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2010 Innovations Awards Application

Deadline: March 1, 2010

ID # (assigned by CSG): **10-S-06KY**

State: Commonwealth of Kentucky

Assign Program Category (applicant): Human Resources/Education (Use list at end of application)

1. Journey to Wellness
2. Personnel Cabinet's Department of Employee Insurance
3. Stephanie Marshall, State Wellness Director
4. 501 High Street, Frankfort, KY 40601
5. 502-564-5506
6. 502-564-5278
7. Stephanie.Marshall@ky.gov
8. <http://personnel.ky.gov/dei/wellness/>
9. When the Beshear Administration took office near the end of 2007, it gave the Personnel Cabinet's Department of Employee Insurance (DEI) responsibility for administering wellness programs for state employees and other members of the Kentucky Employees' Health Plan (KEHP). The Centers for Disease Control estimates that as many as five years may be necessary before comprehensive workplace wellness programs show returns on investment. Nonetheless, strong wellness programs provide significant dividends as the lives saved and improved trough wellness and prevention are really incalculable.
10. It was implemented statewide in January of 2009.
11. When the Beshear Administration took office near the end of 2007, it gave the Personnel Cabinet's Department of Employee Insurance (DEI) responsibility for administering wellness programs for state employees and other members of the Kentucky Employees' Health Plan (KEHP). At that time, DEI had little or no wellness infrastructure and no employees dedicated to the administration of wellness programs. During the next 12 months, DEI methodically laid the groundwork for implementation of a comprehensive wellness program.
12. **Initiation of Wellness Care Considerations:** In February of 2008, DEI adopted a new preventive care initiative known as "Wellness Care Considerations" (WCCs). WCCs are written reminders which are mailed to KEHP members on a quarterly basis by KEHP's medical management contractor. The WCCs remind individuals of the need to obtain over 50 different types of preventive services, such as immunizations and cancer screenings. That first February, over 61,000 WCCs were mailed to KEHP members. An additional 358,000 WCCs have subsequently been mailed.

Initiation of "Journey to Wellness" Pilot Program: In March of 2008, DEI developed and implemented a worksite wellness pilot program for employees in the Personnel Cabinet. Although

the pilot program was originally scheduled to run a full 12 months, it was such a success that only 6 months into the program, the Governor asked that it be extended to all state cabinets and agencies. Participation in the program —known as “Journey to Wellness” — was offered to all Commonwealth employees in January of 2009.

Initiation of KGHIB Best Practices Committee: In April of 2008, DEI initiated a Best Practices Committee under the auspices of the Kentucky Group Health Insurance Board (KGHIB). The Committee was comprised of representatives of large organizations like Eon, Ford Motor Company, and the United Auto Workers, and was established so that DEI and KEHP could learn from private sector experiences and “best practices.” Most of the private sector organizations had operated worksite wellness programs for many years. A principal focus of the Committee was an assessment of DEI’s vision for wellness. The Committee concluded DEI was doing “all the right things.”

Initiation of Wellness Vendor Summit: In April of 2008, DEI also convened a wellness “Vendor Summit.” For the very first time, representatives of virtually all KEHP contractors and subcontractors met in a single room to identify ways to work more closely together to improve KEHP’s medical management and other wellness efforts. Many plan wellness and benefit design changes were developed based on recommendations in these summit meetings. The Vendor Summit was repeated in 2009 and has now become an annual event.

Initiation of Virgin HealthMiles Pilot Program: In May of 2008, DEI and KEHP’s third party administrator began evaluating a pedometer-based, wellness program known as Virgin HealthMiles. Kentucky is the first state in the nation to implement this program. Participants in the program earn cash rewards by walking, bicycling, or engaging in other forms of physical activity: the more physical activity in which one engages, the more cash one can earn. KEHP commenced a Virgin HealthMiles pilot program in October of 2008, and opened the program to all KEHP members in January of 2009. Virgin HealthMiles has proven to be a very popular program, with nearly 12,000 KEHP members enrolling during the first 12 months.

