture always wins when it comes to health. Creating work environments, policies, management practices and grassroots support that visibly show employees that health is a core value in your organization is the most essential component of any workplace health program. Research by StayWell, the Health Enhancement Research Organization (HERO), and others shows that companies that are serious about creating a healthy culture consistently achieve much better outcomes than those that rely solely on program interventions.

In one such company, two-thirds of employees who quit smoking did so due to the influence of culture without ever participating in a smoking cessation intervention. National smoking rates, which now are below 20 percent of adults compared to 42 percent when the first Surgeon General’s report on the health effects of smoking was published, also demonstrate the power of culture in driving healthy change.

- **Communication.** Messaging that underscores a cultural core value of shared responsibility for health, along with clear, consistent, frequent, and targeted communication about the available program offerings, is the second of the three pillars. Companies that implement a well-planned and targeted communication strategy get much higher rates of participation in all aspects of their program. When we began targeting invitations to individual health risk programs decades ago, it yielded a five-fold increase in participation compared to general promotions.

Technology has been a great tool for personalizing communication according to employee health needs and interests, but high-touch communication also

Building healthy culture begins by engaging your executive leadership and encouraging them to embrace health as a core business value. Strong leadership support for employee health will make the construction of the other two pillars easier and more successful.

continues to make a difference. Earlier this year, we found that participants who discussed their health assessment results and follow-up options with a health professional were more than twice as likely to enroll in a health coaching program compared to our book-of-business rates. The bottom line is that the right communication at the right time dramatically increases engagement and, ultimately, leads to superior program outcomes.

- **Incentives.** Stimulating more employees to participate in your program is the primary role of incentives in the overall engagement strategy. It's important to recognize that incentives alone are unlikely to stimulate long-term behavior change. In fact, because external incentives actually can decrease internal commitment to change, they need to be used judiciously and aligned with a supportive culture. When used in this way, incentives can help fill the program pipeline and identify many more employees to target for follow-up interventions such as health coaching. Research has shown that an incentive can increase average health assessment participation from about 10 percent up to 80 percent or more. Keep in mind, though, that a supportive culture and strong communication greatly reduce the monetary value of the incentive needed to achieve a given participation target.

A great deal of debate is brewing about the best and most appropriate use of incentives, largely stimulated by the support and parameters for wellness incentives in the health reform law. You can read more about this debate and the balanced, progress-based approach StayWell advocates in our [Research Perspectives](#) in this issue of WellTimes. Incentives have been shown to significantly increase participation in health management programs, which is an important step toward achieving better health outcomes. Accordingly, we believe employers should not be unduly constrained in pursuing innovative, non-discriminatory incentive approaches to engage all of their employees in improving their health.

Let the pillars guide your actions

Approach your program evolution by focusing first on culture — the cornerstone of any successful program. Building healthy culture begins by engaging your executive leadership and encouraging them to embrace health as a core business value. Strong leadership support for employee health will make the construction of the other two pillars easier and more successful.

For instance, efforts to communicate with employees about the connection between good health and lower health care costs will be viewed as much more genuine if the corporate leadership and culture reinforce your commitment to employee health. And, if you have a strong culture and consistent employee communication, the amount of the incentive that you have to offer to encourage program participation will be less than if you do not have these pillars firmly established. For example, a recent study showed that a \$40 incentive in a supportive culture yielded the same health assessment participation as a \$140 incentive in the absence of cultural support.

Guided choices

Within the framework of a strong culture, strategic communication, and an appropriate incentive strategy, it's important to give employees the benefit of guided decision-making. Forcing participation without real engagement is not an effective approach and will not produce the long-term behavior change and health outcomes you are seeking. On the other hand, the research cited above also has shown that, left to their own devices,

Those who focus their resources on measuring risk and related costs to the detriment of investing adequately in follow-up programs — where most behavior change takes place — will fail to realize the value of their time, resources and investment.



people will not enroll in as many programs or do as much to improve their health as would be the case if they had received the right support and guidance.

At StayWell, we offer this type of support through our Health Advisor service. With the Health Advisor service, after an employee completes the health assessment, they are invited to review their assessment results with a trained StayWell health advisor. The health advisor increases employee awareness of health assessment results, discusses available programs, and connects the employee to resources to help address areas where they could use additional support. These resources could include personal health coaching in topics like weight or stress, or services like a nurseline or an employee assistance provider (EAP).

