It’s National Walk & Bike to School Day
175 LA schools are participating!

It’s a good time consider walking or biking to work too!
The City’s commuter program provides $50 per month for walking or biking to work!*

Better Health
★ Physical activity doesn’t need to be complicated. Walking or biking works!
★ Physical activity boosts energy, improves your mood, and combats diseases – for kids too!
★ Walking or bicycling to school helps kids get the regular physical activity they need, while also forming healthy habits for life.

Better Community
★ When families walk or bike to school or work, instead of riding in a car, they help reduce air pollutants emitted by automobiles.
★ Less private vehicles commuting to school reduces traffic congestion, which also improves conditions for pedestrians and bicyclists.
★ As the community sees more people walking and biking, more people feel comfortable walking and bicycling.

The U.S. Department of Health and Human Services recommends 30 minutes of physical activity for adults and 60 minutes for children, per day, at least five days a week.

*The Bike/Walk Subsidy is available to employees who commute to work by bicycle or on foot for at least 51% of his/her commute miles. For more information or to sign up to receive the Bike/Walk Subsidy, see attached.
Are you at risk?

PREDIABETES

86 million American adults—more than 1 out of 3—have prediabetes

9 out of 10 people with prediabetes do not know they have it

Prediabetes is when your blood sugar level is higher than normal but not high enough yet to be diagnosed as type 2 diabetes

Prediabetes increases your risk of:
- Type 2 diabetes
- Heart disease
- Stroke

If you have prediabetes, losing weight by:
- Eating healthy
- Being more active

Can cut your risk of getting type 2 diabetes in half

Without weight loss and moderate physical activity

15-30% of people with prediabetes will develop type 2 diabetes within 5 years

Talk to your doctor about the risk factors, and what you can do to lower your risk. To learn more about diabetes go to www.diabetes.org.
Are you at risk?

Join us for a Diabetes Overview webinar today at 12:00 p.m.

This interactive, lunchtime wellness webinar will discuss lifestyle changes that can help you prevent diabetes. You will also learn about diabetes risk factors and how to build an action plan to minimize those risks.

Registration is not required so just click here and enter password livewell2017.

LIVEwell
Practical Wellness Abundant Support.
Men’s Health

We all need a little maintenance.

Join us for a special lunchtime Men’s Health webinar today at 12:00 p.m. This one hour seminar will help men understand risk factors for certain conditions specific to men, as well as what they can do to achieve good health.

This is a live session where participants can anonymously ask questions via the online chat feature. Registration is not required, so just click here to join the webinar, then enter password livewell2017.
Want to make changes that stick?

Join us for a Healthy Habits webinar today at 12:00 p.m.
Healthy living includes motivation, goal setting, and positive lifestyle changes. After choosing a behavior you want to target, you will learn how to strengthen your motivation and make behavior changes that stick during this interactive lunchtime wellness webinar. Registration is not required so click here to join the session and enter password livewell2017.
Not sure how to eat healthy?
Join the Healthy Eating webinar today at 12:00 p.m.
Food provides our bodies with the energy, protein, essential fats, vitamins and minerals to live, grow and function properly. Learn how to make better choices during this interactive lunchtime webinar.
Registration is not required so click here to join the session and enter password livewell2017.
Not getting good sleep?

Join the Healthy Sleep webinar today at 12:00 p.m.
Sleeping well is vital to good health and wellness. Learn strategies to get your best night’s sleep during this interactive lunchtime webinar. Registration is not required so click here to join the session and enter password livewell2017.
Help For Holiday Stress

An American Psychological Association survey says 8 out of 10 people anticipate increased stress over the holidays.

Set a Budget
Some of the stress you feel over the holidays may have to do with financial pressure. Plan ahead and decide on a realistic budget for gifts.

Get Your Exercise
It may be the last thing on your mind but being active can better your mood and reduce stress. Just 30 minutes, 3x per week can help you maintain a calm mental state.

Pace Yourself
The holidays are particularly stressful when you have too much on your plate. Set realistic expectations. Know your limitations and how to say “no.”

Take Time for You
It’s important to take a breather and clear your mind. Spending as little as 15 minutes alone can take your mind off your to-do list and help reduce your stress.

