Date: August 2, 2018
To: JLMBC
From: Staff
Subject: LAwell Benefit Service Provider Summits

RECOMMENDATION
That the JLMBC receive and file staff report including the report from Keenan & Associates (Keenan) regarding the LAwell Benefit Service Provider Summits.

DISCUSSION
In response to recommendations made by Keenan in its City of Los Angeles LIVEwell Wellness Program Report, presented to the JLMBC on January 4, 2018, staff initiated a series of quarterly LAwell Benefit Service Provider Summits. The goal for these summits was to create a group structure for what had in the past been individual carrier meetings; and further develop a goals and outcomes approach to evolving services, fully utilizing benefit service provider resources, and improve member outcomes. Targeted areas included but were not limited to preventive services, condition management, wellness, communications, and data management. Keenan will present their report regarding the progress of these summits (Attachment A).

On March 30, 2018, Keenan convened the first of the benefit service provider summits. In attendance were representatives for Anthem Blue Cross, City of Los Angeles Personnel Department, Delta Dental, EyeMed, Los Angeles City Employees’ Retirement System (LACERS), Kaiser Permanente, Keenan, MHN, Segal, and Standard. Attendees discussed the purpose, vision, and process of the goal-driven summits.

Benefit service providers were asked to look at their current toolboxes for resources that could be used to address the key health issues among the City’s workforce, but to also come up with proactive strategies that are innovative. Providers were asked to explore the collection, tracking, sharing, and reporting of metrics to measure progress on impacting key health issues. Also, strategies for communicating and engaging employees to promote wellness and health management program participation were included as items for providers to explore.

To prepare for the subsequent summit in July, providers were asked to identify goals, strategies to support those goals and metrics for tracking and evaluating progress in meeting the goals as part of “homework” that providers would submit to Keenan. The Benefit Service Provider Health Management Program Goals and Strategies matrices submitted by the service providers are attached for reference as Attachment B.
On **July 10, 2018**, Keenan hosted the second LAwell Benefit Service Provider Summit. In attendance was staff representing Anthem Blue Cross, City of Los Angeles Personnel Department, Delta Dental, EyeMed, LACERS, Kaiser Permanente, Keenan & Associates, Segal, and Standard. David Sanders of the JLMBC also participated in the summit.

Discussed at this summit were opportunities for benefit service provider collaborative communication, mobile health resources, diabetes prevention programs, and integrated total worker health programs. Attendees discussed data collection and sharing for monitoring, evaluating, and benchmarking with other municipal populations and programs.

For the next summit in September, benefit service providers will continue to define their data tracking and reporting processes, and timelines for reporting. Personnel staff and Keenan will schedule follow-up meetings with summit attendees. The meetings will focus on key topics and collaborative strategies.

Submitted by: ____________________________

Isaias Cantú

Approved by: ____________________________

Steven Montagna
City of Los Angeles LAwell Benefit Service Provider Summit
Summary Report to the Joint Labor-Management Benefits Committee

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

August 2, 2018

I. Introduction

In response to recommendations made by Keenan in its City of Los Angeles LIVewell Wellness Program Report, presented to the Joint Labor-Management Benefits Committee (JLMBC) of January 4, 2018, the Personnel Staff initiated a series of quarterly LAwell Benefit Service Provider Summits. The first summit was held on March 30, 2018, with attendance by 15 benefit service providers representing Kaiser Permanente, Anthem Blue Cross, MHN, Delta Dental, EyeMed, and Standard, along with Personnel Staff, consultants from Keenan and Segal, and guests from the LA City Employees’ Retirement System (LACERS). At the second summit, held on July 10, 2018, 14 representatives of those same service providers attended (with exception of MHN), along with the Personnel Staff, consultants, and LACERS guests. The next summit will be scheduled for September.

Summaries of the discussions and outcomes from these first two summits are provided below.

