Making the Carrot a Stick – Using Incentives and Plan Design to Drive Wellness Participation

Thomas Siegmeth  MPH, CHES  
Director – Wellness, HIV Services, & Youth Services

Todd Lim  M.Ed., CSCS  
Employee Wellness Coordinator

Who is AltaMed?

• Largest independent FQHC in the US
• Community-based provider for medical & dental services
• Comprehensive services: birth through the senior years
• Patient-centered care
• Over 855,000 annual patient visits through 44 sites in Los Angeles and Orange Counties
Overview of Services

- Primary care/family medicine
- Women’s health
- Dental services
- HIV care
- Health education
- Chronic care support
- Drug treatment/prevention
- Pharmacy
- Senior services

Senior Services

- Adult Day Health Care (ADHC)
- Senior BuenaCare (SBC)
  - Program for All-inclusive Care for the Elderly (PACE)
- Care management
  - Multipurpose Senior Services Program
Mission

To eliminate disparities in health care access and outcomes by providing superior quality health and human services through an integrated world-class delivery system for Latino, multicultural, and underserved communities in Southern California.

Vision

To be the leading community-based provider of quality health care and human services.

Core Values

1. Patients always come first.
2. Employees are our most valuable asset.
3. Encourage process excellence and innovation for quality outcomes.
4. Promote wellness and advocate for strong and healthy communities.
5. Integrity, honesty and respect in all of our endeavors.
6. Commitment to teamwork.
Wellness Program Roots

- 2005 – EIF breast cancer grant for patients
- 2006 – Organizational Development Team (ODT) created
- 2008 – “AltaMed is growing in size and so are our employees.” – Castulo de la Rocha, CEO
- 2009 – Wellness framework created (Zero Trends by Dr. Dee Edington)
- 2010 – Formal work plan created; Employee Wellness Coordinator position created

Wellness Program Goals

- Healthier workforce
- Risk reduction
- Reduce medical premiums & utilization
- Reduce work comp
- Create a culture of wellness
- Champion wellness organization
- Increase patient compliance
Employee Wellness Program

2009
- Launched subsidized healthy vending in LA county

2010
- Launched EAP services
- Launched Employee Wellness page on intranet
- Reached year 1 HRA goal > 70%
- Wellness Champions established

2011
- Super Bowl of Steps walking challenge
- Expanded subsidized healthy vending to Orange County
- Employee Wellness Coordinator hired

Employee Wellness Program

- Partner w/ComPsych
- Dedicated toll-free EAP/Wellness telephone number
- CONFIDENTIALITY
- Aggregate reporting
- Points earned for healthy activities
- Points redeemed for over 30,000 prizes within Employee Recognition Program
- Wellness Operations Unit
- CONFIDENTIALITY
## Employee Wellness Program

### Incentive Structure

<table>
<thead>
<tr>
<th>ACTIVITY NAME</th>
<th>DESCRIPTION</th>
<th>POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Risk Assessment</td>
<td>Complete HRA; paper or online version</td>
<td>75</td>
</tr>
<tr>
<td>Biometric Screening</td>
<td>Full lipid panel, glucose, blood pressure</td>
<td>75</td>
</tr>
<tr>
<td>Health Coaching Programs (must complete 5 telephonic sessions)</td>
<td>Weight management, tobacco cessation, stress management, diabetes prevention, cardiovascular disease, and kids’ health programs</td>
<td>125</td>
</tr>
<tr>
<td>Online Health Programs (must complete 6 week module)</td>
<td>Diabetes, cardiovascular, nutrition, and exercise programs</td>
<td>75</td>
</tr>
<tr>
<td>AltaMed Sponsored Program</td>
<td>Revlon Run/Walk, Biggest Loser, Super Bowl of Steps, AltaMed 5k “Run for Your Life”</td>
<td>30</td>
</tr>
<tr>
<td>AltaMed Softball Team</td>
<td>Play in organized league with co-workers</td>
<td>20</td>
</tr>
<tr>
<td>Annual Physical Exam</td>
<td>Completed by Primary Care Provider</td>
<td>20</td>
</tr>
<tr>
<td>Annual Dental Exam</td>
<td>Preventive exam</td>
<td>20</td>
</tr>
<tr>
<td>Healthy Activity</td>
<td>Healthy activities may include race events (5k, 10k, etc.), intramural sports team, boot camp, etc.</td>
<td>15</td>
</tr>
</tbody>
</table>
Driving Engagement

• Healthcare industry expectations – model the desired behavior
• Executive support
• Organizational Development Team (ODT)
• Needs assessment
• Wellness page within HR intranet
• Internal communications team
• Wellness champions at each site

Driving Engagement

• High-risk outreach – HRA scores > 60 points (37.3% YTD)
• Wellness Center within AltaMedU
• Site competitions
• Hardcopy versions
• Multiple languages
• Computer access
• Onsite yoga classes
Driving Engagement

• Healthy activities
• Participation/action-based
• Points structured on program goals
• Strategic initiative: maintain a healthy workforce
• New corporate headquarters
  • Subsidized healthy vending
  • Stairwell initiative
  • Remote parking

Results and Findings

• 71% HRA completion in year 1; 811/1150 benefit-eligible employees
• 8% EAP utilization (ComPsych Book 3-5%)
• 223 coaching sessions – 30 completions
• 50 online module completions
• Super Bowl of Steps
  • 902 participants (50% of ALL employees)
  • 50,825 miles walked in 5 weeks
Results and Findings

• 80% ≤ 3 days/week of physical activity
• 90% < stretch less than 3 days/week
• 95% < 5 fruits & vegetables daily
• 80% = little or no social activity
• 31% = unable to stop thinking about my problems
• 41% = minor problems throw me for a loop
• 34% = feel anxious or tense most of the time

Driving Engagement
Stairwell Initiative

Stairwell Initiative
Stairwell Initiative

Creating a Culture of Wellness
Resources

- **Zero Trends** – Dr. Dee Edington, University of Michigan, Health Management Research Center
- WELCOA ([www.welcoa.org](http://www.welcoa.org))
- Network for a Healthy California
- Champions for Change

---

Thank You!

Tom Siegmeth  
323.278.4201  
[tseigmeth@la.altamed.org](mailto:tseigmeth@la.altamed.org)

Todd Lim  
323.278.4232  
[todlim@la.altamed.org](mailto:todlim@la.altamed.org)

[www.altamed.org](http://www.altamed.org)