



Wellness  
Workdays™

# The Power of Wellness Incentives for Employee Engagement

Debra Wein, MS, RDN, LDN, CWPD



## AGENDA



- Benefits of Wellness
- Importance of Strategic Planning
- Incentives
  - Prevalence
  - Strategies
  - Effectiveness
- Beyond Incentives
  - Creating Behavior Change
  - Driving Outcomes and Engagement



© Randy Glasbergen  
glasbergen.com



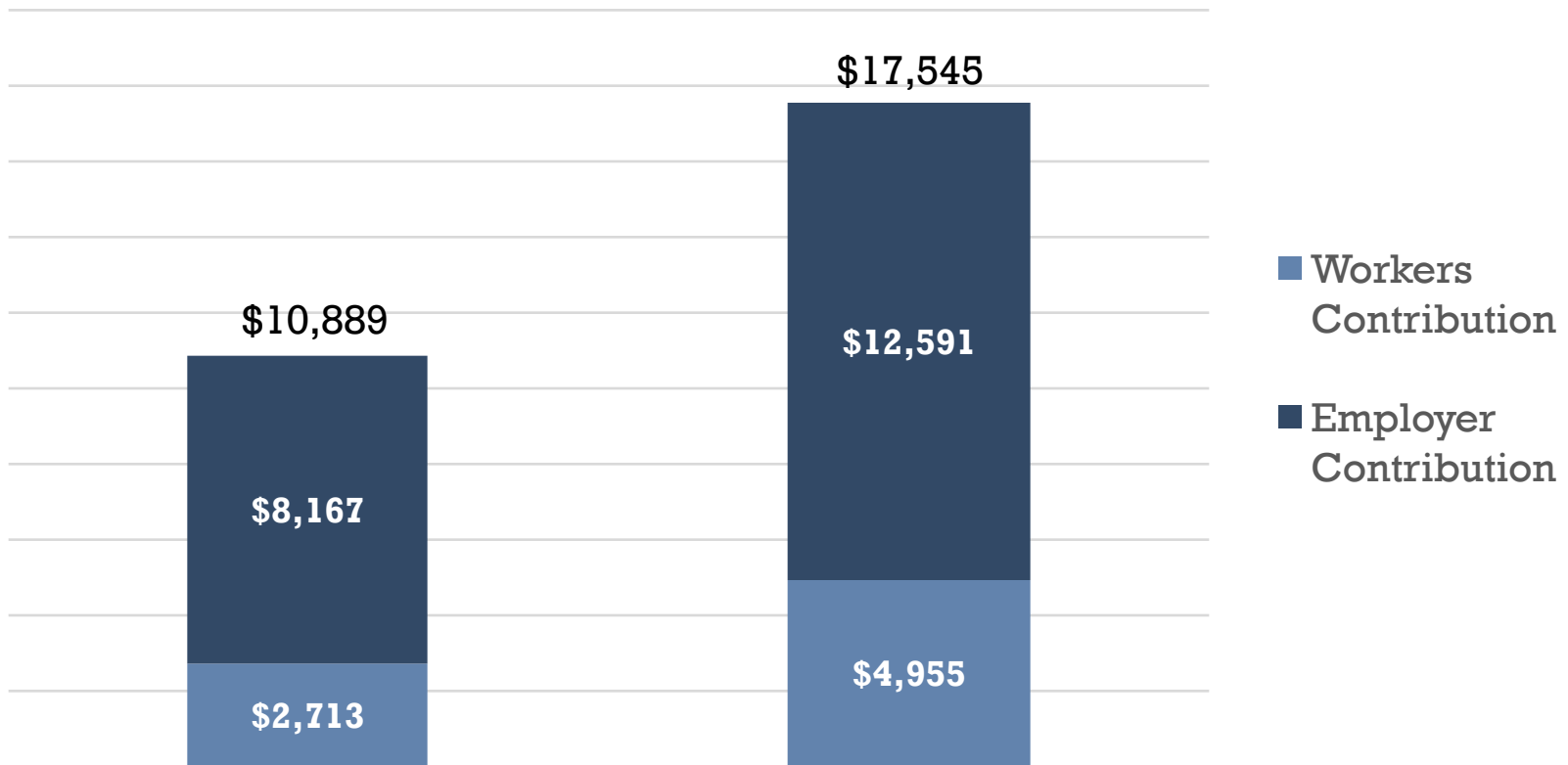
**“If I gain 10 pounds, I’ll have the  
incentive I need to stick to my diet.”**