There’s help: the City’s Employee Assistance Program provides resources to help you manage stress at the holidays and all year long. Find counseling options, articles, self-help, interactive e-learning programs and more at:

Managed Health Network (MHN): Phone: 800-213-5813
Website: www.members.mhn.com Password: cityoflosangeles

Happy Holidays. LIVEwell
Practical Wellness. Abundant Support.

*Stress In America Survey, American Psychological Association, November 1, 2017
Congratulations
WalkPlus Participants!
Six Weeks
2,251 Participants
351 Official Teams
690,657 Miles Traveled

Congratulations Top WalkPlus Teams*

<table>
<thead>
<tr>
<th>Team Name</th>
<th>Name</th>
<th>Department</th>
<th>Team Name</th>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 ** WHAKY'S</td>
<td>Araceli Garcia</td>
<td>El Pueblo</td>
<td>#1** Cakewalk</td>
<td>Sarah Arakelian</td>
<td>Office of Finance</td>
</tr>
<tr>
<td></td>
<td>Kevin Hirose</td>
<td>Personnel</td>
<td></td>
<td>Mina Hanger</td>
<td>Personnel</td>
</tr>
<tr>
<td></td>
<td>Wendy Macy</td>
<td>Personnel</td>
<td></td>
<td>Aram Kouyoumdjian</td>
<td>Personnel</td>
</tr>
<tr>
<td></td>
<td>Hosie Thomas</td>
<td>Personnel</td>
<td></td>
<td>Leo Reyes</td>
<td>Personnel</td>
</tr>
<tr>
<td></td>
<td>Yuri Zelich</td>
<td>Personnel</td>
<td></td>
<td>Garen Yegyarian</td>
<td>City Clerk</td>
</tr>
<tr>
<td>#2 Step Increases</td>
<td>Brett Avasteh</td>
<td>CAO</td>
<td>#3 HEALTH IS WEALTH (SERIOUSLY)</td>
<td>Teresita Dzulogov</td>
<td>Aging</td>
</tr>
<tr>
<td></td>
<td>Elyse Azevedo</td>
<td>CAO</td>
<td></td>
<td>Bertha Hurd</td>
<td>Aging</td>
</tr>
<tr>
<td></td>
<td>Lindsey Estes</td>
<td>CAO</td>
<td></td>
<td>Evelyn Ignacio</td>
<td>Aging</td>
</tr>
<tr>
<td></td>
<td>August Gutierrez</td>
<td>CAO</td>
<td></td>
<td>Sally Ninamouza</td>
<td>Aging</td>
</tr>
<tr>
<td></td>
<td>Derik Pearson</td>
<td>CAO</td>
<td></td>
<td>Hong Yin</td>
<td>Aging</td>
</tr>
<tr>
<td>#4 The Sidewalking Dead</td>
<td>Carlos Barragan</td>
<td>Transportation</td>
<td>#5 POLA LIGHTNING CHICKS</td>
<td>Kurt Arenda</td>
<td>Harbor</td>
</tr>
<tr>
<td></td>
<td>Edgar Giron Orozco</td>
<td>Transportation</td>
<td></td>
<td>Janie Cardamone</td>
<td>Harbor</td>
</tr>
<tr>
<td></td>
<td>Austin Kano</td>
<td>Transportation</td>
<td></td>
<td>JoAnn Esparza</td>
<td>Harbor</td>
</tr>
<tr>
<td></td>
<td>Carlos Rios</td>
<td>Transportation</td>
<td></td>
<td>Stacey Hashimoto</td>
<td>Harbor</td>
</tr>
</tbody>
</table>

*There was a tie for first place, so six teams finished in the top overall.
**While the top two teams tied, special congratulations to WHAKY'S for logging the greatest total miles - 4,084!

Each of the top teams’ members earned a gym bag filled with LIVeWell wellness tools including: Earbuds, Cooling Towel, Jump Rope, Insulated Lunch Bag, Salad Stayfit Kit, Happy Nest Measuring Cups, and more!

