



CITY OF

PORTLAND, OREGON

Amanda Fritz, Commissioner
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April 21, 2011

To: Commissioner Amanda Fritz
From: Cathy Bless, Benefits Manager

Subject: Accept the Report on Year One Results of the Citywide Wellness Strategic Plan

Last year, the Council adopted a collaborative strategic direction for the City of Portland's Wellness program. The mission of the Wellness program is to provide support and resources to motivate employees in taking personal responsibility to minimize preventable health risk factors. After the first year of the three year plan, the Wellness Program has made great strides to fulfill its mission.

Looking at the primary goal to decrease healthcare costs, there are significant differences from the prior plan year. Large claims are \$1.8 million less than they were at this same point last year. Blood screening data shows optimistic improvements in cholesterol screening, triglycerides measurement and blood glucose results. However, despite these encouraging numbers, Wellness screening health data also indicates continued risk to the City, our employees, and our taxpayers from unacceptable levels of obesity and high blood pressure.

Council support to this program is crucial for its success and for the wellness of all employees. I value your input and encouragement as we move forward. Thank you for your ongoing commitment to employee health and reducing health care costs for taxpayers.

We recommend that Council accept this report.

Cathy Bless, Benefits Manager

TO THE COUNCIL

The Commissioner of Public Utilities concurs with the recommendations of the Benefits Manager and

RECOMMENDS:

That the Council accepts the report.

Respectfully submitted,
Amanda Fritz
Commissioner of Public Utilities

Bureau of Human Resources, Benefits and Wellness Office
Wellness Strategic Results – Year 1
Presentation – April 27, 2011
10:30 AM Time Certain

Last year, the Council adopted a collaborative strategic direction for the City of Portland's Wellness program. After the first year of the 3 year plan, I am happy to report to you that we have made important steps forward. We also need to discuss continued opportunities and challenges within the plan that we must act on to further employee wellness within the City and reduce future health care costs..

The purpose of the Wellness program is to decrease healthcare costs for physical and mental illness and disease through promoting and supporting healthy lifestyle choices by employees and their dependents

The mission of the Wellness program is to provide support and resources to motivate employees in taking personal responsibility to minimize preventable health risk factors.

Looking at the primary goal to decrease healthcare costs, we see significant differences from the prior plan year. Large claims are \$1.8 million dollars less than they were at this same point last year. In the 2009-10 plan year we had 1849 people with out of pocket costs of more than \$500.00. During the first six months of the current plan year, we only had 581. More striking is the number of people who had out-of-pocket expenses of over \$1,800.00. Last year we had 535 participants whose costs exceed \$1,800. Through December of 2010; we had only 54. From July – December there have been 1187 adult wellness exams and this is on track to be the highest compliance within the last 5 plan years. The blood screening data shows optimistic improvements in cholesterol screening, triglycerides measurement and blood glucose results. However, despite these encouraging numbers Wellness screening health data also indicates continued risk to the City, our employees, and our taxpayers from unacceptable levels of obesity and high blood pressure.

We set three goals within the Strategic Plan adopted last year:

- Create a "Culture of Wellness" within the City through the support of City Council, Bureau Directors, Union Leaders, Managers and Supervisors.
- Increase employee participation in Wellness programs activities
- Create on-site activities, programs and plan design in support of obesity, cancer, cardiovascular disease and hypertension, musculoskeletal health, and stress and depression health benchmarks.

The standard methods to evaluate success in Wellness programs are participation rates, medical claim and healthcare cost reductions, and employee feedback.

Within each standard , we look at 4 areas: Strengths, Weaknesses, Opportunities and Threats.

Participation

Strengths: Wide variety of options and a good participation base

Over the past year the Benefits and Wellness office has expanded wellness opportunities to employees and their dependents. We have worksite programs available including stretching, yoga, fitness and zumba classes. The Wellness Program offers 16 classes through out the City each week at the Portland Building, 1900 Building, Interstate Water, Kerby Maintenance facility, and the Water Pollution Control Lab. The Benefits office offers monthly third Thursday benefit education days called "Benefits Essentials" and offers education on topics such as; preventive care, diabetes, stress, PERS and how to access wellness benefits within Kaiser. We continue to offer free CityShape fitness center access to 1165 employees located within the Portland Building, City Hall and the 1900 Building. Worksite wellness exams have been provided at no cost to employees or charge to bureaus. We have cumulatively tested 39% of the employee population in the 3 years of the worksite screening program. We tested 1290 in 2009, 914 in 2010 and 1126 employees in 2011.

