

PARTNERS IN SUCCESS: ActiveHealth Management plays a key role in Westinghouse Electric Company's integrated approach to improve employee wellness

Westinghouse Electric Company was established in 1886 and the company has remained on the forefront of innovation throughout the years, including an expansion into the nuclear electric power industry. Today, the company's primary focus is to provide its worldwide customers with nuclear fuel, services, technology, plant design and equipment.

In anticipation of building new Westinghouse **AP1000**[®] nuclear power plants to meet the world's growing demand for clean energy, Westinghouse added nearly 5,000 jobs to its global workforce within the past five years. Currently, Westinghouse employs more than 9,000 people in the United States, with most of its U.S. employees located in Western Pennsylvania. The company saw this growth as an opportunity to focus on improving the health of its employees while attempting to manage rising medical costs.

As a result, in 2007, the company created its NEW Start[®] program (Nutrition, Exercise and Wellness) and engaged ActiveHealth to begin disease management pilot programs. Excited by the program's potential, Westinghouse introduced ActiveHealth's disease management program to its eligible population one year later.

Westinghouse also began on-site wellness efforts to offer biometric screenings. Incentives were developed (including an online raffle of big-ticket items like laptops and televisions) to encourage participation in existing health assessments and the biometric screenings.

Additionally, in building a new worldwide headquarters in Cranberry Township, Pa., a suburb of Pittsburgh, the company included jogging trails, volleyball, tennis and basketball courts, and a full-service wellness center.

While the company had made a significant investment in wellness at this point, there was still a need to increase employee engagement rates and create a seamless experience throughout all of the program's components.

Westinghouse saw a 15-fold increase in engagement — both telephonic and online — in the company's new lifestyle coaching program.

REACHING PEOPLE WHERE THEY LIVE, WORK AND PLAY

Westinghouse understood that, in order to increase employee engagement, they needed to create a program personalized to each individual's unique needs. For example, many of the company's employees were frequent travelers and couldn't benefit from on-site programs and services. As a result, Westinghouse needed a strong outreach effort for off-site engagement. In 2009, the company decided to utilize ActiveHealth's innovative employee portal for its health assessment, wellness tools and personal health records functionality. Westinghouse

also incorporated ActiveHealth's Care Considerations program, a system that alerts employees and their providers about gaps in care to enhance its care management efforts.

"Care Considerations is an incredible program in that it empowers an employee's own doctor — someone they know and trust — to improve their health," said Kristen Miller, Manager of Global Health and Welfare Plans for Westinghouse.

DEVELOPING A UNIQUE APPROACH TO WELLNESS INCENTIVES

In 2011, Westinghouse also developed an integrated Wellness Dollars incentive program to increase participation in its programs. Rather than focusing on cash or prizes, the incentives for participation in wellness activities tied to reduced health plan deductibles, lower health plan premium contributions and increases to short-term disability payouts. Employees could participate in a variety of activities, including on-site programs, online outreach and lifestyle coaching, to earn credit toward these incentives.

The company commissioned ActiveHealth to track employee progress toward these incentives and to help roll out the initiative to employees through ongoing support. It was a testament to success of this relationship that, year after year, Westinghouse continued to expand the scope of its partnership with ActiveHealth.

In fact, ActiveHealth was the recipient of the Westinghouse Vendor of the Year Award in 2011, a program initiated just two years earlier to recognize vendors that deliver outstanding value to the company. Miller attributes that recognition to ActiveHealth's level of service and their ability to apply their technical and clinical expertise to help the company reach its wellness goals.

"ActiveHealth understood how to reach out to our employees — whether it was through telephonic coaching, alerts to their providers, or online wellness resources — and help them develop strategies to improve their overall health," said Miller. "By providing so many different avenues for engagement, we were able to reach people on the road as they traveled, in the office, through their doctor and at home."

ENHANCING THEIR PROGRAMS BASED ON ONGOING FEEDBACK AND PROVEN RESULTS

Westinghouse's efforts to improve the health of its employees continues to evolve and expand as a result of increased participation, employee feedback and performance. For example, the company added a telephonic lifestyle coaching program that is available to all employees based on employee input and the positive

impact of ActiveHealth's telephonic program for care management participants.

Westinghouse has already seen measurable results from all of these programs, including:

- Overall employee engagement in care management increased 44.6 percent in the fourth quarter of 2012 from the year prior.
- Engagement rates for obese and overweight individuals in health and wellness programs reached an impressive rate of more than 86 percent.
- During the same time period, Westinghouse saw a 15-fold increase in engagement—both telephonic and online—in the company's new lifestyle coaching program.
- HRA completions increased 71.6 percent from 3,337 in 2011 to 5,725 in 2012.
- More than 46 percent of employees are participating in the Wellness Dollars incentive program. Of these participants, 31 percent have earned three or more incentives.

And it's not just the company's employees that are taking notice of the program's innovative wellness activities and incentives. In 2012, Westinghouse was named "Healthiest Employer in

"Our goal is to keep the program flexible and easy to use, while enhancing its value for employees," said Miller. "As a result, I believe that we will continue to see significant increases in employee engagement, and ultimately a measurable impact on healthcare quality over time."

Western Pennsylvania" by the Pittsburgh Business Times.

Westinghouse also plans to move toward measuring its success in terms of the actual impact on healthcare quality and not just participation. In 2011, Westinghouse contracted with HDMS, a subsidiary of ActiveHealth, to integrate all of its wellness, clinical and financial data into a single system. Initially, the company plans to use this system to track preventive and ER utilization, health assessment completion, high-costs claims and utilization of urgent care and retail clinics.

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