Everyone who participated should be very proud of what they accomplished!
Even though the challenge is over, the greatest success comes to those who make a daily habit of physical activity, so keep moving!
City of Los Angeles LIVEness Wellness Program Report
to the Joint Labor-Management Benefits Committee

Submitted by Robin Rager, PhD
Vice President – Health Management, Keenan & Associates

January 4, 2018

I. Introduction

In 2015, the Joint Labor-Management Benefits Committee (JLMBC) approved the formal
development of a program to address the health needs of the employees of the City of Los Angeles,
including chronic conditions such as heart disease, diabetes, hypertension, and depression that are
prevalent in the City’s workforce. The JLMBC supported this initiative by establishing a Wellness
Subcommittee to assist the Personnel Staff with developing the program. This report will provide a)
an overview of the development of the LIVEness program from 2015 to the present, b) an analysis
of the program based on the program initiatives and actions during that timeframe, and c)
recommendations for further program development.

II. LIVEness Wellness Program Overview

During the past two and a half years, the Personnel Department staff, Wellness Subcommitteee, and
others have been involved in an intensive array of tasks to develop the LIVEness program. A yearly
overview of these program development tasks, as well as recommendations and other actions to
support the initial program planning and rollout, is provided below.

2015

• **Initial Wellness Program Recommendations:** The staff and Wellness Subcommittee
  recommended an outcomes-based program that would focus on impacting the prevalence of
  chronic conditions through prevention and treatment strategies, including:
  o Increasing member awareness of their personal health and biometrics
  o Increasing utilization of educational and coaching services
  o Improving outcomes for key health indicators related to metabolic syndrome, BMI,
    nutrition, tobacco use, stress, etc.

• **Areas for Assistance from Contracted Service Providers:** The staff and Wellness
  Subcommittee identified several potential areas for assistance with wellness program
  administration from contracted service providers, including:
  o Strategic planning, with Keenan identified as a resource for assisting with the wellness
    program planning as well as coordination with the Los Angeles City Employees’
    Retirement System (LACERS) wellness program
  o Communication/engagement
  o Wellness education/counseling
  o Data management/benchmarking
  o Programs/campaigns/events
Benefits providers (healthcare, dental, vision, EAP) services related to disease prevention/condition management

- **Need for a Strategic Plan:** To develop and implement the program, the staff and Wellness Subcommittee recommended that a strategic plan for a comprehensive program be developed by early 2016, including:
  - Goals, objectives, and metrics for measuring success
  - Details regarding resource allocation, roles/responsibilities, and expenditures

2016

- **Wellness Staff Appointments:** Two City staff positions were approved to work on developing and coordinating the LAwell program, and a FUSE Corps fellow was appointed for 1-year term to assist with wellness program development.
- **Drafting of the Wellness Services RFP:** Work began on drafting an RFP for contracted services providers for program administration/communications/engagement, data management, and expert wellness-specific consulting services.
- **Marketing Research Activities:** Working with Personnel Department staff, the FUSE Corps fellow directed the development and execution of several marketing research activities for the LIVEwell program, including:
  - Reviewing the City’s current wellness program roles, resources, processes, and tools
  - Conducting a stakeholder analysis
  - Conducting a market assessment to identify best practices, formulate an initial program framework, and identify potential resources to jump-start the program
  - Gathering information on member perspectives regarding wellness-related interests, behaviors, and preferred delivery of the program services and communications

2017

- **Change in Program Direction:** Based on the results of the Wellness State Research conducted by the FUSE Corps Fellow, the staff determined that program development and implementation should take a change in direction:
  - Instead of a comprehensive program model approach using a TPA to provide administrative, data management, and counseling services, the staff recommended an incremental approach with an initial focus on event/engagement oversight, onsite engagement representatives, marketing services, and website content/support.
  - Consequently, the scope of work for the wellness services RFP was revised to solicit those specific services.
- **Phased-In Program Development:** Also based on the Wellness State Research findings, the staff recommended that the program be developed in phases with an initial focus on:
  - Impacting personal lifestyle and health behaviors, not physical ailments
  - Implementation of an evidence-based initiative that integrates lifestyle behavior programs with provider partner resources, with four basic program components: Prevention, Nutrition, Physical Activity/Exercise, Stress Management
  - Moving from a participation-based program design toward an employee-centric engagement-based design
• Providing a variety of activities to appeal to varied audiences, e.g., live events, educational tools, and interactive resources.
• Pilot testing program activities to inform the program design as it is built
• Creating a wellness culture throughout the workforce
• Provision of meaningful incentives
• Addressing the needs of two basic wellness program user segments: Novice and Competent
• Tracking some basic measures now and set up a more complete measurement system further out, to determine program success
• Determining ROI (return on investment, e.g., medical costs, productivity, etc.) vs VOI (value on investment, e.g., morale, talent acquisition/retention, company loyalty, etc.)