One of the goals regarding participation was to increase involvement by 5% in 2010. The average participation in wellness fitness classes in 2009 was 5-8 people. In 2010 the average was 12-15. With the addition of Zumba in early 2011, our numbers are increasing still.

Another stated goal was to increase participation in the worksite wellness exams incrementally from 22% in 2009 to 25% in 2010, 30% in 2011 and 35% in 2012. Although we did not test 30% of employees in 2011; we have tested 39% of benefit eligible participants.

Weakness: Accessibility of programs at some locations.

One half FTE Wellness staff person can't be everywhere. In smaller bureaus, it is difficult to sustain in-house programs. We will continue to work with smaller groups to find solutions. In the meantime, we offer online access to every Third Thursday education presentation accessible through the City's wellness website. We are also requesting a full time dedicated Wellness staff FTE in the 2011-12 OMF budget.

Opportunities: Furthering program development:

- Implementation of an enhanced Employee Assistance Program;
- Continued recruitment and development of bureau-based wellness leaders within remote bureaus who will assist wellness program staff in furthering on-site opportunities at their worksite;
- Increased marketing of coaching opportunities within the health plan for all plan participants, not just employees.

Threats: Cost barriers continue to be a threat to onsite programs.

We see far greater participation levels within the fitness and activity programs when we are able to keep participation costs very low. We have been able to recruit fitness instructors who are very flexible regarding costs/fees and helped to double the participation in these programs.

Health Benchmarks

During the 2009-10 plan year, the Labor Management Benefits Committee embraced appropriate changes to the CityCore plan aligning benefit offerings to wellness goals. The new plan implemented in July 2010 gives broader access to primary care providers by allowing free annual wellness exams and eliminating the deductible for many regular services that participants need throughout the year. The changes also provide new coverage levels to assist plan participants in healthy behavior changes related to the treatment of obesity. With only 6 months of data to report on there have been 12,469 office visits which, if annualized, would be an increase of over 1,000 visits from the prior year. Chronic Care Coaching programs are offered for musculoskeletal issues and for stress/depression. 22 CityCore participants enrolled in the back program and 51 participants enrolled in the program for depression. There were 1285 Mammograms performed last plan year, resulting in 4 cancer finds. Through December of 2010, 699 participants have received mammograms resulting in 1 cancer diagnosis.

Strengths – Claims costs and Worksite Wellness results

- The CityCore plan has remained under national healthcare trends for 6 of the last 7 plan years. The current plan year experience will be under projected costs and the July 2011 increase for the CityCore plan will be about 1%.
- Stable and improving percentage of worksite wellness exam participants within an acceptable glucose range
 - 2009 79.02%
 - 2010 73.52%
 - 2011 80.49%

- Increased percentage of worksite wellness exam participants within an acceptable total cholesterol ratio
 - 2009 85.84%
 - 2010 89.93%
 - 2011 90.42%

Weakness – Communication/outreach effectiveness

This is a topic often discussed within the Citywide Wellness Committee and something we will continue to improve. Bureau participants are concerned many employees are still not reading emails or receiving the information in other ways.

We will continue to vary the methods of communication in the hopes to improve the engagement of employees regarding their healthcare options and offerings. Suggestions are welcome.

No gains have been made in outcomes measuring obesity and hypertension. This suggests more attention should be focused on diet and aerobic exercise in the Wellness program offerings. Follow up with licensed medical practitioners should be encouraged for Wellness screening participants showing high blood pressure readings.

Opportunities – Enhanced chronic condition disease management pilot program.

The Benefits Office will continue to explore methods to increase support for participants that are chronically ill, attempting to better manage the cycle of illness in targeted programs and providing incentives to those who could gain the most from changing their health status. BHR is currently working to implement pay incentives tied to fitness testing that was recently approved during contract negotiations with Portland Police and Commanding Officers

Threats: Inflation, large claims, obesity and cardio vascular health.