# + Rising Healthcare Costs

61% total premium increase

**Average annual health insurance premiums and worker contributions for family coverage, 2005 vs. 2015**



# +More Than Meets the ROI

## Return on Investment (ROI)

- Harvard Research Study: Every \$1 invested yields \$6 returned
- Johnson & Johnson: Estimates \$250 million savings on healthcare costs over 10 years
- Rand Corp: Disease management generated \$136 in savings per member, per month and a 30% reduction in hospital admissions

## Value on Investment (VOI)

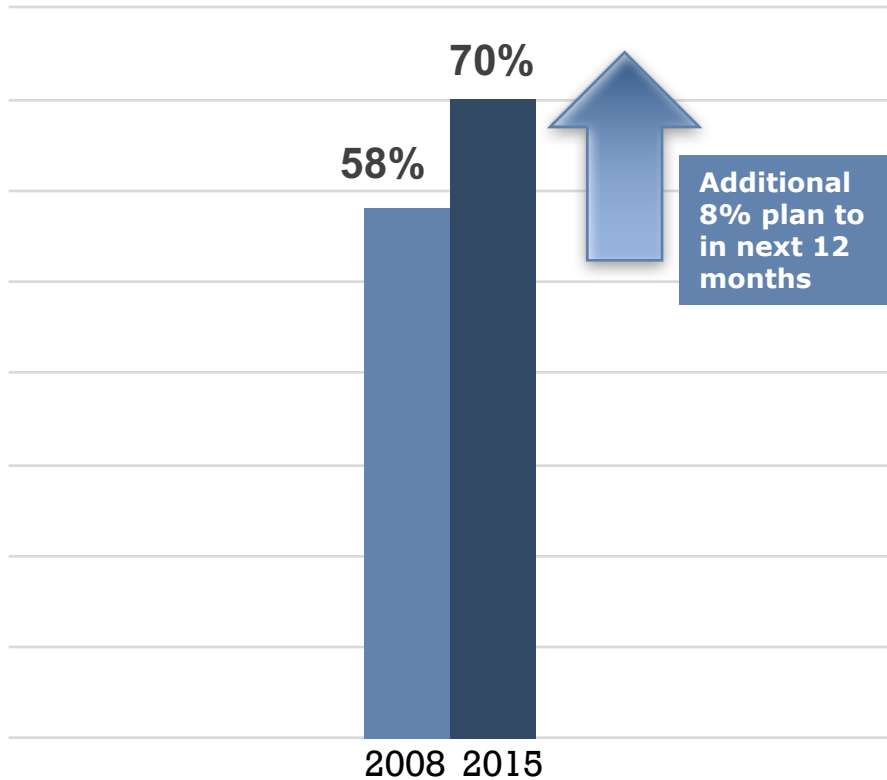
- Survey by Willis Group Holdings: 64% of employers focus their wellness plan on VOI
- International Foundation of Employee Benefit Plans Report found wellness programs led to:
  - 51% reduced absenteeism
  - 51% improved employee engagement/satisfaction
  - 42% increased productivity
  - 21% reduced turnover





## Wellness Programs on the Rise

Employers with some form of wellness program in place, 2008 vs. 2015



## The Goal is Effectiveness, Not Just Presence

- Effective wellness programs generate much greater rewards compared to less effective programs:
  - *Health Enterprise Study:*
    - 16% lower healthcare costs
    - 35% lower rate of cost increase
  - Towers Watson and National Business Group on Health report:
    - 40% higher revenue compared to less effective wellness programs