Begin with the end in mind

You may have noticed in this column and in this entire issue of WellTimes that we focus very little on how to measure outcomes and more on how to build the right foundation and infrastructure for your program. Why? Because a program will not come close to achieving its full potential to drive better outcomes without the support of a healthy culture and work environment.

Because data is needed to justify investment, many employers put enormous emphasis on doing enough data analysis to conclusively prove their success with their own data. But, those who focus their resources on measuring risk and related costs to the detriment of investing adequately in follow-up programs — where most behavior change takes place — will fail to realize the value of their time, resources and investment. It's like checking the oil faithfully, but seldom changing it.

Based on our experience and research into best practices and outcomes, I believe most employers need to go beyond where they've been in the past with their health management strategy to get the results they say they want and need. Increased investment in a broad menu of year-round behavior change interventions tailored to individual needs will play a role. The most essential investment, however, is making an organizational commitment to healthy culture and engagement strategies that make healthy choices the easy choices for all employees.

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Ask the expert

By **Jessica Grossmeier, Ph.D., director, research**

The path to an effective and financially successful employee health management program starts with a sound strategy. In this installment of Ask the expert, we interviewed Jessica Grossmeier, Ph.D., director, research at StayWell, about how best-practice companies achieve this goal.

Q. How does an employer know which strategies will be the most effective for his or her organization? Are there guidelines to follow?

A. Even better than guidelines, your organization can benefit from reliable industry research that identifies best practices for employee health management programs. StayWell has conducted best practice research, and found that companies that achieve the best results with their wellness programs have the following components in place as part of their workplace health program:

- Strong senior management support
- Comprehensive program design
- Benefits-integrated incentives
- Integrated, comprehensive communication strategy
- Dedicated onsite program management staff
- Multiple behavior change program delivery methods (phone, mail, online)
- Population-based, health awareness-building activities
- Biometric health screenings
- Vendor integration of data, communications, and cross-referrals to other programs

In addition, this study showed that companies using these best practices achieved higher program participation and more than double the improvement in employee health risks compared to standard-practice companies. More specifically:

- A 68 percent health assessment completion rate for eligible employees versus 47 percent for standard-practice companies,
- A 48 percent health coaching completion rate for eligible employees versus 34 percent for standard-practice companies; and
- Employee health risks decline by 4.7 percent versus 2.0 percent for standard-practice companies.

Your StayWell account executive can help you identify a tailored, best-practice strategy for your organization.

If left to decide on their own which workplace programs to enroll in, most employees will not maximize their participation opportunities. What can you do about this? We believe the answer is “guided choices,” or helping people find the solution that fits them best.

Q. Our company follows best practices, but we still aren’t seeing the engagement and outcomes that we had hoped for. What can we do?

A. Over the years, behavioral health research has shown that, if left to their own devices, people will not do as much as they should to improve their health. Take fitness, for example. People tend to exercise longer and with more intensity if they do so with a friend or a trainer. A similar phenomenon applies to enrolling in health improvement programs. If left to decide on their own which workplace programs to enroll in, most employees will not maximize their participation opportunities.

What can you do about this? We believe the answer is “guided choices,” or helping people find the solution that fits them best. At StayWell, we achieve this through our Health Advisor service. Here’s how it works. When an employee receives the results of their health assessment, they are encouraged to talk, free of charge, with a health advisor to review their results and to identify the most appropriate next steps for their situation.

Align this strategy with a robust communication strategy and benefits-integrated incentives for the greatest population reach. One employer was an early adopter of this emerging innovation and combined Health Advisor with other best-practice engagement strategies. In their first-ever launch of a population-wide Health Advisor service, 82 percent of employees completed the Health Advisor call, and 67 percent of those eligible enrolled in a follow-up coaching program.

Q. How much does communication factor into our ability to engage employees beyond the health assessment?

Consider that employee participation may lag if people don't "get" how an incentive works, or the program enrollment process is complicated, or they simply aren't aware of their options. A well-planned communication strategy can remove many of these hurdles.