II. Purpose, Vision, and Goals of the Summits

In preparation for the summits, Personnel Staff and the Keenan health management consultant (Robin Rager) developed the purpose, vision, goals, and process for the summits.

Statement of the Purpose: The purpose of the conducting the summits is to collectively work with City of Los Angeles benefit service providers to develop and report on goals, strategies, and metrics focused on improving outcomes for the City’s civilian benefits program in the areas of preventive services, condition management, wellness, communications, and other health management programs and services.

Vision: To create a comprehensive, integrated, evidence-based health, service, and wellness management approach, with demonstrated value through positive health, quality of life, and service outcomes.
**Goals:**

1. Identify goals, strategies and programs aimed at addressing the health issues of City employees.
2. Identify opportunities for integration and collaboration through those strategies.
3. Determine appropriate metrics and reporting protocols for identifying and tracking of key health indicators, health behaviors, program participation, benefits services utilization and costs, and other relevant data to identify problems, monitor progress, and evaluate outcomes and program success.
4. Determine how data elements can be coordinated and shared among the City’s benefit service providers, including the wellness third-party data administrator.
5. Report ongoing on status of goals, strategies, and metrics.

**The Process:**

1. Each benefit service provider will be asked to propose an initial set of specific goals along with strategies and metrics.
2. Each summit will provide an opportunity for the results of these efforts to be shared with the full group.
3. Successful strategies can be refined and expanded; unsuccessful strategies can be revised or replaced.
4. Sharing results and engaging our collective wisdom will help us move more quickly and efficiently to best practices and successful outcomes.

**III. Summary of the March 30, 2018 Summit**

**Attending:** Kaiser Permanente, Anthem Blue Cross, MHN, Delta Dental, EyeMed, Standard, Personnel Staff, Keenan, Segal, LACERS

**A. Opening Comments (Steve Montagna):**

- The purpose, vision, goals, and process of the summits were introduced to the attendees.
- In these summits, discussions should focus on a broad, comprehensive, proactive approach that goes beyond just wellness and encompasses all aspects of the health and well-being of City employees.
- The vision for the summits is goal-driven: What can we do collaboratively to be more effective in promoting and supporting the health of the City’s workforce?
B. The Process: Thinking Inside and Outside of the Box

Addressing Key Health Issues

❖ The benefit service providers were challenged to look at their current health and wellness toolboxes for resources that could be used to address the key health issues among the City’s workforce and their families, but to also think outside of the box to come up with some innovative strategies that can take the City’s worker health initiatives to the next level:

- What are some current programs and resources that providers could use to address key health issues through behavior change and condition management?
  - Prediabetes and Diabetes
  - Prehypertension and Hypertension
  - Overweight and Obesity
  - Stress/Depression
  - Other Health Issues

- What would be on each provider’s wish list of what they would like to be able to do to more effectively impact those health issues?

- How could they collaborate with other providers to make the wish list ideas happen?

- How can worker’s comp services be better integrated into the health management model, through both a proactive prevention approach and coordination of aftercare with the wellness program services?

❖ Kaiser Permanente (KP) pointed out that KP’s care management, unlike other providers such as Anthem, is not opt-in; members with chronic conditions are automatically enrolled in condition management.

❖ Some ideas presented by attendees included:
  - Targeting maternity with monthly classes, not carrier-specific
  - Mobile apps and diabetes prevention programs

❖ LACERS shared the success of some of their health management initiatives that have been implemented for the City retirees, including campaigns to promote dental and vision exams and preventive health screenings/immunization; communications distributed by both email and direct mail; annual wellness extravaganzas for LACERS members; technology workshops; the establishment of a wellness champions group; and open enrollment activities. The benefits of wellness initiative collaboration of the City’s active employee and retiree programs was also discussed, and Montagna will be exploring and encouraging such collaboration.