# + Smart Strategic Planning

Define overall wellness direction and purpose



## Organizational Assessment

- Environment
- Policy
- Health Risk/biometric screening

## Objective goal-setting

- Define measurable objectives

## Target Population

- Ensure accessibility for all employees

## Customized Design

- Program offerings customized to best fit the employee population



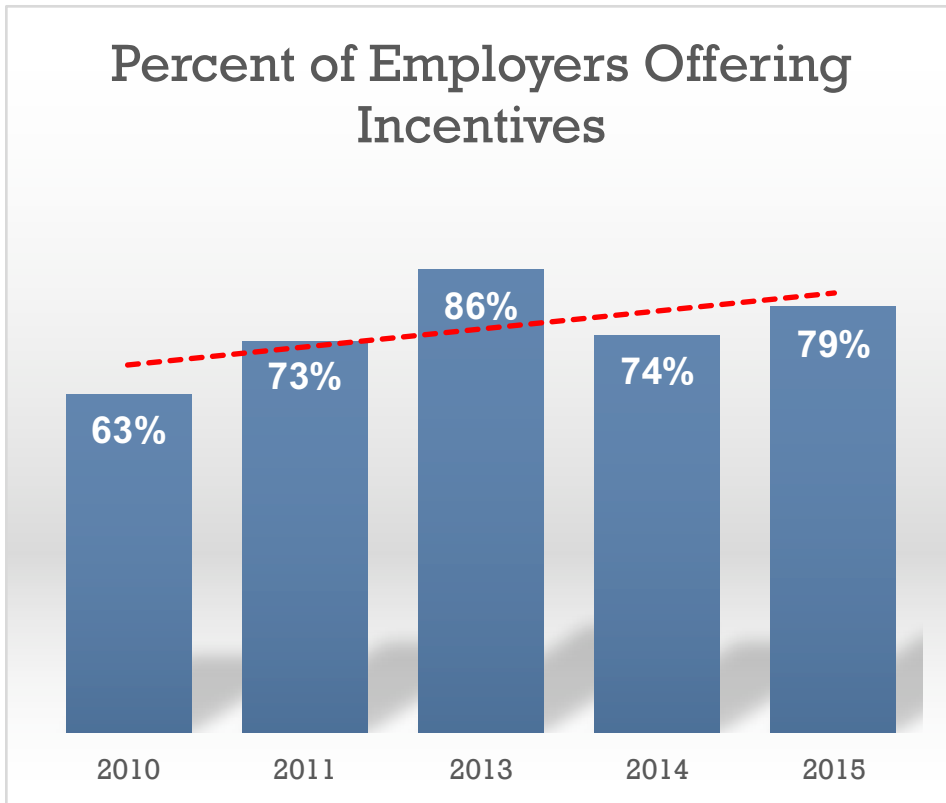
## Boost Engagement with Incentives





# + Incentive Offerings Growing

79% of employers offered incentives in 2015



- Incentives preferred over disincentives
- Prevalence of disincentives highest for smoking cessation programs (17%)

# + Incentive Strategies

## Participation Based

- Reward employees for participation in a program or wellness activity.
  - Ex: Completing a Health Risk Assessment



## Outcomes Based

- Reward employees for meeting specific health outcomes.
  - Ex: Reaching a targeted blood pressure



