



TEXAS
HEALTH STRATEGY PROJECT
Analyze ▶ Understand ▶ Engage

Dallas-Fort Worth Business Group on Health THSP Demonstration Project Employer Case Study: **Interstate Batteries**

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 Interstate Batteries 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.



Battery wholesaler jump starts employee engagement and lowers health risks through benefit design and vendor partnership to improve medication adherence, and increase employee participation in wellness programs and use of benefit resources.

About Interstate Batteries

Background and Mission

A billion dollar, privately held corporation, Interstate Batteries is the No. 1 replacement brand battery in North America. Interstate Batteries supplies customers with batteries, related electrical power-source products, and distribution services. Corporate headquarters employs 500 team members, with another 977 team members (including truck drivers, and warehouse and retail staff) in field locations across 35 states.

Company Statistics / Demographics

Worldwide Employees	1,700
Headquarters Location	Dallas, TX
Number of Locations	70+
Total Number of Covered Lives	3,201 (1,354 employees, 1847 dependents)
Average Employee Age	40 years
Average Tenure	5 years
Benefit Type	Self insured

Interstate Batteries places high value on its employees and invests in their health and wellness, as evidenced by its being named one of DFW's Top 100 places to work four years in a row by the Dallas Morning News. However, its predominately male workforce, (many of them in small facilities or on the road), and higher than normal dependent to employee ratio, present communication and engagement challenges for optimizing the value of its health plans and programs in terms of outcomes and cost.

Data drives decisions

Population Health

- Data indicated that Medication Possession Ratios were 7 to 8 percentage points below target levels,
 - Goal - improve maintenance medication adherence for those with chronic conditions.
 - Target adherence rates of 85% for both cholesterol and diabetes medications, and 90% for high blood pressure medications.
 - Intervention – **Adherence through Benefit Design and Engagement** – remove financial barriers to maintenance drug adherence.
- Baseline data (2011) showed 32.8% of team members were in medium or high risk status categories for developing chronic disease. Further, 66% of team members completed physicals, and 34% participated in coaching sessions.
 - Goal – improve population risk status through prevention and early detection of cardio metabolic risk.
 - Intervention – **Prevention and Identification through Benefit Design, Engagement, and Vendor Value** – increase participation in Live Well programs, annual physicals and health coaching.

Business Health

- Baseline assessment found strong support for wellness message from the C-suite. The President and CEO actively promotes wellness activities and shares his personal wellness success story. However, middle management and team member engagement in the field was not very strong.
 - Goal – Make health a core business strategy throughout the organization.
 - Intervention - foster a **Culture of Health** by equipping and supporting field management in their advocacy role to engage team members in wellness initiatives and healthy behaviors.

Implementing value based interventions

Population Health

- Medication Adherence
 - Reduced medication cost barriers by offering zero co-pay on maintenance generic drugs (or on preferred branded drugs if no generic exists).
 - Effective November, 2012, employees may also purchase medications not on the list, but must pay the difference in price.
 - Developed communication campaign to educate employees on the importance of taking prescribed maintenance medications to increase employee engagement.
 - Enhanced health plan program outreach and follow up with non-adherent plan members.
- Risk Status Improvement
 - Increased engagement
 - Recruited middle/field managers as champions to promoting the Live Well program.
 - Program initiatives included healthy eating recommendations, brown bag lunch programs, walking challenges and a campaign to drink more water.
 - Benefit design
 - Increased premium credit to \$1000 (from \$600) for achieving the annual wellness points goal. Meeting the goal is impossible without participation in biometric screening (on-site or by a physician) and the Medical Health Assessment (MHA).
 - Deposit Wellness Rewards of \$250 in employee Health Care Accounts for participation in condition management programs including diabetes management and a pre-natal care program.
 - Provided gift card incentives for team members completing their MHA and Screening by the incentive period deadline date.
 - Vendor value
 - Pressed vendors to increase uptake of coaching resources through more aggressive outreach to plan members based on biometric screening results.
 - Chronic conditions detected through screening are sent to the health plan for disease management.
 - Worked with health coaching and disease management vendors to coordinate services.

Business Health

- To foster a Culture of Health the IBSA HR team:
 - Strengthened the Health Management Team
 - Created a Wellness Committee of non-management cross-functional team members drawn from every department.
 - The Committee plans wellness activities, communicates benefits events and strategy, and provides HR with “focus group” feedback on benefits changes and issues.
 - Equipped middle/field managers
 - Educated managers about the importance of improved health on their bottom line.
 - Developed a Field Manager toolkit to use in discussing benefits with team members.
 - Enhanced benefits communication
 - HR Business Advocates visited field locations to talk to employees about benefits.
 - Distributed simplified, eye catching benefits and wellness messaging on corporate multimedia monitors at every location (such as in warehouses and break rooms).

Successes

Population Health

- Medication Adherence
 - Assessment pending for impact of drug benefit changes on utilization and cost.
 - Insufficient volume of data to-date to assess impact of health plan drug adherence outreach program, implemented in 2012, however evaluation metrics are identified and being tracked.

- Risk Status Improvement
 - Member Health Assessment (HMA) and Biometric Screening participation rates declined in the 2011-2012 plan year. Assessments still underway for 2012-2013 plan year (assessment period is September to August).
 - Cohort data from MHA and screenings to-date showed migration from high to low risk year over year.

Risk Factor Distribution (n=591)		
# of Risk Factors	2011-2012 Plan Year	2012-2013 Plan Year*
Low (0-2)	78.7%	83.6%
Medium (3-4)	15.7%	13.5%
High (5+)	5.6%	2.9%

* Reflects 8 months of assessment period.

- Achieved better coordination between health coaching and disease management vendors by identifying overlapping services, clarifying each vendor's role, and developing criteria for referring employees to the appropriate vendor for follow up.

Business Health

- Culture of Health
 - Successfully recruited middle/field managers as Live Well champions
 - Several have volunteered to share their personal health improvement stories through HR's health and wellness messaging.
 - Field manager toolkits were distributed to all field managers.

Key learnings & greatest challenges

- Expanded "definition" of ROI beyond financial results to include other meaningful ways of determining return on investment such as through reduction in health risks.
 - Evaluated broader range of data to track program impacts and benefit plan performance.
- Thinking through evaluation criteria as part of the upfront intervention planning process helped develop more targeted data requests to vendors to measure and report more meaningful data.
- Enhanced collaboration with and between vendors produced real value by eliminating duplication of effort and clarifying processes for employees.
 - IBSA assembled major vendors together for the first time and challenged them to work toward better results. Collaboration continued and grew even without IBSA involvement.

Future goals

- Leverage engagement efforts of middle/field management wellness champions by showcasing their personal "wellness success stories" in HR messaging on video monitors in the field.
- Continue to augment resources available to field management to engage employees, including use of social media and cell phone apps to better reach a mobile workforce.
- Develop strategies to engage spouses and dependents in wellness and healthy choices to improve dependent health, resulting in better plan performance.
- Work with vendors to identify and track a cohort of employees to measure health improvement resulting from medication adherence programs and other health and wellness initiatives.
- Refine and continue to use the THSP scorecard as a measurement and decision support tool, as well as a tool to communicate program success to senior and middle management.