Medical care cost inflation will continue to be a problem. It has grown faster than any other inflation marker for many years. Although we have seen some significant improvements within our large claims costs during this plan year, it is imperative that we continue to work to keep employee risk factors minimized. The City has a unique opportunity to control health care costs directly, due to the funding and structure of the employee health care system and the diligence of the Labor-Management Benefits Committee participants in defining plan components and benefits.

Two of the most critical risk factors to the City are the obesity rate, and participant's cardiovascular health.

- For obesity, although the percentages seem to show an improvement in the number of worksite wellness exam participants within an acceptable BMI (Body Mass Index) from 2009-2010 we have not improved. Those tested in both 2010 and 2011 made no improvements in reducing each

individual's obesity level, and when scored by total test population, we have made no measurable progress in 2011.

- 2009 28.29%
- 2010 37.09%
- 2011 36.71%

The stated goal within the strategic plan is to reduce participant BMI by 5%. We are not on target to meet this goal.

- We are losing ground on acceptable blood pressure results
 - Blood pressures were not as good in 2011. Both the cohort (repeat testers) and all testers' percentages were worse by about 10%.
 - 2010: 451 out of 980 participants (49.40%) had acceptable blood pressure readings
 - 2011: 435 out of 1140 participants (38.16%) had acceptable blood pressure readings.

The Goal was 10% improvement. This Goal was not met.

Culture of Wellness

Strengths

We have very committed participants and committed staff within BHR, the Benefits and Wellness Office, Citywide Wellness Committee, Bureau and Union Wellness leaders working to educate plan participants on the value of good health. We have an engaged wellness committee. We have an increasing number of Wellness champions within the City. Interest in Wellness activities is growing, we now have subjective and objective evidence. The lack of objective improvement in measurement results for obesity and blood pressure benchmarks may be simply be due to these health risk factors being difficult to reverse in a short timeframe. We cannot assume that, however, and must increase our efforts in these areas.

Weakness: Employee perception

According to the 2010 worksite wellness survey; completed by 1289 employees, 56% of survey participants have seen an improvement in the Wellness program. While this is good news, we continue to struggle with employees' perception of the City's overall support.

- 14.5% of survey participants reported their bureaus do not support employee wellness. The survey measured by a range of 1-5. A score of 5 meant that survey participants reported their bureaus were supportive of wellness program offerings. The average rating for this question was 2.5
- 28.5% of survey participants reported that their bureau did not encourage setting and achieving personal wellness goals. Again, the survey measured by a range of 1-5. A score of 5 meant that survey participants reported their bureaus encouraged employees to make personal wellness goals. The average rating for this question was 3.06.

Opportunities: Communication

We continue to look at methods of removing communication barriers. Email messages are the most efficient and cost effective way to communicate with the most people, but are not the most successful. We continue to hear participants say, "I didn't know we had that". Getting more face-to-face opportunity to interact with employees will be the key to improving this area. In the assessment of Commissioner Fritz and the Director of the Bureau of Human Resources, This requires funding the requested full time Wellness staff position

Threats: Lack of visibility can be perceived as lack of commitment

We will look to create avenues that provide Council, Bureau Directors, Managers and Supervisors more opportunities to engage in wellness and be openly supportive of program components. The Council Wellness challenge in the summer of 2010 had dutiful participation from elected officials, but minimal support from other City employees. Activities led and encouraged by Bureau Directors seem to have had the most enthusiastic response from staff. This presents challenges in that Bureau Directors are already challenged to maintain their own wellness, let alone take the lead on encouraging staff participation. Nevertheless, experience shows Director and Management supported programs are most successful.

Looking to the upcoming year:

We will continue to make improvements and increase efforts to measure results. In the coming year we will offer:

- 30-day telephonic/web financial counseling with opportunities to continue longer if desired, to reduce stress around financial challenges
- New look and approach to the City's Wellness fair (scheduled in October) the intent will be to offer employees an opportunity to interact with health plan vendors, attend fitness demonstrations, learn healthy cooking methods and ways to decrease stress.
- Introduce competitive programs, e.g., City Walking Challenge
- Stress management educational programs (webinars and onsite offerings)
- Manager/Supervisor education days
- Enhanced mental health provider panel and coordination with EAP provider

Your support is crucial to this program. I value your input and encouragement as we move forward. Thank you for your attention this morning, and your ongoing commitment to employee health and reducing health care costs for taxpayers. I am happy to answer any questions you may have.