Strategy can change as your wellness program progresses

# + Outcomes Based Incentives

Prevalence of Outcome Based Incentives in 2015:  
**44%**

Achieving outcome based goals are preferred over progressing toward a goal

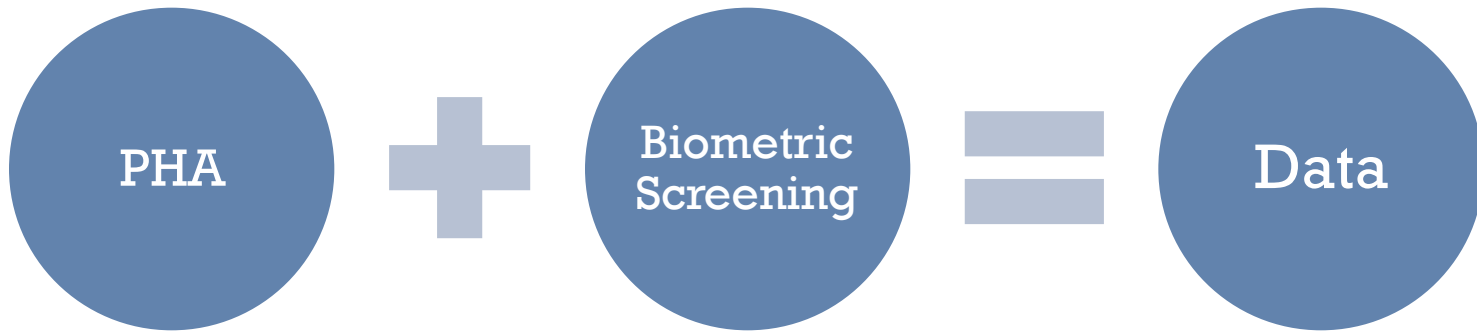


## Incentives Amount By Outcome

\$	Healthy weight/waist circumference- \$193
\$	Healthy glucose levels- \$128
\$	Tobacco Free- \$122
\$	Healthy Cholesterol- \$106
\$	Healthy BP- \$95