Collecting, Tracking, Sharing, and Reporting Metrics

❖ The providers were asked to explore the collection, tracking, and reporting of health-related metrics on their members:

- What are some examples of reportable and measurable metrics that the providers could use to measure progress on impacting key health issues?
  - Health conditions
  - Biometrics and other clinical measures
  - Health-related behaviors
KP indicated that there were many issues involved with sharing data on KP members, but that their abilities to share and collaborate with other providers could be further explored. They will also give some thought to how Kaiser can pursue some innovative wellness approaches and do some targeted outreach to City employees.

There was further discussion among the providers about how they might be able to share data and referrals to co-manage employees with health risks or conditions; they will come back with some specific strategies for presentation at the next summit.

Communication and Engagement

The providers were asked to explore some strategies that they could use to communicate with employees to promote wellness and health management program participation and engagement:

- Digital
- Mobile
- In person
- Mail
- Other

They were also asked to see what mechanisms they can use to communicate with members, and how managers can be messengers.

Further discussion focused on what each provider could use to best communicate to their diverse member groups and the optimal timing for those communications.

Other Discussion

Representatives of the wellness services third-party administrator (to be determined) will be included in future summit meetings. The TPA will provide a platform for integrating much of the provider data and performing targeted communications tailored for each individual.

C. Next Steps

The benefit service providers were told they would receive “homework” following the meeting to complete for the next summit, scheduled for July 10th.

Their assignment for presentation at that summit will be to identify specific goals, strategies to support those goals, and metrics for tracking and evaluating progress in meeting the goals.
IV. Summary of the July 10, 2018 Summit

Attending: Kaiser Permanente, Anthem Blue Cross, Delta Dental, EyeMed, Standard, Personnel Staff, Keenan, Segal, LACERS

A. Opening Comments (Steve Montagna):

❖ The purpose, vision, goals, and process of the summits were again reviewed and discussed with the attendees.
❖ The City of LA would like to promote a goal-driven approach for offering benefits to improve member outcomes.
❖ Limeade was chosen as the City’s wellness services provider and will serve as a hub for processing health and wellness data and targeted communications to support the health management initiatives.

B. Health Management Program Goals and Strategies: Collaboration and Connection

As requested by the Personnel Staff as an assignment for the July 10th summit, each of the five benefit service providers completed a Health Management Program Goals and Strategies matrix to delineate how they propose to support further development of the LAwell and LIVEwell programs. In their matrices, they identified a) program goals, b) the types of services (wellness, preventive service, condition management, communications, other) that would be provided to support the goals, c) specific strategies that would be implemented, d) the metrics to be used for tracking and evaluating progress in attaining the goals, d) the timelines for completing the strategies, e) estimates of any additional costs associated with the strategies, and f) the person(s) responsible for implementing each strategy. The matrices presented by the service providers at the summit are listed in the Appendix.

Summary of the Health Management Program Goals and Strategies Discussion

The discussion surrounding the Health Management Program Goals and Strategies matrices focused on the following key topics:

Communication and Engagement

❖ Collaboration among the medical, dental, vision, and worker’s compensation providers in co-branding and cross-promoting wellness, preventive care, and condition management services to members.
❖ Pushing registration on the service providers’ websites and mobile apps for member access to electronic resources; promoting sign up during open enrollment.
❖ Messaging and engagement outreach/support across members of all providers through integration with the Limeade platform and mobile app; personalization to members based on...
age, gender, ethnicity, health status, health behaviors, compliance/adherence, etc.; would serve as a mechanism for promoting culturally responsible engagement.

- Provision of two Limeade staff members on-site at City Hall to help employees navigate the wellness services and utilize health management resources.
- Communications resources (e.g., kiosks, communication materials) provided on-site at various City work locations besides City Hall.
- Use of incentives to promote program participation, behavior change, etc.

Mobile Health Resources

- Provision of “pop-up” and mobile health and wellness clinics on-site by all City of LA health benefits service providers at key work locations to remove barriers to receiving care.
- Promotion of member utilization of the service providers’ telemedicine resources (web-based, mobile apps, kiosks) for medical and mental health services.

