Dallas-Fort Worth Business Group on Health
THSP Demonstration Project Employer Case Study:
City of McKinney

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
    - o Creating an environment of creativity, idea generation and mutual accountability;
    - o 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 City of McKinney 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.

About City of McKinney

Background and Mission

The City of McKinney is a rapidly growing community of more than 136,000 located 30 miles north of Dallas. Known for its small-town feel, the City of McKinney serves as the county seat for Collin County and was ranked second in CNN Money Magazine's list of the Best Places to Live in the United States for 2012.

Organization Statistics / Demographics

City Employees	976
Total Number of Covered Lives	2,094 (770 employees / 1,324 dependents)
Average Employee Age	39 years
Average Tenure	8 years
Benefit Type	Self insured

McKinney's low average tenure results from increased staffing in recent years to support the city's rapid population growth, masking otherwise high employment longevity. McKinney offers its employees generous benefits and the opportunity to earn "wellness points" through health and wellness activities.

Data drives decisions

Population Health

- Data review showed that City of McKinney employees undervalued their generous, low cost package of health benefits and lacked understanding of how lifestyle and health care choices impacted their health and expenses.
    - o Goal – Improve use of appropriate, cost-effective benefits through better employee decision-making around benefits selection, lifestyle choices, and health care spending
    - o Intervention – **Employee Accountability through Vendor Value and Employee Engagement –** Implement GPA Nurse Navigator Program offering telephonic helpline through McKinney's third party administrator, Group & Pensions Administrators, Inc. (GPA)
- Review of biometric and pharmacy cost / utilization data indicated high incidence of cardiometabolic risk factors in the employee population. While good interventions were in place, participation in the programs was not at effective levels.
    - o Goal - reduce high blood pressure, high cholesterol, weight, and metabolic syndrome risk
    - o Intervention – **Prevention through Employee Engagement** – Increase participation in Live Healthy Texas Challenge, and the Naturally Slim® program.

Business Health

- A review of the City of McKinney's Business Health Strategies found clear support for benefits and wellness programs and services from city leaders, yet far less support from department heads and mid-level management in general.
    - o Goal – Improve the overall **culture of health** at the City of McKinney with buy-in from all levels of management.
    - o Intervention – targeted messaging to departmental leadership about employee participation in city health and wellness programs, burden of illness within each department, and changes in participation and health status year over year.

Implementing value based interventions

Population Health

- **GPA Nurse Navigator** –
    - o Benefit design changes in deductibles and premiums meant employees would have more "skin in the game," so McKinney engaged GPA (its TPA) to develop a telephonic helpline to assist employees in becoming more knowledgeable consumers of benefits and health care.

- o Initiated in June 2011, the GPA Nurse Navigator service helped employees understand and choose between the two new health benefit plan choices offered employees.
  - o Additionally, the service was promoted as a resource for understanding health care options and costs, obtaining physician referrals, and answering other health-related questions.
  - o As an incentive, employees earned wellness points for calling the Nurse Navigator service.
- **Live Healthy Texas Challenge** –
  - o Live Healthy Texas Challenge (organized through the non-profit Live Healthy America) is an annual 10 week team-centric weight loss and physical activity program using online resources and tracking capability.
  - o To increase awareness and participation, the City promoted the Challenge to all residents.
  - o Internally, HR measured and reported participation and results by city department to encourage competition and increase motivation to participate.
- **Naturally Slim Program®** –
  - o Naturally Slim is a technology-based, behavior modification program designed to teach participants techniques about how and when eat, changing their relationship to food.
  - o Employees applied to participate, and 30 employees were selected each year based on BMI and cardiometabolic risk factors,
    - ▪ The program was free and participants earned wellness points for enrolling, but had to complete 8 of 10 classes or pay $150 for the cost of the program.
  - o McKinney HR worked with its vendor partner to establish multi-year tracking of biometric data for each year's cohort to understand the long term impact of the program and determine if program alumni continue with positive lifestyle changes and improved outcomes.

Business Health

- **Cultivate culture of health throughout the organization** –
  - o To gain support and resources from senior management, the HR staff used the THSP Scorecard as a tool to show the effectiveness of the City's benefit and wellness strategies.
  - o The scorecard was also part of an overall message provided to every city department to tangibly show the impact and influence of 1) poor health on departmental performance, and 2) the ability of the HR team to intervene and track change over time.
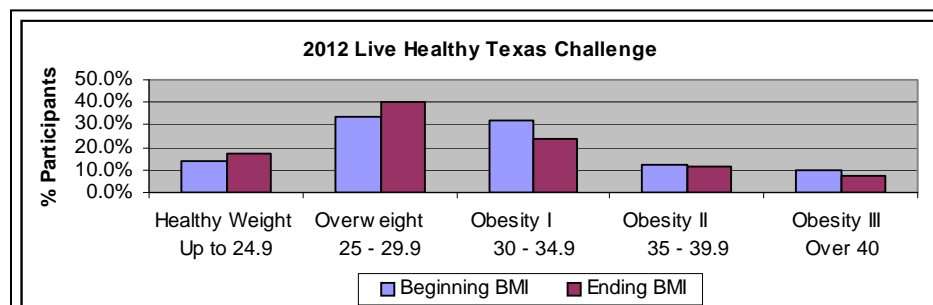
Successes

- The **GPA Nurse Navigator Program** has experienced steady increases in employee use and has produced estimated savings of $190,102 in the first sixteen months of implementation (through October 2012).
  - o Savings estimated for avoidance of unnecessary procedures, use of appropriate care settings and use of cost effective providers.