CITY OF PORTLAND
WELLNESS PROGRAM PARTICIPATION TOTALS
2010-11

Worksite Wellness Exam:

| | | |
|--------------------|------|-------------------------|
| 2009 participation | 1290 | |
| 2010 | 914 | 423 new from prior year |
| 2011 | 1126 | 473 new from prior year |

Other Work Site Activities

| Program | Location | Participation |
|--|---|---|
| Fitness Classes (e.g. Yoga, boot camp, fitness express, Zumba) | Portland Bldg. | 60 per week |
| Fitness Classes (e.g. boot camp, fitness express) | Interstate Water | 12 per week |
| Fitness Classes (e.g. boot camp, fitness express) | 1900 Building | 15 per week |
| Stretching Class | Maintenance - Kerby | 50 per day |
| Yoga | Water Pollution Control Lab | 8 per week |
| Benefit Essentials 3 rd Thursday Education Days | Portland Bldg. all programs video taped and loaded for online viewing | Least: 8 Most: 250 Average: 45 |
| Monthly Bureau Wellness Talks | Interstate Water Maintenance – Kerby | 150 per month 350 per month |
| CityShape Membership | Portland Building and 1900 Building | 1165 22,800 visits |
| Get Going Oregon | Citywide Walking Challenge | 100 sponsored participants |
| Wellness Survey | 2009 Citywide 2010 Citywide | 2047 1289 |
| ODS – Disease Management or Health Coaching (e.g. cardiac, diabetes, depression, asthma, spine&joint, tobacco, maternity and lifestyle programs) | CityCore Participants | 1035 individuals 12% of total enrollment |
| ODS – Adult Preventive Screening Reminders | CityCore Participants | 2185 individuals 26% of total enrollment |

Agenda No.
REPORT NO.
 Title

Accept

~~Report to Council on~~ Year One Results of the Citywide Wellness Strategic Plan (Report).

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| <p>INTRODUCED BY Commissioner/Auditor: Commissioner Amanda Fritz</p> | <p>CLERK USE: DATE FILED <u>APR 22 2011</u></p> |
| <p>COMMISSIONER APPROVAL</p> <p>Mayor—Finance and Administration - Adams</p> <p>Position 1/Utilities - Fritz <i>Fritz</i></p> <p>Position 2/Works - Fish</p> <p>Position 3/Affairs - Saltzman</p> <p>Position 4/Safety - Leonard</p> | <p style="text-align: center;">LaVonne Griffin-Valade Auditor of the City of Portland</p> <p>By: <i>[Signature]</i> Deputy</p> <p>ACTION TAKEN:</p> <p style="font-size: 1.5em; font-weight: bold;">APR 27 2011 ACCEPTED</p> |
| <p>BUREAU APPROVAL</p> <p>Bureau: Bureau of Human Resources Bureau Head: Yvonne Deckard</p> | |
| <p>Prepared by: Sara Hussein Date Prepared: April 21, 2011</p> | |
| <p>Financial Impact Statement</p> <p>Completed <input type="checkbox"/> Amends Budget <input type="checkbox"/> Not Required <input checked="" type="checkbox"/></p> | |
| <p>Council Meeting Date April 27, 2011</p> | |
| <p>City Attorney Approval</p> | |

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| AGENDA |
| <p>TIME CERTAIN <input checked="" type="checkbox"/> Start time: 10:00</p> <p>Total amount of time needed: 30 min (for presentation, testimony and discussion)</p> |
| <p>CONSENT <input type="checkbox"/></p> |
| <p>REGULAR <input type="checkbox"/> Total amount of time needed: _____ (for presentation, testimony and discussion)</p> |

| FOUR-FIFTHS AGENDA | COMMISSIONERS VOTED AS FOLLOWS: | |
|--------------------|---|------|
| | YEAS | NAYS |
| 1. Fritz | 1. Fritz <input checked="" type="checkbox"/> | |
| 2. Fish | 2. Fish <input checked="" type="checkbox"/> | |
| 3. Saltzman | 3. Saltzman <input checked="" type="checkbox"/> | |
| 4. Leonard | 4. Leonard <input checked="" type="checkbox"/> | |
| Adams | Adams <input checked="" type="checkbox"/> | |