A. How you communicate with your employees contributes significantly to participation levels. Consider that employee participation may lag if people don't "get" how an incentive works, or the program enrollment process is complicated, or they simply aren't aware of their options. A well-planned communication strategy can remove many of these hurdles. Keep the following in mind when planning communications:

- **Keep your message simple and clear.** Health care is complicated for most people, so be sure employees understand what they are being asked to do and why it's important to the company's success.
- **Make the messages relevant to employees.** Make sure the language you use appeals to your employee demographic and that you are maximizing opportunities to align communications with corporate or internal program branding.
- **Frequency of messaging.** Communicate at regular intervals over time with employees to maintain top-of-mind presence for your program. This is particularly important after the initial program launch year, when individuals may not understand the value of repeating participation in some programs.
- **Consistency of messaging.** Right behind frequency is consistency. Employees should experience the same message and directions on how to participate every time you reach out to them.
- **Use multiple communication channels.** Whether it's paper, online, email, or text messaging, be sure to reach your employees in their preferred manner and through multiple channels.
- **Target communications as appropriate.** Use the data available to you in reporting to understand which subpopulations are less engaged in needed programs. Consider targeted communications designed specifically for the demographic and health needs of the less-engaged groups.

To learn more about applying best practices to your workplace health management program, contact your StayWell account executive, or send us a message at information@staywell.com.

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StayWell in the news

Read more about StayWell Health Management [in the news](#).

- StayWell issued a news release entitled "**Paul Stinson joins StayWell as senior vice president and chief product and marketing officer**" on November 14, 2011.
- StayWell issued a news release entitled "**StayWell Health Management reports business growth**" October 8, 2011.
- StayWell's **Paul Terry, Ph.D., CEO**, and **David Anderson, Ph.D., senior vice president and chief health officer**, co-authored the article "**Lessons From Health Coaching...Progress-based incentives: putting the goldilocks parable to work in wellness,**" part 1 of 2, published in the Nov/Dec 2011 issue of *Health Promotion Practitioner*.
- Paul Terry authored the article "**Health reform and the use of financial incentives in wellness programs,**" published online at *Managed Care online* November 7, 2011.

As a well-established leader in the population health industry, StayWell mirrors our clients' commitment to health by continuing our commitment to hiring the best and brightest the industry has to offer, and by evolving our capabilities to meet our clients' needs.

- David Anderson was featured in the article “**Latest thinking on wellness programs – Employers are putting more emphasis on and money into incentives,**” published online at *Employee Benefit Adviser*, November 1, 2011.
- Paul Terry was featured in the article “**Employee programs teaching health care “consumer” skills may also produce health benefits,**” published at *Health Behavior News Service online* on October 31, 2011.
- Paul Terry participated in a **Congressional briefing** driven by Care Continuum Alliance and the Congressional Wellness Caucus on October 24, 2011.
- David Anderson was featured in the article “**Workplace wellness programs should focus on improvement, not participation,**” published online at *HealthCare Finance News* on October 17, 2011.
- StayWell issued a news release entitled “**Are outcomes-based incentives the right answer?**” on October 7, 2011.
- Paul Terry and David Anderson co-authored a commentary entitled “**Finding Common Ground in the Use of Financial Incentives for Employee Health Management: A call for a Progress-Based Approach,**” published in the Sept/Oct 2011 issue of *American Journal of Health Promotion*.
- Paul Terry authored the article “**Lessons From Health Coaching...Ethics and Wellness...Where is the line?**” published in the Sept/Oct 2011 issue of *Health Promotion Practitioner*.

Ask us about:

- StayWell's [blog](#) and [Stefan Gingerich's message](#) about attending and presenting at the Midwest Worksite Health Promotion Conference on November 3, 2011.
- The AJHP webinar posted November 15, 2011, during which StayWell's, Paul Terry, Ph.D., CEO, presented findings from The ACTIVATE Study: Results from a Group-Randomized Controlled Trial Comparing a Traditional Worksite Health Promotion Program With an Activated Consumer Program.

To learn more contact information@staywell.com or your StayWell account executive.

