

Phase 1: Getting Started Phase 2: Implemented Phase 3: Building Momentum	Phase 1	Phase 2	Phase 3
1. Culture of Health <ul style="list-style-type: none"> ▪ Visible involvement of senior and operational management ▪ Employee engagement and understanding of health-related programs ▪ Clear vision statement and strategy for cultural health improvement ▪ Inclusive communication within mission statement, annual reports ▪ Emphasized in recruitment, orientation and corporate branding (e.g., website) ▪ Recognition of health as a “human capital” asset and a renewable resource ▪ Ensuring the rewarding of healthy behaviors by incorporating health behavior incentive in written company policy 			
2. Process and Implementation <ul style="list-style-type: none"> ▪ Visible senior leadership commitment ▪ Cross functional teams made of up of primary stakeholders ▪ Well articulated, integrated, strategy and effective tactical roll-out ▪ Use of technology applications ▪ Efficient and effective claims processing and telephonic access ▪ Clear measures of improvement in areas of cost and clinical outcomes ▪ Data integration and warehousing ▪ Benchmarking/peer assessment ▪ Presentations at conferences 			
3. Program Design <ul style="list-style-type: none"> ▪ Align with corporate mission statement and demonstrate how initiative supports the value proposition of the business ▪ Wellness/prevention programs ▪ Clinically-driven RX design ▪ Proactive chronic condition management ▪ Effective use of meaningful incentives/rewards ▪ Support and ample opportunity for self-directed employee involvement ▪ On-site clinics or access to off-site facilities ▪ Nurse call-lines and related 24/7 telephonic access ▪ Benefit designs emphasize behavior change and health improvement – not cost management 			
4. Measurement <ul style="list-style-type: none"> ▪ Use of recognized quality and outcomes measures ▪ Measurement of medical, disability, absence, and lost productivity costs ▪ Vendor and employee satisfaction surveys ▪ Senior management scorecards ▪ Clearly articulated goals of "value" for employer and employees ▪ Employee compliance ▪ Transparent, confidential reporting ▪ Lifestyle behavior change 			
5. Provider/Stakeholder Relationships <ul style="list-style-type: none"> ▪ Performance-based contracts ▪ Long-term relationships built on shared vision and metric-based improvement - not just cost ▪ Regular reviews of performance- vendor summits ▪ Common vendor standards ▪ RFP's requiring measures of improvement ▪ Recognition awards for vendors who exceed objectives and outcome measures 			

6. Communications/Branding

- Multiple media forms of employee/family education outreach programs
- Branding recognized /accepted by workforce
- International and cultural adaptations as appropriate
- Outreach to diverse employee populations
- Regular and special communications on key health issues/opportunities
- Tailored communications specific to risk status

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