Expansion of Participation in Consumer Driven Health Plans: There is evidence participants in account-based, Consumer-Driven Health Plans (CDHPs)—such as those involving Health Reimbursement Accounts (HRAs)—are more likely than individuals in traditional PPO plans to participate in wellness programs. In October of 2008, during Open Enrollment for the 2009 Plan Year, KEHP successfully transitioned nearly 25% of all KEHP members from traditional PPO plans into CDHPs. KEHP later built upon this success during Open Enrollment for the 2010 Plan Year by increasing enrollment in KEHP healthcare Flexible Spending Accounts (FSAs) by 26%.

Systematic Review of Medical Management Programs: In November of 2008, DEI and its healthcare consultant began planning a systematic evaluation of the case management, utilization management, disease management, and other clinical programs administered by KEHP’s medical management contractor. When this “due diligence” review was completed, it resulted in nine major recommendations for improving KEHP’s clinical wellness efforts.

Hiring of State Wellness Director: By December of 2008, it was apparent DEI needed a highly-qualified individual to lead its burgeoning wellness efforts. With that in mind, DEI hired a State Wellness Director. That individual, Stephanie Marshall, has a Bachelor’s Degree in Fitness and

Wellness Management (with a minor in Nutrition); a Masters Degree in Exercise Physiology and Health Promotion; a Master of Business Administration degree; and 10 years experience running community and corporate wellness programs in a large hospital system.

13. This program is a new approach to wellness within our state government because employees finally have tangible programs they can participate in. These tangible programs are made possible through creative design and marketing that includes multiple avenues of technology based communication and full utilization of virtual components so regardless of where an employee might be located they get the same message and can have the same experience.
14. \$155,000 includes salaries, materials, and incentives in the first year.
15. There is not a budget specific to this program. Ongoing costs stay very minimal due to budget constraints.
16. This program is funded using Personnel Cabinet dollars as well as through administrative fees paid to Humana as our third party administrator.
17. This program was requested by the governor and the staff are in Governor-appointed positions. There is not currently any legislation or order requiring that the program be in place; however a house bill has been submitted in the 2010 session.
18. Computer, biometric measurement tools including body fat analyzer, blood pressure monitor, website, photo shop, video technology, You Tube, print.
19. Yes. Stephanie Marshall, 501 High St. Frankfort, KY 40601, 502-564-5506, Stephanie.marshall@ky.gov
20. Yes, most states do offer wellness programs, some more expansive than others. Delaware, Arkansas, Alabama, North Carolina, Idaho, Oklahoma, Wyoming, New Hampshire, and more. One difference our program has in comparison to others, even some of those listed as similar is that they are benefits linked. Journey to Wellness is not benefits linked which requires extra creativity in order to entice employees to participate.
21. Yes.
22. PROS:
 - Successfully reached 24% of state employee population in 2009 and engaged them with tangible programs (ie. 1200 participants lost 6,500 pounds in weight loss challenge)
 - Creative marketing and design has allowed for increased awareness of program (emails with staff in photo shop, You Tube videos)
 - Leadership support is increasing (physical activity and wellness time policies in place)
 - Culture is shifting to one that supports wellness (smoke free entrances, healthy cafeteria choices, stair"well" projects, healthy meeting policies)
 - Strong partnerships with many internal and external organizations (KY Proud Farmers' Market event, Parks and Recreation cafeteria projects, American Cancer Society- Great American Smoke Out, American Heart Association- Wear Red)
- CONS:
 - Limited incentives due to budget concerns
 - Young program makes it difficult to demonstrate ROI, cost savings to leadership, legislature
 - Policy and regulation limitations (smokers are a protected class, endorsement rules)
 - Only two wellness staff serving 33,000 employees
 - Sheer size and complexity of the population pose a challenge in reaching people easily and in person
23. With a solid foundation in place, DEI and KEHP have continued to build and expand upon the wellness program. Wellness initiatives developed and/or implemented during the past 12 months have included more than 18,000 wellness contacts in the following categories:

Know Your Numbers/Awareness

- Increased participation in the Humana Health Assessment from 179 in 2007 to almost **7,000** in the last two years
- Over **1,700** health screenings by Summit Health in 18 months
- Reached out to employees in every corner of the state, from Hazard to Henderson to Florence, through over 75 presentations, as well as state-wide Wear Red Day and Wear Blue Day celebrations
- Provided free blood pressure, BMI/Body Fat Analysis and access to Virgin HealthMiles kiosks at First Onsite Clinics in Frankfort

Nutrition/Weight Management

- **1,300** participants lost almost **7,000** pounds in two weight loss challenge events
- Farmers' Market Summer Kick-off • Healthy restaurant initiative in progress

Prevention

- First Onsite Clinics provided 1,442 medical visits since opening in October 2009
- 529 employees received H1N1 vaccinations at First Onsite Clinics, as well as other vaccinations and allergy shots
- Offered telephonic health coaching services, available to all KEHP members, with a nurse in the areas of weight management, back care, nutrition, stress management, and tobacco cessation
- Celebrated Great American Smokeout
- Increased state-wide awareness of Cooper Clayton Smoking Cessation classes; over 300 people in the last two years have participated in smoking cessation classes
- Provided breast and colorectal cancer toolkits to all Wellness Coalition Liaisons

Fitness

- Almost 1,000 participants in the Step Out Fitness program, Bike to Work Day promotion, Yoga, St. Patrick's Day parade at the Capitol, and special fitness classes throughout the state Secured special discount rates on membership with fitness clubs in multiple cities Launched Virgin HealthMiles in January 2009
- Almost 12,000 Virgin HealthMiles participants have walked more than **10 billion** steps equivalent to more **than 5 million miles**, equivalent to **500 million calories burned**, and equivalent to **145,018 pounds**. Surpassed goal to have 10,000 participants by end of 2009 by enrolling **11,650** participants
- Over 83% of participants utilize the program eight or more times per month; and over 95% of participants complete health snapshot questionnaire
- Provided numerous Virgin HealthMiles presentations throughout the state

Changing Culture and Creating Partnerships

- Implemented Wellness Hotline – 877-KEHP WELL; more than **28,000** calls received since October 2009
- Developed Wellness Coalition with representation from each Cabinet/Agency
- Established wellness committees/champions in multiple agencies
- Implemented cafeteria messaging in state office building cafeterias; pilot for future Kentucky State Parks program
- Hosted presentations to Cabinet leadership teams to garner support
- Implemented policies supporting physical activity and wellness activity participation on work time; healthy meeting policies

- Coverage of wellness programs in multiple publications and electronic media outlets throughout the state
 - Partnerships with internal and external agencies including: Kentucky School for the Blind, AGRKentucky Proud, CHFS, Finance Cabinet, TAH and Parks, Governor and First Lady, YMCA, Frankfort Chamber of Commerce, Bluegrass State Games, American Cancer Society, American Heart Association, Kentucky State University, University of Kentucky Institute for Workplace Innovation (iWIN)
 - Participated in ten community outreach efforts in 2009
 - Assisted Kentucky State Reformatory with inmate wellness program efforts which sparked an inmate weight loss challenge in addition to the employee weight loss challenge that resulted in 100 inmate participants collectively losing 522.3 pounds
24. Limited budget and resources, policies and regulations that limit ability to impose certain efforts, lack of leadership support, misunderstanding of program goals, leadership push for ROI and cost savings when it is too early in the program to successfully demonstrate, unwillingness of programs or departments that have supplemental tools to collaborate.

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2010 Innovations Awards Application Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations and Technology

- Administration
- Elections
- Information Systems
- Public Information
- Revenue
- Telecommunications

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

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CSG Innovations Awards 2010
The Council of State Governments
2760 Research Park Drive, P.O. Box 11910
Lexington, KY 40578-1910

Contact:

Nancy J. Vickers, National Program Administrator
Phone: 859.244.8105
Fax: 859.244.8001 – Attn: Innovations Awards Program
The Council of State Governments
E-mail: nvickers@csg.org

This application is also available at www.csg.org.