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What's new

StayWell expands executive-level staff

StayWell asks its clients to remain committed to improving the health of their workforce and, ultimately, their bottom line. As a well-established leader in the population health industry, StayWell mirrors our clients' commitment to health by continuing our commitment to hiring the best and brightest the industry has to offer, and by evolving our capabilities to meet our clients' needs. Please join us in welcoming the newest additions to the StayWell Health Management executive team.

More employers are making significant investments in developing a culture of health and providing programs that improve worker health and productivity.

George Ali has been named senior vice president and chief information officer. George is charged with developing and overseeing strategic and emerging technologies that encourage individuals to maximize health improvement opportunities. With more than 35 years of experience deploying and managing technology solutions, George has previously led technology at the Methodist Healthcare System, NYLCare (New York Life's health care group), Waste Management, and the Wm. Wrigley Jr. Company, as well as leadership consulting engagements with WebMD and Sage Software Healthcare Division.

Thomas Hutton has been named senior vice president of human resources. Thomas will oversee all people strategies, organizational effectiveness and talent management. With more than 20 years of experience, he has held executive human resources positions for LifeLock, Johnson & Johnson, Amgen Inc., and The Coca-Cola Company.

Paul Stinson has been named senior vice president and chief product and marketing officer. Paul will guide StayWell's product and marketing strategy to ensure the company meets the business and product needs of its clients. He has more than 25 years of industry experience in health information technology (HIT). Prior to StayWell, Paul led the product management and strategy teams at MedAssets, an HIT company that develops comprehensive financial performance solutions for hospitals and accountable care organizations (ACOs), and also served in product, marketing and executive leadership roles at Sage Healthcare (formally Emdeon Practice Services and WebMD), MedQuist and Lanier Healthcare.

Mark Young has been named senior vice president and chief operations officer. A longtime health care industry executive, Young will oversee the strategic development, implementation and support of client solutions. He has more than 20 years of industry experience, including prior positions with the Sage Software Healthcare Division, WebMD, Emdeon and Misys Healthcare Systems.

"George Ali, Thomas Hutton, Paul Stinson and Mark Young are proven leaders who bring valuable experience and health care knowledge to StayWell and to our clients," said StayWell President Andy Corbin. "All four already have made a positive impact on product, technology, operations and people. These appointments enhance our already strong executive team and position StayWell for continued growth as an industry leader."

To learn more about our leadership team, visit the [StayWell Health Management](#) website or send an e-mail to information@staywell.com.

StayWell adds 18 new clients

In a time of budget cuts and belt tightening for corporate America, employers are steadfast in their commitment to improving employee health. By working with experts like StayWell, more employers are making significant investments in developing a culture of health and providing programs that improve worker health and productivity.

In 2011, StayWell has signed 18 industry-leading national employer clients and has significantly enhanced existing contracts by adding disease management services.

Industries represented by [StayWell's new business wins](#) include companies in the financial services, health care, manufacturing, and retail industries.

"The implementation of health care reform and a growing body of evidence that best-practice programs produce positive health and financial outcomes are factors

Annual trend studies by benefits consulting firms show that the use of financial incentives as a component of workplace health management programs is on the rise.

influencing C-suite and corporate decision-makers when investing in employee health,” said Sue Willette, senior vice president and chief growth officer at StayWell Health Management. “Employers that create a culture of health at the workplace and engage leadership, leverage incentives effectively and communicate are those that will see optimal impact and positive returns.”

To learn more, visit the [StayWell Health Management](#) website or send us a message at information@staywell.com.

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Research perspective: StayWell white paper takes on the incentives debate

Employers who currently use financial incentives as part of their workplace health management program know that this strategy can effectively increase program participation. But the question remains as to whether incentives can drive the level of behavior change that will lead to better employee health outcomes, reduced health care costs and greater workforce productivity.

A new white paper from StayWell Health Management — entitled “[The role of incentives in improving engagement and outcomes in population health management: An evidence-based perspective](#)” — examines these questions in light of scientific studies by leading behavioral science experts and independent researchers who have examined workplace health management practices and outcomes. The white paper is authored by Paul Terry, Ph.D., CEO and David Anderson, Ph.D., senior vice president and chief health officer of StayWell Health Management.

Why this research matters

Annual trend studies by benefits consulting firms show that the use of financial incentives as a component of workplace health management programs is on the rise.