# + Outcome Based Incentives

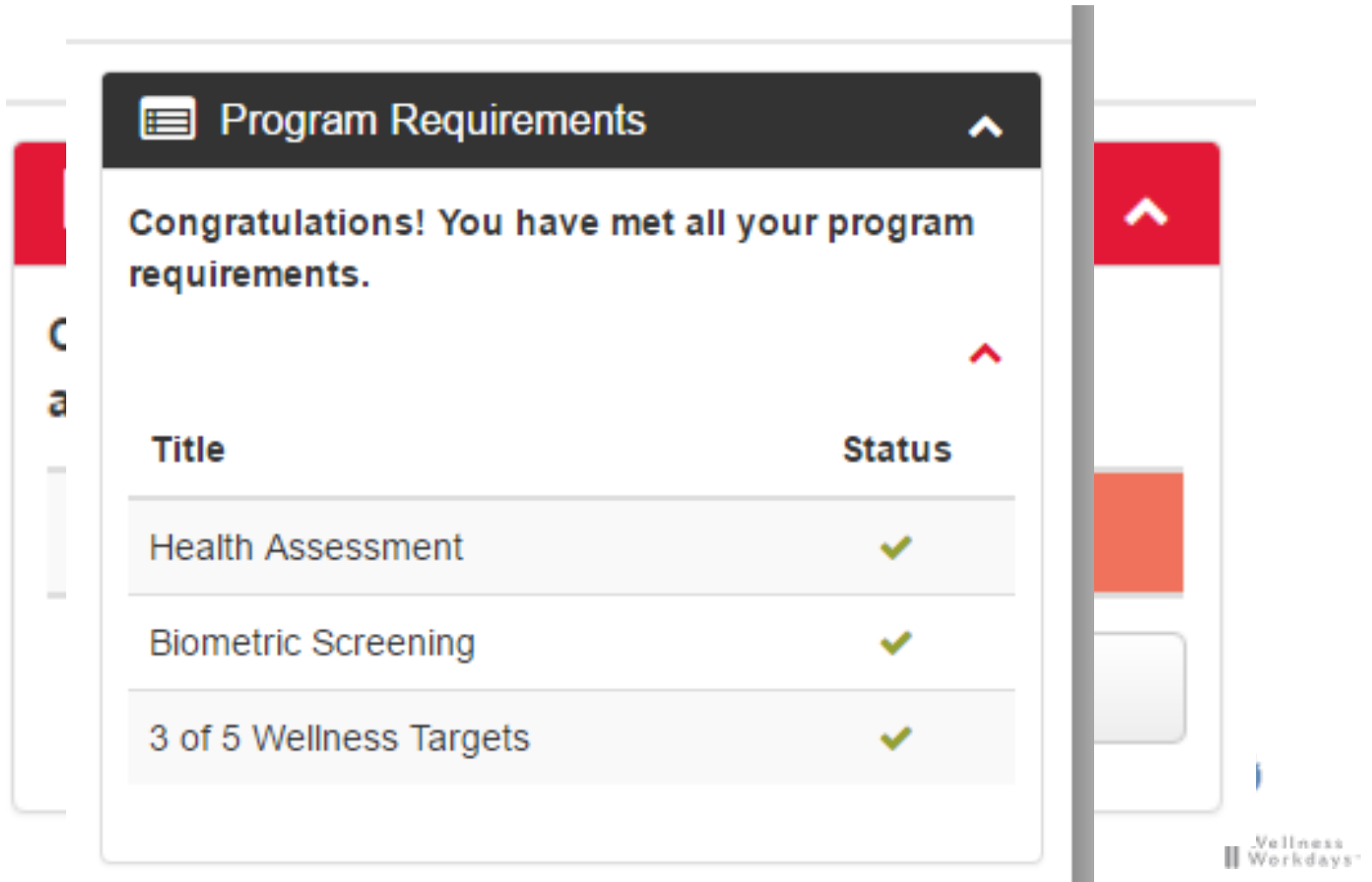
## Assessments and Targets



Target outcomes should be appropriate for the population and may progress over time.