Diabetes Prevention Programs

- Provision of Diabetes Prevention Programs (DPPs) for all members.
- Use of Anthem and KP DPPs, offered at no cost to their members.

Integrated Total Worker Health Programs

- Implementation of integrated total worker health programs through coordinated “return to work and stay at work” strategies that could be integrated with the City’s wellness program.
- Exploration of Standard’s Workplace Possibilities Program and KP’s Kaiser on the Job Program.

Data Collection, Management, and Benchmarking

- Collecting baseline data on health-related metrics (biometrics, health risks, chronic conditions, health behaviors, healthcare, preventive care, utilization and cost, program participation, etc.) for monitoring, evaluation, and benchmarking with other city populations and programs.
- Sharing of data among providers, using the Limeade integrated database as the data hub; issues related to the data-sharing.

C. Next Steps

- For the next summit, benefit service providers will further define their data tracking and reporting processes, and timelines for reporting.
- Personnel Staff and Keenan consultant will schedule separate follow-up meetings with the summit attendees that focus on addressing the key topics and collaborative strategies; progress reports will be provided at the next summit.
- Representatives from Limeade and Optum (the City’s new EAP provider, effective 1/1/19) will invited to attend future summits.
- The next quarterly summit will be held in September, based on availability of the Personnel Staff, benefit service providers, and consultants; Keenan will send out a Doodle poll to determine the optimal date and time.
# APPENDIX
City of Los Angeles Benefit Service Provider Health Management Program Goals and Strategies

<table>
<thead>
<tr>
<th>Service Provider:</th>
<th>Kaiser Permanente</th>
<th>Date: 7-9-18</th>
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<table>
<thead>
<tr>
<th>Program Goal</th>
<th>Type of Service</th>
<th>Strategies</th>
<th>Metrics for Tracking/Evaluation</th>
<th>Timeline</th>
<th>Est Addnl Cost</th>
<th>Person(s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase utilization of <strong>Personal Action Plan</strong></td>
<td>W,P,CM</td>
<td><strong>Communications:</strong> Mail and email about Personal Action Plan</td>
<td>Reporting</td>
<td>1/1/19-12/30/19</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Because “well-being” is multi-faceted, provide resources on multiple pillars of well-being (physical, social, financial, career and community)</td>
<td>W</td>
<td><strong>Program:</strong> Onsite and online classes, resources on KP website <strong>Communications:</strong> LIVWell website/app, KP website/app</td>
<td>Number of resources, tools, and program offerings communicated to KP members</td>
<td>1/1/19-12/30/19</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Increase utilization of <strong>telephonic health coaching</strong></td>
<td>W, P, CM</td>
<td><strong>Communications:</strong> Mail and email, LIVWell website/app, KP website/app, posters at city dept locations</td>
<td>Reports</td>
<td>1/1/19-12/30/19</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td><strong>Culturally Responsive Engagement:</strong> Increase health information in languages other than English</td>
<td>W, P, CM, C</td>
<td><strong>Communications:</strong> Targeted mail and email, LIVWell website/app, posters at city dept locations</td>
<td>Reporting to show increase in engagement by KP members who report speaking languages other than English</td>
<td>1/1/19-12/30/19</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Promote a <strong>“Healthy Campus”</strong> environment to improve health of City of LA Employees.</td>
<td>W</td>
<td>Kaiser Permanente Toolkits: Tobacco free campus Healthy Eating Healthy Meetings Stress Management</td>
<td>Self-reported by City Wellness Staff</td>
<td>1/1/19-12/30/19</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

1. **W**=Wellness, **P**=Preventive Service, **CM**=Condition Management, **C**=Communications, **O**=Other
2. Indicate any additional cost to the City of LA, if any.
## City of Los Angeles Benefit Service Provider