- A 2010 survey by Buck Consultants showed that 62 percent of employers currently offer financial incentives and an additional 25 percent planned to offer incentives in the near future.
- According to a 2010 study by Mercer, 28 percent of employers offered lower health plan premiums for non-smokers in 2011 (up from 23 percent in 2010).
- A Towers Watson survey revealed that in 2010, six percent of employers were considering requiring employees to achieve a specific health standard to be eligible for a preferred health plan option.
- According to a study by the National Business Group on Health, employee wellness incentives ranged from \$50 to \$1,200 in 2010, with the average incentive amount at \$386.

Examining the data

In analyzing available research studies, StayWell researchers zeroed in on questions that we most often hear from our clients. Questions like:

- How are other leading companies and employers using incentives, and with what results?
- How can we tell if the incentives we’re using are really driving behavior change among our employees?

Rather than rewarding only those who achieve outcome targets that many employees may see as out of reach, a progress-based approach offers all employees an opportunity to earn incentives regardless of where they are on the health continuum.

- Are incentives safe and fair for all employees or are they discriminatory?

In a nutshell, StayWell has found that, while research shows incentives have a role in workplace health management programs, the ideal strategy may be very different from what currently is happening in the marketplace.

StayWell recommends a “middle ground” approach

Our new white paper examines available research, including important studies by StayWell, and incorporates our direct experience working with clients and individual participants. Based on our analysis of this information, we believe there is a middle ground where incentives can be implemented in a way that is safe and fair for all employees without compromising their effectiveness and relevance for either employers or individual employees.

A progress-based approach to incentive design

This middle ground is an approach we refer to as a **progress-based incentive model**. Rather than rewarding only those who achieve outcome targets that many employees may see as out of reach, a progress-based approach offers all employees an opportunity to earn incentives regardless of where they are on the health continuum.

For instance, an obese employee with a BMI of 35 could earn an incentive for working with a health coach and achieving a weight loss goal tailored to their current risk level (e.g., losing five to 10 percent of body weight) rather than receiving an incentive only when they reach a health standard such as a BMI of less than 25. Employers may determine that reaching truly meaningful year-round participation goals is considered acceptable progress in this framework.

In addition to data from industry-leading researchers, the white paper features a variety of case studies on the incentive strategies of employers in finance and insurance, manufacturing and mining, retail, utilities and service industries, along with a recommended framework for designing a progress-based incentive strategy built on the principles of safety, effectiveness, participant-centered design, timeliness and equity for all employees.

Visit the [StayWell Health Management](#) website to [request a copy of the white paper](#) or send us a message at information@staywell.com.

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Case study: Dover Corporation creates a unified health management program for a diverse family of companies

Bringing unity to a diverse group of decentralized companies and employees was core to the objectives of Dover Corporation when the company launched its employee health management program in 2011. Dover, a worldwide, diversified manufacturer of industrial products, consists of four business segments and 34 operating companies (“OpCos”) within those segments, not to mention another 20-plus subsidiaries functioning under the 34 OpCos. Dover’s workforce of more than 34,000 employees (17,000 in the United States) is spread across more than 200 locations. Creating a consistent approach to employee health improvement across the OpCos, while allowing these companies to maintain their individual personalities and cultures, was essential to Dover’s success.

“...Our programs, supplemented by the support from our StayWell onsite wellness manager, have generated a positive response from the OpCos and strong senior management support. By knowing our numbers and our health risks, we have focused the OpCo leadership on improving those risks and the health of the Dover population.”

Amy J. Katzoff, CEBS, health and wellness manager, Dover Corporation

Dover partnered with a major health care benefits consultant to overhaul its health care strategy and to launch a single, comprehensive program that integrated numerous health benefit partners, including a national health plan, pharmacy benefits manager, three regional health plans and supplier partners for health management, vision, dental, life insurance, disability, and data warehousing. StayWell Health Management is a cornerstone of the program, providing a health assessment and lifestyle coaching, an onsite wellness manager, disease management, health advocacy, nurseline and integration support as part of Dover’s larger program.

Comprehensive program delivers early results

The new employee health management program, called Dover Health Support Services, launched in the fourth quarter of 2010 with health advocacy services. Wellness and clinical programs launched in early January 2011.

