



TEXAS
HEALTH STRATEGY PROJECT
Analyze ▸ Understand ▸ Engage

Dallas-Fort Worth Business Group on Health THSP Demonstration Project Employer Case Study: **Federal Reserve Bank of Dallas (FRBD)**

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 Federal Reserve Bank of Dallas (FRBD) Case Study follows.

To learn more about this highly successful demonstration project, read the [THSP Project Report](#) and find links to the case studies at www.dfwbgh.org.

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



Financial institution leadership invests in employees by fostering a culture of health from the top down and extending resources for behavior change programs to encourage healthy life styles choices.

About Federal Reserve Bank of Dallas (FRBD)

Background and Mission

The Federal Reserve System serves as the central bank of the United States and to provide the nation with a safer, more flexible and stable monetary and financial system. As one of twelve regional Reserve Banks in the Federal Reserve System, the Dallas Fed serves the Eleventh Federal Reserve District, including Texas, northern Louisiana and southern New Mexico. The Dallas Fed has branches in El Paso, Houston and San Antonio.

Organization Statistics / Demographics

| | |
|-------------------------------|---|
| Type of Industry | Financial / banking |
| Dallas District Employees | 1108 |
| Headquarters Location | Dallas, TX |
| Number of Locations | 4 |
| Total Number of Covered Lives | 2524 (1040 employees / 1484 dependents) |
| Average Employee Age | 45 years |
| Average Tenure | 13 years |
| Benefit Type | Self insured |

Data drives decisions

Population Health

- 2010 medical claims, HRA and biometric screening data indicated high prevalence of cardiometabolic risk factors in the employee population, including high blood pressure (25%), high cholesterol (26%), and overweight (71%). Data from FRBD's annual Healthy You Program (offered on a limited scale since 2008) indicated good results including a 5% reduction in one or more biometric measures for 100% of the Dallas and Houston office participants in 2010.
 - Goal – reduce cardiometabolic risk in the population as measured through biometric screening
 - Intervention – **Adherence / Prevention through Engagement** – increase participation in the Healthy You Program

Business Health

- Baseline assessment found that FRBD's senior leadership understands the value of employee health and supports messaging to employees that healthy employees equal a healthy organization which helps achieve the FRB's mission of supporting a healthy economy. However, there was an opportunity for more visible senior leadership support of regional wellness initiatives to foster greater engagement of middle management and employees.
 - Goal – Make health a core business strategy
 - Intervention – foster a **Culture of Health through enhanced Senior Leadership Engagement** – provide annual benefits review to senior management to
 - Increase senior leadership awareness of health related issues at FRBD
 - Demonstrate progress and impact of wellness programs
 - Obtain support for existing and new programs where data indicate opportunities for improving health and reducing cost.

Implementing value based interventions

Population Health

- The Healthy You program was designed to prevent or manage cardiovascular disease (high blood pressure, high cholesterol), diabetes, and excessive weight. It addresses modifiable cardiometabolic risk factors (weight, physical activity and nutrition) through guidance and information that participants can use to make behavioral and lifestyle changes.
 - Series of 30 weekly classes and 6 monthly meetings with health care and fitness professionals.
 - Four personal nutritional consultations and four lab/biometric screenings.
 - Participation incentives include copay reimbursement for diabetes medications/supplies, blood pressure and cholesterol medications, and for on-site Fitness Center membership fees.
 - Contingent on completion of a Health Risk Assessment, biometric screening and participation in a specified number of classes and meetings.
- In 2011 FRBD increased its focus on prevention by opening the “Healthy You” program to all employees covered by one of the FRBD’s medical plans (previously participation was targeted to those with diabetes or other cardiometabolic risk factors).

Business Health Strategy

- To make **health a core business strategy** and achieve greater senior management engagement and commitment to wellness, District HR implemented a three part strategy:
 - Retooled HR’s annual benefits and premium review with senior management to focus on Dallas District employee population health priorities and the performance of local health and wellness initiatives (fall, 2011).
 - Supplemented district and national data from central FRB HR with benchmark data and analysis of locally collected health risk assessment and screening data to identify prevalence and impact of cardio metabolic risk factors in the population, and tell a compelling story of Dallas District’s health and wellness program successes to date.
 - Enrolled senior management in a full day “Fit to Lead” executive seminar conducted by Cooper Consulting Partners (spring, 2012), focused on personal fitness and how to promote a culture of health to create a high functioning organization.
 - Drafted a mission statement and framework for a senior management wellness committee to review and make recommendations on health and wellness programs and to champion a culture of health within the organization (spring, 2012).

Successes

Healthy You

- At the time of project reporting, biometric and risk status change data for the 2012 Healthy You participants were not available, however FRBD reported:
 - Steady increase in participation: in 2010, the Dallas office had 4% participation, which grew to 5% in 2011 and to 6% in 2012 (percent of Dallas employees).
 - Feedback from participants has been positive, with some diabetic participants stating they were better able to manage their condition and in some cases have been able to go off medication.

Health as a Core Business Strategy

- The Senior Management Wellness Committee has begun meeting regularly under the leadership of the AVP of HR.
- The AVP of HR champions health and wellness initiatives with the C-suite and encourages management accountability for promoting and setting an example of healthy lifestyles.
- Senior management supported expansion of the wellness initiatives such as the Healthy You program, and employee engagement efforts such as HRA Awareness Day where employees could earn a “jeans day at the office” for completing a Health Risk Assessment.
 - HRA participation increased from 38% in 2011 to 44% in 2012.

Key learnings & greatest challenges

- Value of integrating data from available sources and developing new sources for more robust analysis of population health priorities and developing data-driven strategies for improving health.
- Active and visible engagement of senior management is critical for fostering health as a core business strategy, gaining support of health and wellness initiatives and promoting employee engagement.
 - THSP provided the catalyst for securing senior management buy-in and commitment.

Future goals

- Continue to promote and expand participation in the Healthy You Program.
- Update Healthy You program in 2013 to require improvement in at least one biometric measure to receive health incentive.
- New vendor relationships at the national level have made enhanced products and reporting available to the district HR staff. Dallas District is partnering with the FRB system for Health Risk Assessments going forward.
- Implement periodic employee surveys to assess effectiveness of benefits and wellness offerings and to facilitate more informed decision-making and program planning.