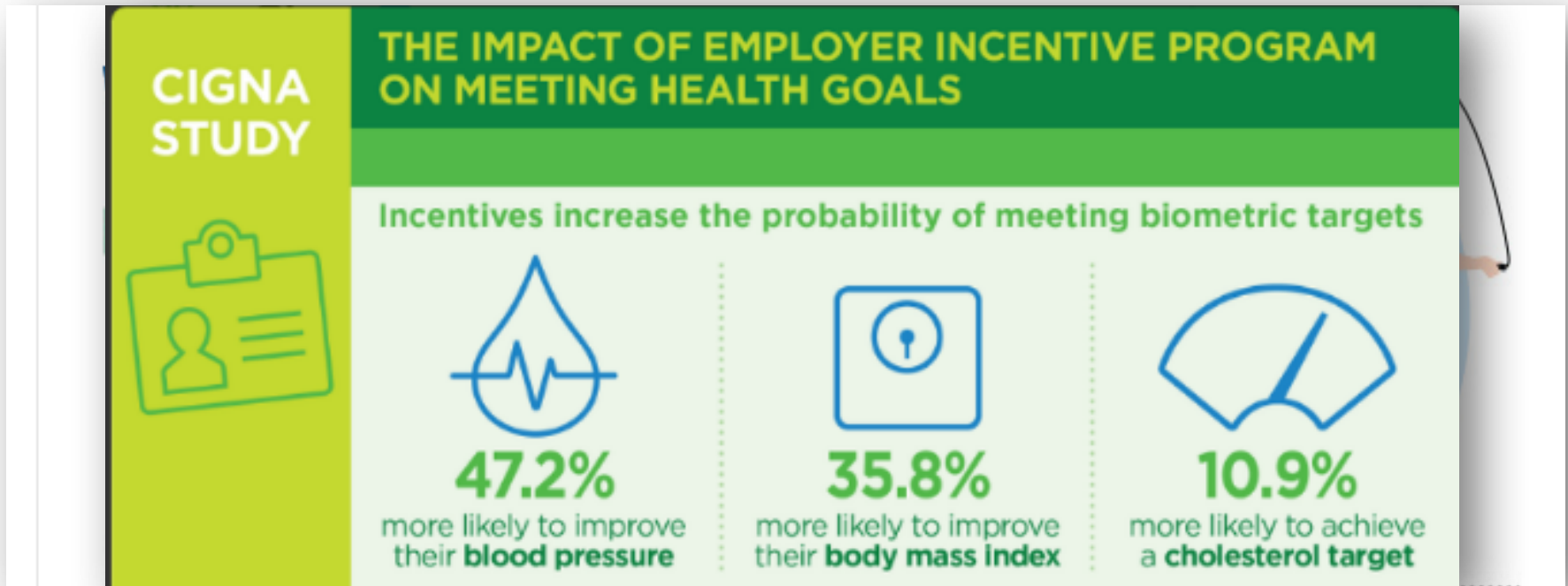
# + Integrative Technology

Incentive requirements should be clearly communicated



# + Effectiveness of Incentives

Drive Engagement and Improve Health Outcomes



Source: *A Closer Look: Workplace Wellness Outcomes*. International Foundation of Employee Benefits Report, 2015  
Comprehensive Study of Outcomes Based Incentives. Cigna Study, 2014



# + Don't Break the Bank

Incentives can be affordable and effective

- Build partnerships to offer employees discounts
- Give company-wide recognition
- Raffle off prizes
- Increase vacation days/PTO
- Offer merchandise with company logo
- Offer flextime

Survey your population to find out what incentives motivate them!



Employers offer an average of \$693 worth of incentives for programs

• Premium Differential

57%



• Cash/gift card

43%



• Contribute to a healthcare account

27%



# + Outcome Based Incentives

## Best Practice



# PRACTICES

- Factor in financial and time burdens when determining standards
- Offer a reasonable alternative standard for employees with a medical condition that makes the standard difficult or impossible to achieve
- Consider an incentive design that rewards for progress toward the standard





## Program Elements to Boost Engagement and Drive Outcomes

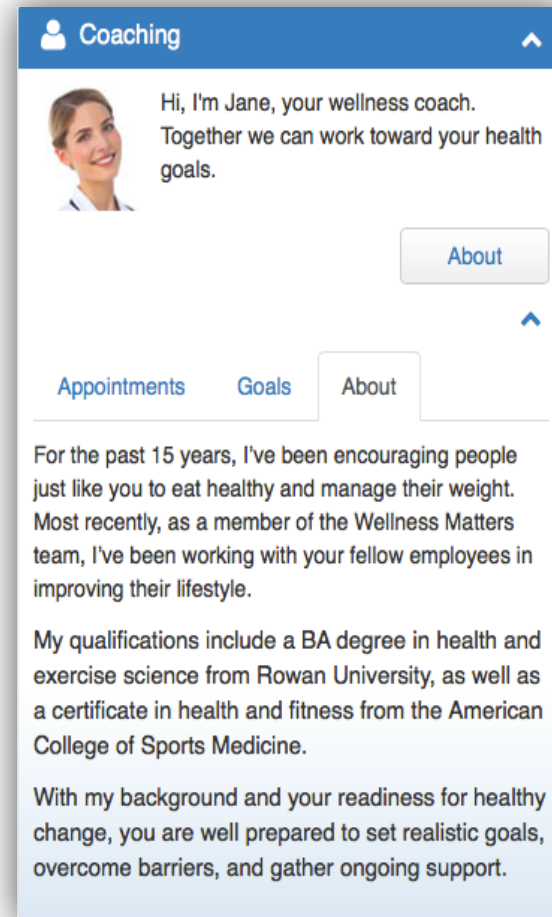
Incentives may drive participation, but they do not create behavior change.