The program, which features the following components, is generating positive initial results:

- **Annual personal health assessment for employees and spouses.** Of the eligible population, 45 percent completed the HA. Similar to many companies, employees participated at a rate 20 percent higher than spouses. The average number of health risks for respondents was 3.5 per person, with the predominant risk factor being weight (74 percent of participants are at risk for being overweight). Healthy eating, blood pressure, back care, and stress were among the other common risk factors.
- **Personal health coaching.** Employees and spouses who completed the health assessment and were found to be at risk for back care, blood pressure, cholesterol, nutrition, physical activity, stress management, tobacco, or weight were eligible to participate in health coaching sessions via telephone or mail. The initial enrollment target of 30 percent was achieved, which translated into more than 1,900 health coaching participants.
- **Disease management.** Dover employees who have been diagnosed and are being treated for a chronic condition such as asthma, diabetes, chronic obstructive pulmonary disease (COPD), congestive heart failure (CHF), and coronary artery disease (CAD), were given the opportunity to enroll in a disease management program to help them manage their condition and make lifestyle changes that can improve their health status. Participation in this program has increased to 20 percent since the beginning of the year.
- **Incentive program.** Employees and their spouses received a financial incentive in the form of a VISA gift card for completing the annual health assessment and a health screening that included their base level biometric results. Nearly 9,300 eligible participants (6,951 employees and 2,338 spouses) have achieved the incentive thus far.

“We’re very pleased with the implementation and early results from this culture-changing effort,” said Amy J. Katzoff, CEBS, health and wellness manager, Dover Corporation. “This program requires all of our supplier partners to work together to deliver a high-quality experience for our employees and OpCos, many of whom had not participated in wellness or clinical programs before. Our programs, supplemented by the support from our StayWell onsite wellness manager, have generated a positive response from the OpCos and strong senior management support. By knowing our numbers and our health risks, we have focused the OpCo leadership on improving those risks and the health of the Dover population.”

To enhance Dover's wellness efforts in 2012, as part of the incentive program, employees will be encouraged to call a StayWell health advisor to discuss the results of their assessment and to determine which program offerings suit them best. Dover's 2012 incentive will require the completion of this additional step to help drive member awareness of the support programs available and to enhance member engagement. To learn more about Dover Corporation visit www.dovercorporation.com.

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Short takes

Cummins recognized for excellence in workplace health

The connection between lifestyle choices and health status has been well established. Another relationship being acknowledged is the correlation between the workplace in which an individual spends the majority of his or her waking hours, and that individual's ability to make and sustain positive changes.

One StayWell client, Cummins Inc., has been recognized by not one, but two well-respected industry organizations for its efforts and achievements in improving the health of its employees and reducing health care costs.

Cummins, which is based in Columbus, Ind., and has more than 30 locations in the United States alone, was recognized by the National Business Group on Health (NBGH) as a Gold recipient for the organization's 2010 "Best Employers for Healthy Lifestyles" award. In addition, Cummins also received an honorable mention from The Health Project for that organization's 2011 C. Everett Koop National Health Award.

"It's an honor to be recognized for our efforts to improve employee health and for our focus on creating a healthy workplace culture," said Martha Whiteman, health improvement strategy director, Cummins. "Our health management program has helped Cummins, as a company, reduce its direct and indirect health care expenses, while helping employees reduce their individual health risks like weight, blood pressure, cholesterol, nutrition and exercise."

According to Whiteman, Cummins saw 65 percent of its employees (more than 14,000 people) complete the annual health risk assessment and screening, a number that has been increasing over the years.

"By evolving our strategy and requiring employees to 'do more' to achieve incentives as they go through the program, we've been able to increase program engagement, as well as the health of our employees and our company."

To generate and sustain employee participation and engagement in behavior change, Cummins has expanded its program during the last five years to include:

- An annual health assessment for employees and spouses
- Personal, phone-based health coaching for weight and tobacco only
- Two full-time health educators who deliver programs such as tobacco cessation and weight loss
- Financial incentives in the form of a premium reduction for completion of a health assessment and screening

"Our health management program has helped Cummins, as a company, reduce its direct and indirect health care expenses, while helping employees reduce their individual health risks like weight, blood pressure, cholesterol, nutrition and exercise."