• **Wellness Program Services RFP Process:** The Wellness Program Services RFP was released in June 2017 and eight proposals were received by the submission deadline:
  o Two proposals were received for the Wellness Engagement category and six for both the Wellness Engagement and Website/Data Management Services categories.
  o Two of the proposals that were submitted for both categories failed to meet the initial requirements and were disqualified.
  o The six proposals are currently under review by the review panel composed of the wellness program staff members, with assistance from the FUSE Corps Fellow and Keenan consultant.

• **FUSE Corps Fellow Appointment Extended:** The FUSE Corps Fellow contract was extended for an additional 12 months through September 2018.

• **Wellness Program Activities/Events:** Several initial wellness activities and events were implemented during 2017, including:
  o Financial Wellness Workshop
  o Vision Pop-Up Clinics
  o Flu Shot Clinics
  o Biometric Screening Clinics
  o Wellness Education Classes
  o WalkPlus Walking Program
  o Outreach communications and resource information to City department heads and a training workshop for managers to encourage their support of a culture of wellness
  o Wellness emails to employees to promote program activities and events
  o Wellness Champion Survey and recruitment of employees to volunteer as LIVEwell Wellness Champions

**III. LIVEdwell Wellness Program Analysis**

Much has been accomplished since the beginning of the City of Los Angeles wellness program development process in late 2015, including the collection of an impressive amount of marketing research information on the perspectives of City employees and stakeholders, as well as study results and feedback from wellness programs at other U.S. cities.

Based on this wealth of information, the Personnel Department staff and Wellness Subcommittee have conducted considerable initial planning, and have begun a “soft” launch of the LIVEdwell program for 2017/18, including:
o Formulation of a short-term program plan, with general goals and objectives focused on program awareness, participation, engagement, and behavior change
o Pilot testing of some initial-phase program activities
o Identification of some preliminary metrics for measuring program progress and success

This carefully deliberate, pilot-test approach to building a wellness program for the City has been useful in the preliminary introduction of the LIVEwell program to the employees, and the initial activities have demonstrated the value of taking an employee-centric approach. However, it is now imperative to move forward with the next phase of development to craft a comprehensive integrated wellness program that will fully utilize the programmatic and financial resources available from the carriers, as well as the wellness services offered by third-party contractors. A more robust program configuration will be critical to achievement in the near future of the health improvement outcomes expected by the JLMBC and the City’s leadership.

IV. Recommendations for Further Development of the LIVEwell Program

Based on the analysis above, the following recommendations are provided for consideration by the Personnel Department staff and Wellness Subcommittee for the further development of LIVEwell into an effective, high-impact employee wellness program:

1. Craft a detailed multi-year strategic plan designed to impact employees across the health continuum (healthy, at risk, chronic/acute conditions), including a program timeline, specific measurable goals and objectives (process, impact, and outcome), and program evaluation methodology.
2. Determine the appropriate evidence-based best-practice program components that will be needed to support the strategic plan and the program goals/objectives, and acquire the appropriate services to provide those components through a) the healthcare carriers and b) a third-party vendor that can provide a broad base of integrated services, including communications, engagement, and support for all City employees across the health continuum.
3. Involve the City’s healthcare carriers (Kaiser Permanente, Anthem Blue Cross, MHN, Delta Dental, and EyeMed), third-party service contractors, Keenan consultants, and other appropriate entities in the strategic planning process to facilitate program services integration and coordination for wellness, prevention, and condition management services.
4. Based on the marketing research findings, develop wellness communications, promotions, and program offerings that are tailored to the preferences, interests, user level (Novice, Competent).
5. Design a flexible rewards system to promote engagement in the appropriate health behaviors and condition management.
6. Work with the LACERS Well retiree wellness program to share resources and coordinate the two programs to provide a relatively seamless transition from the active employee program to the retiree program.