# + Behavior Change Strategies

Research shows sustaining healthy behavior requires internal motivation

- Strategies to help employees develop internal motivation:
  - Offer health coaching to employees to tailor a standard or provide support
  - Create a culture of health that motivates employees to choose activities autonomously
  - Provide wellness interventions that are fun and interactive



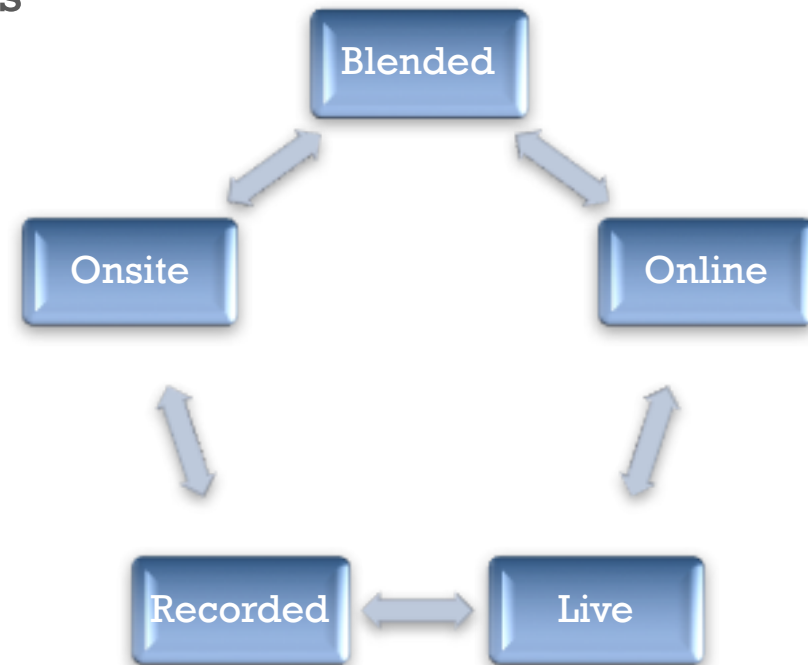
The screenshot shows a mobile app interface for a coaching session. At the top, there is a blue header with a person icon and the word "Coaching". Below the header is a profile picture of a woman, Jane, with a blue checkmark. To the right of the photo is the text: "Hi, I'm Jane, your wellness coach. Together we can work toward your health goals." Below this is a button labeled "About". At the bottom of the profile section are three tabs: "Appointments", "Goals", and "About", with "About" being the active tab. The main content area contains three paragraphs of text: "For the past 15 years, I've been encouraging people just like you to eat healthy and manage their weight. Most recently, as a member of the Wellness Matters team, I've been working with your fellow employees in improving their lifestyle." "My qualifications include a BA degree in health and exercise science from Rowan University, as well as a certificate in health and fitness from the American College of Sports Medicine." "With my background and your readiness for healthy change, you are well prepared to set realistic goals, overcome barriers, and gather ongoing support."



# + Behavior Change Programs

Behavior change programs should be customized to the employee population

- Successful behavior change programs are:
  - Evidence-based
  - Accessible
  - Available via multiple modes of delivery