Martha Whiteman, health improvement strategy director, Cummins

- Targeting specific risk factors through onsite campaigns, such as Step It Up![®], Eat for the Health of It[®], and Total Health Training Camp. In addition, Cummins employees can use pedometers to track their activity level and rewards through Virgin HealthMiles.

As a result of this commitment and its overarching strategy, here are just a few of the outcomes Cummins has been able to achieve through its health management program:

- The average number of risks per employee decreased from 3.3 to 3.2, or a decrease of 5.2 percent.
- More than 50 percent of all employees completed the recommended preventive exams and received their immunizations. Compliance with wellness screenings was one of the company's top-five health risk factors.
- Based on the change in health risks, Cummins estimates that it will save almost \$2.5 million dollars in health care costs during the next three years.

Congratulations to the team at Cummins for their continued commitment to better health. StayWell is proud to be your partner on this journey.

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The key question that was addressed during the briefing was: **What are the hallmarks of an effective employee health promotion program?**

StayWell participates in legislative briefing

The connection between improving employee health and improving economic performance is gaining attention not only among business leaders, but elected officials across the country and in Washington also are taking interest and opening their doors to hear what leaders in employee health management have to say.

Paul Terry, Ph.D., CEO of StayWell Health Management, recently participated in a legislative briefing to highlight employer initiatives in workplace wellness. The key question that was addressed during the briefing was: What are the hallmarks of an effective employee health promotion program?

The briefing, which took place on October 24, was organized by the Care Continuum Alliance and the Congressional Wellness Caucus through the offices of co-sponsors Reps. Erik Paulsen (R-Minn.) and Ron Kind (D-Wis.). Presenting alongside Paul Terry was:

- **Tracey Moorhead**, president & CEO, Care Continuum Alliance
- **Ron Z. Goetzel, PhD**, vice president, consulting & applied research, Thomson Reuters
- **C.J. Montgomery Hofer**, senior vice president, employer solutions, OptumHealth

"We're thrilled at StayWell not only because we have these increasingly common opportunities to offer our perspective on how public policies can better support employers in their efforts to build healthy companies, but also because the conversation is reaching a level of sophistication that indicates employee wellness programs are considered a vital part of health care reform," said Terry. "Supporting the growth of the wellness movement is one of those rare bipartisan issues that we hope many more legislators turn to as a way to overcome the inertia that encumbers too many other attempts to improve health and health care."

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StayWell on the road

Look for StayWell at the following events. Learn more on our [news](#) page.

12th Population Health and Care Coordination Colloquium

Philadelphia, Pa.

February 27 – 29, 2012

Paul Terry, Ph.D., CEO, will be presenting on the topic of The role of incentives in improving engagement and outcomes in population health management.

ACSM 16th Annual Health & Fitness Summit & Exposition

Las Vegas, Nev.

March 27 – 30, 2012

Stefan Gingerich, research associate and Heidi Koland, product manager, will be presenting on the use of incentives in worksite health promotion.

22nd Annual Art and Science of Health Promotion Conference

Manchester Grand Hyatt Hotel, San Diego, Calif.

April 11 - 15, 2012

David Anderson, Ph.D., senior vice president and chief health officer, will be presenting on the topics of: Progress-Based Incentives – A Better Population Health Strategy and The Financial Impact of Health Management: New Evidence from the worksite.

Please contact us to [schedule a meeting](#) with a StayWell team member during these events.

Contact us

To learn more about the topics in this issue of *WellTimes*, visit our website at www.staywellhealthmanagement.com and indicate your area of interest.

About StayWell Health Management

As a recognized leader in delivering comprehensive health management programs and services, and now disease management programs, StayWell Health Management helps organizations maximize business and clinical results by improving individual health and productivity. Founded in 1978, StayWell Health Management, a MediMedia USA Company, is headquartered in St. Paul, Minn. StayWell's programs and publications help improve the lives of more than 50 million people each year. StayWell is accredited by the National Committee for Quality Assurance (NCQA). StayWell customers have received the C. Everett Koop National Health Award, the National Business Group on Health award, and more than 40 WELCOA Gold Awards for health management programs developed by StayWell.

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