



**TEXAS**  
**HEALTH STRATEGY PROJECT**  
*Analyze ▶ Understand ▶ Engage*

## Dallas-Fort Worth Business Group on Health THSP Demonstration Project Employer Case Study: **Energy Future Holdings (EFH)**

DFWBGH is excited to share the impressive results of our 3-year **Texas Health Strategy Project** (THSP), completed in 2013.

Seven pace-setting DFWBGH employers learned and applied innovative approaches to value-based benefits design and population health management through this demonstration project. THSP involved:

- A structured, data-driven approach to identify health priorities, determine targeted interventions, and measure results.
- An expanded definition of value-based benefits design.
- Group learning, peer-to-peer networking and collaboration
  - Creating an environment of creativity, idea generation and mutual accountability;
  - Leading to creative solutions and enhancements to existing programs to address employees' health needs.

### Participating Employers

- *Brinker International, Inc.*
- *City of McKinney*
- *City of Mesquite*
- *Energy Future Holdings*
- *Federal Reserve Bank of Dallas*
- *Haggar Clothing Co.*
- *Interstate Batteries, Inc.*

The THSP experience delivered positive results for participating employers, as documented in seven individual THSP Employer Case Studies.

The Energy Future Holdings Case Study follows.

To learn more about this highly successful demonstration project, please visit [www.dfwbgh.org](http://www.dfwbgh.org) where you will find links to the THSP Project Report and all of the employer case studies.

*THSP was sponsored by the Dallas-Fort Worth Business Group on Health and the National Business Coalition on Health with support from Pfizer, Inc.*



## About Energy Future Holdings Corporation (EFH)

### Background and Mission

Energy Future Holdings Corp. is a Dallas-based, privately held energy company serving the high-growth Texas electricity market, which is one of the world's largest and among the nation's most successful competitive markets. EFH's competitive businesses include TXU Energy (retail electricity provider) and Luminant (power generation, mining, wholesale marketing and trading, and development). Regulated operations consist of Oncor (electricity distribution and transmission).

### Company Statistics / Demographics

Worldwide Employees	9,403
Headquarters Location	Dallas
Number of Locations	100+
Total Number of Covered Lives	23,503 (9,403 employees / 14,100 dependents)
Average Employee Age	47 years
Average Tenure	15 years
Benefit Type	Self insured

## Data drives decisions

### Population Health

- EFH demographics and analysis of three years of medical claims showed a significant opportunity to lower future medical trends by changing behaviors of its predominantly middle-aged, long-tenured, male (80%) workforce.
  - Based on claims data, there was little usage of the plan for prevention; 58% of EFH's employee population had no preventive exams over a 3 year study period.
    - In the Luminant business unit less than 25% had preventative care in the last 3 years.
  - Benchmarking data predicted that EFH's predominantly male and long-tenured workforce would have higher than normal risk for health issues such as weight, elevated blood pressure and high cholesterol.
    - Additionally, biometric screening data on a sample of employees indicated there may be a higher prevalence of cardio metabolic risk in the population than was being treated for such conditions.
- Life insurance claims/occurrences were higher than industry norms.
- Long-tenured employees allowed for a future benefit from decreasing risk factors through preventive care and appropriate treatment of chronic conditions.
- Access was a key barrier to preventive/primary care for Luminant employees in remote locations and this large business unit, had little or no discussion with employees around wellness and prevention.
  - Goal – Lower cardio metabolic risk factors and improve the health of Luminant employees through early detection of chronic conditions, increased awareness of risk factors, improved adherence to treatment for chronic conditions, and appropriate use of preventive services.
  - Intervention – **Identification / Prevention through Benefit Design, Environment and Engagement** – bring preventive care to Luminant employees in remote worksites.

### Business Health

- Senior leadership understood the value of a healthy workforce and supported health and wellness initiatives, but a culture of health did not permeate all levels of the organization.
  - Goal - Foster a culture of health at all levels of the organization
  - Intervention – **Environment and Engagement** - targeted messaging to middle management and employees regarding health and wellness

## Implementing value based interventions

### Population Health

- Challenges for Luminant (the three Luminant divisions represent almost half of EFH's workforce):
  - 85% of the 4,283 Luminant employees live and work in remote areas. A dearth of easily accessible physicians made preventive care inconvenient and costly in terms of time away from work.
  - This population of predominantly middle-aged males in union-represented jobs historically has been resistant to preventive care.
  - Plant managers were concerned about the cost and productivity impact of allowing mobile clinic visits on company time.
- EFH removed access and cost barriers by building a Mobile Clinic which visits remote Luminant worksites, providing on-site access to quick, affordable screening and preventive care to identify chronic conditions, refer to appropriate treatment, and counsel employees on disease prevention.
  - Employees were allowed to visit the Mobile Clinic at no cost and while at work (about 30 to 45 minutes per appointment).
  - Physical exams through the Mobile Clinic also facilitated employees meeting the criteria for a annual physical and biometric screening incentive of \$150 added to a Health Savings Account or Health Reimbursement Account.
- When implementing the Mobile Clinic, EFH overcame employee resistance, distrust of using a "company doctor," and concerns about privacy of medical records through:
  - Impactful, branded communications that addressed employee concerns.
  - Efficient service by a caring medical staff.
  - High profile testimonials from employees who caught and averted potentially catastrophic medical events due to intervention by the Mobile Clinic PA.
- Luminant plant managers were won over by the efficiency of the Mobile Clinic which actually cost less and was less disruptive than having employees take a half or full day off for long distance physician visits.
  - Additionally, the Mobile Clinic increased employee satisfaction and productivity.