> **GPA Nurse Navigator testimonial**
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> *An employee needed to continue physical therapy for shoulder sprain during his scheduled vacation out of state. The GPA Nurse Navigator located a PT facility, scheduled the appointments, transferred medical records and instructions, and negotiated discounted rates (for out-of-network facility), saving the member time and money, and enabling him to continue his therapy uninterrupted during vacation.*

- **Live Healthy Texas** estimated savings of $30,077 and ROI of 4.2:1 based on projected annual savings in medical and pharmaceutical claims costs associated with each one point reduction in BMI.
  - o Formed 50 teams with 357 total participants and representation from all departments.
  - o Over half the participants lost between 1 and 10 pounds and the number of people in the overweight or obese categories (BMI >=25) decreased by 3.57 percentage points.

2012 Live Healthy Texas Challenge

	Healthy Weight Up to 24.9	Overweight 25 - 29.9	Obesity I 30 - 34.9	Obesity II 35 - 39.9	Obesity III Over 40

% Participants — y-axis: 0.0%, 10.0%, 20.0%, 30.0%, 40.0%, 50.0%

Legend: ■ Beginning BMI ■ Ending BMI

- **Naturally Slim® –** 28 employees completed the 2012 program including pre and post biometric screenings. Half had Metabolic Syndrome (3+ risk factors) at the start of the program.
  - o Of the 14 with Metabolic Syndrome, 2 migrated to Medium Risk and 2 to Low Risk.
  - o 10 of the 28 participants (36%) lowered their number of risks.
  - o Average weight loss for all participants was 7.8 pounds.
  - o Analysis of blinded biometric screening data for a cohort of 20 of the 2011 Naturally Slim participants showed continued migration to lower risk categories in 2012.
- **Culture of Health** –
  - o Enhanced communication with senior management using the Scorecard tool demonstrated accountability for results, enhanced credibility of the HR staff, and paved the way for senior leadership support of future HR project proposals.
  - o Leaders of key departments embraced the value of wellness programming and actively encouraged their employees to participate.
    - ▪ The Fire Department historically had low participation in the Naturally Slim program, but in 2012 provided 50% of the participants.
    - ▪ The Parks and Recreation Department put their focus on the Live Healthy Texas Challenge and had 44 employees participate, a 29% increase over the prior year.
  - o Review of aggregate biometric screening data for a cohort of 454 employees shows migration from high to lower risk categories between 2011 and 2012.

Risk Migration for Multi-Year Cohort of Employees (n=454)	2011	2012
% Low Risk (0-1 risk factors)	48%	49%
% Medium Risk (2 risk factors)	24%	27%
% High Risk (3+ risk factors)	28%	24%

Key learnings & greatest challenges

- Changes in senior leadership during the project created an opportunity for HR to meet with new department heads to make the case for health as a key business strategy and to gain leadership support of healthy lifestyles to achieve more satisfied employees, greater productivity, and reduced health care costs.
- Networking with other THSP employers gave McKinney HR new ideas about how to use data, and the type of reporting and analysis available from vendors and consultants.
  - o Enabled HR staff to improve specificity of requests for data and analytical support to drive better, more informed planning and decision-making.
- Mapping of data flows between vendors and the city highlighted the complexity of McKinney's benefit programs and vendor relationships, and revealed opportunities to improve the flow of data.
- Relationship-building with and between vendors led to better understanding of McKinney's needs, identification of shared goals, improved data flows, and more effective problem-solving and program development benefitting employees and producing better results.
- THSP's structured approach and accountability amongst peers instilled the need to include a framework for measurement and evaluation as an integral and early part of project planning.
  - o Implementing defined evaluation processes helped HR to recognize and document their own successes and achievements.

Future goals

- Explore with partners how to better measure financial impact of interventions.
- Refine ability to measure and track health status and clinical values of Naturally Slim cohorts over time to determine program effectiveness and make adjustments for future participants.
- Track employee population health status by department to better understand program impact and enhance management awareness of employee health as a valuable asset for the organization.
- Strive for better data to understand health impact on absence and productivity.
- Integrate new, data-supported strategies based on a new employee engagement survey.
- Continue to work toward closer partnership with and between vendors.