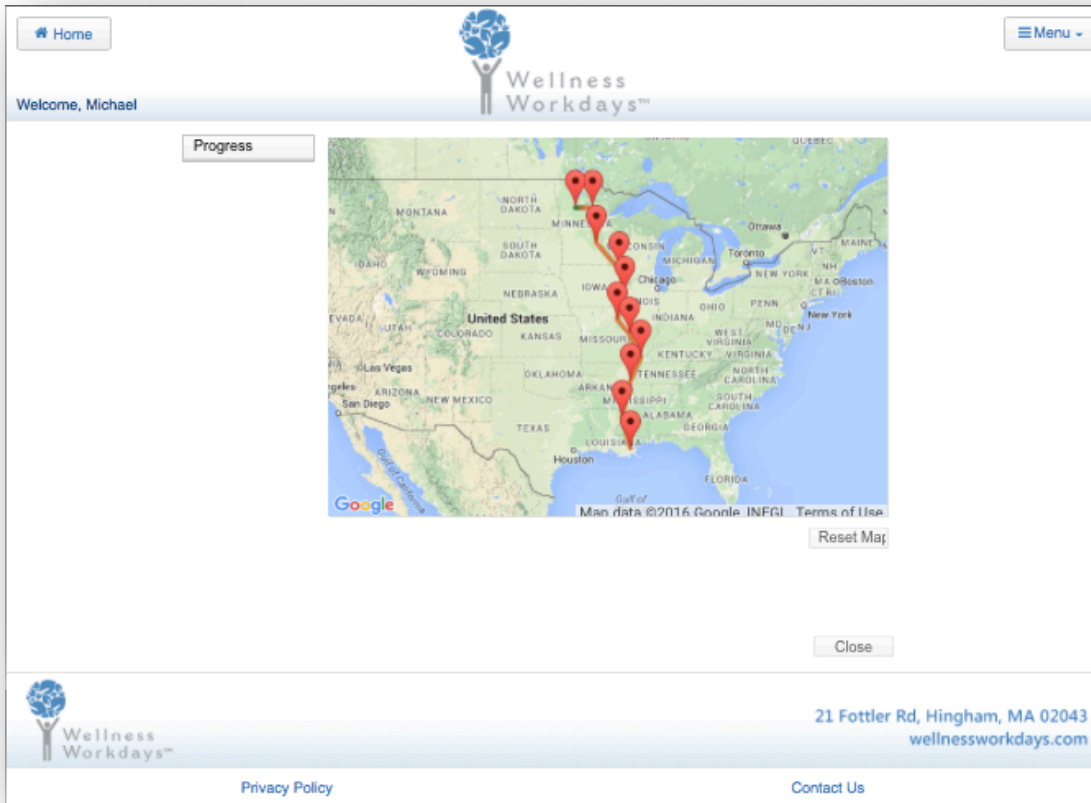


# + Creative and Customized Programs

- Offer varied length of programming
- Provide a wide range of topics
- Offer hands-on, interactive programs taught by subject matter experts



# + Engage by Integrating Technology



The screenshot displays the Wellness Workdays website. At the top left is a 'Home' button. The main header features the Wellness Workdays logo and the text 'Welcome, Michael'. Below the header is a 'Progress' button. The central focus is a map of the United States with a red path of location pins starting from the top left and moving southwards. The map includes state names and major cities like Chicago, New York, and Houston. At the bottom of the map are 'Reset Map' and 'Close' buttons. The footer contains the Wellness Workdays logo, the address '21 Fottler Rd, Hingham, MA 02043', the website 'wellnessworkdays.com', and links for 'Privacy Policy' and 'Contact Us'.



**46%**  
of employers use  
tracking devices  
and wearables,  
such as  
pedometers,  
glucometers and  
automated scales



# + Organizational Support

Program Component	Low Support	Moderate Support	High Support
Health Assessment	30%	46%	59%
Biometric Screenings	33%	45%	53%
Disease Management Programs	15%	24%	27%
Lifestyle Change Programs	13%	21%	28%

71% of companies with high support reported **improvement in health cost spending** vs. 23% of those with low scores

**The Message: Greater Organizational Support = Increased Engagement, Better Outcomes**



# + Organizational Support

Making the healthy choice the easy choice

- Leadership Support
  - Involvement in employee communications
  - Participation in programs
- Wellness Committee
  - Employees across the organization as wellness champions
- Healthy work environment
  - Healthy food options
  - Walking path
- Policies
  - Tobacco-free workplace
  - Time to participate in wellness programs





# Pulling It All Together

Keys to employee engagement and outcomes



Strategic  
Planning



Motivating  
Incentives



Customized  
programming



Organizational  
Support

**Outcomes**







## Wellness Workdays

A reliable and proven partner



## QUESTIONS??

- Extensive experience across various industries
  - Including finance, manufacturing, banking, higher education, call centers, real estate and cities, towns and other municipalities
- Ability to tailor services to meet clients' changing needs
  - Extensive experience
  - Adept at handling challenges of a dispersed workforce
    - Best practices
- Innovative and engaging programming
  - Targeted to meet the needs of a diverse employee population
  - Recognized by industry organizations