### Business Health

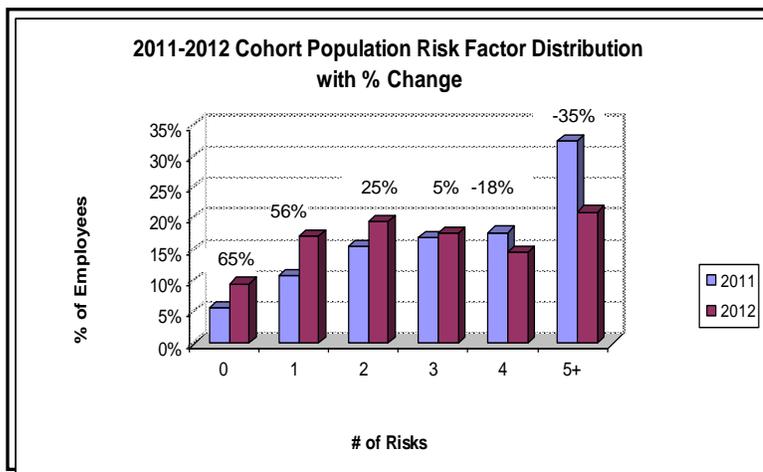
- EFH fostered a **culture of health** throughout the organization by:
  - Building the business case for change and a greater focus on health.
  - Hiring an internal wellness coordinator.
  - Establishing an executive sponsored wellness team, made up of VPs and Directors of corporate and functional or business units.
  - Creating a benefits and wellness brand ("MyHealth") and developing key messages to promote healthy life styles and company offered benefits and wellness programs through weekly online articles and videos.

## Successes

- Mobile Clinic
  - First year utilization met and exceeded goals:
    - Number of Unique Patients 620
    - Number of dependents 150
    - Number of encounters w/clinic 1,500
      - Preventative 925
      - Urgent 575
    - Percent of employees using clinic 40 – 50%
    - Percent of employees with >2 visits 44%
    - Percent of visits with referrals 9%
    - Percent of visits with Rx 60 – 70%
  - EFH estimated a Mobile Clinic ROI of 1.92 including estimated reductions for cost of treatment, time away from work, and controlled risk factors.

- Fostering a culture of health
  - The highly engaged executive-sponsored wellness team recognizes health as a key business strategy, and the value of behavior change to prevent disease and result in a healthy, more productive workforce.
    - Team meets quarterly, acts as wellness champions within their organizations, and makes recommendations to the senior leadership team.
  - The company is moving toward greater use of health and wellness tools and programs for assessing risk and encouraging employees to make healthy life style changes.
    - Incentives were offered in 2012 for biometric screening.
      - In fall 2014, screening may become mandatory to build a more robust body of data for benefits decision-making.
    - EFH contracted with a care advocacy vendor to provide employees with health care decision-making support and assistance in finding high quality, cost-effective providers.
    - Various business units sponsor wellness programs such as wellness challenges, walking work stations, and weight loss programs.
  - The impact of EFH's suite of program offerings and promotion of healthy lifestyles across all divisions was evident in the improved biometrics for a consistent cohort of 790 employees who participated in biometric screening over two years. Comparing 2012 to 2011 biometric screening results for nine cardio metabolic risk factors showed:

- 37.5% percent of the cohort improved their health risk status in 2012, while 12.7% got worse.
- Percent of employees at moderate to high risk dropped between 2.4% to 43.5% for all but one of nine risk factors.
- Overall, there was migration from high to low risk status.



## Key learnings & greatest challenges

- Develop and use cohort data to understand and track utilization changes and risk factor reductions within the workforce to guide benefits and wellness program design.
- HR has emerged as an area of the company that is innovative and producing good news.
  - HR is often called upon by the local and national benefits news outlets to comment on EFH's benefits and wellness successes.

## Future goals

- Explore and develop viable alternatives for expanding preventive care to remote locations where the economics do not support building a second Mobile Clinic, such as:
  - Partnering with other employers to share a mobile clinic.
  - Making medical personnel available periodically on-site at smaller locations.
  - Using telemedicine.
- Track biometrics and risk for a cohort of employees who consistently participate in screening to evaluate impact over time of enhanced culture of health and population health interventions.
- Continue and expand branded health and wellness messaging and add executive level spokespeople to MyHealth communications campaign.
- Develop resources to provide medical transparency to guide employees to high quality care.