### Health Management Program Goals and Strategies

<table>
<thead>
<tr>
<th>Program Goal</th>
<th>Type of Service¹</th>
<th>Strategies</th>
<th>Metrics for Tracking/Evaluation</th>
<th>Timeline</th>
<th>Est Addnl Cost²</th>
<th>Person(s) Responsible</th>
</tr>
</thead>
</table>
| **Mobile Health Consumer**        | C, O             | **Program:** Mobile Health Consumer is a smartphone and tablet application that provides a personalized digital health experience for the City’s Anthem members. The application serves as a convenient way to link members to Anthem clinical programs, which will ultimately drive engagement in these programs. Mobile Health can be used as a messaging tool for other City programs and events – including webinars, Open Enrollment or wellness events – as well as dental, vision and EAP program messaging at no cost. Mobile Health Consumer can also be offered to Kaiser participants at an extra cost if the City would prefer a single mobile messaging platform across all their plans. **Communications:**  
  - Targeted message from City to Anthem members encouraging them to download the application  
  - Registration reminder emails from Mobile Health.  
  - Use Mobile Health as a messaging tool to announce/promote City’s wellness initiatives and events  
  - Use LIVEWell site to encourage members to register for the application | Mobile Health Consumer monthly registration report | 8/1/18-7/31/19 | Est $5,000 annually from City for incentives – including registrations, program and activity completions. Incentives are tied to point values tracked and fulfilled by Mobile Health Consumer. Can be deducted from City’s annual discretionary wellness fund check. | Mobile Health will also fund a quarterly raffle of Amazon Gift Cards and a Google Home. | Andrew Richards  
  andrew.richards@anthem.com  
  (818) 632-9627  
  Lauren Emerson – Mobile Health Consumer  
  Lauren@mobilehealthconsumer.com  
  (949) 295-6217  
  Christopher Tompkins  
  Christopher.tompkins@anthem.com  
  (916) 546-6793 |
- Posters at locations with high City employee traffic
- Lunchtime presentation/recorded webinar regarding Mobile Health Consumer, and include information in open enrollment communications

**Incentive:**
- Mobile Health will sponsor a quarterly raffle to encourage registrations
- Registration raffle/challenge should have a deadline (e.g., 30 days) to create sense of urgency
- Mobile Health assigns point values for completion of Health Risk Assessments and other programs. Incentives/gift cards can be tied to point values

**LiveHealth Online (Medical/Behavioral Health)** - Increase registrations by up to 5% of the City’s total Anthem membership. Currently 2.35% of Anthem members (516) are registered for LiveHealth Online.

**Program:**
LiveHealth Online is an innovative way for City employees to connect with board-certified doctors through two-way live video from their smart phone, tablet or computer with a webcam. Doctors are available 24/7 to help with common illnesses such as colds, allergies or the flu. With LiveHealth Online, members can receive medical advice, a diagnosis and even a prescription (if needed) - 24 hours a day, 7 days a week. LiveHealth Online is more convenient and less expensive than other health care delivery options (e.g., ER, urgent care, retail health clinics).

Additionally, Anthem members have the ability to see a psychologist, psychiatrist or therapist in just a few days through LiveHealth Online, which will benefit members currently seeking care for mental health. Therapists and psychologists offer flexible daytime, evening and weekend appointments. In most cases members can make an appointment within 4 days or less.

**Number of registrations identified in monthly LiveHealth Online registration report**

<table>
<thead>
<tr>
<th>Date</th>
<th>Registrations</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/1/18-7/31/19</td>
<td></td>
<td>Andrew Richards&lt;br&gt;<a href="mailto:andrew.richards@anthem.com">andrew.richards@anthem.com</a>&lt;br&gt;(818) 632-9627</td>
</tr>
<tr>
<td>Program:</td>
<td>Communications:</td>
<td></td>
</tr>
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<td>----------</td>
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</tbody>
</table>
| LiveHealth Online is an innovative way for City employees to connect with board-certified doctors through two-way live video from their smart phone, tablet or computer with a webcam. Doctors are available 24/7 to help with common illnesses such as colds, allergies or the flu. With LiveHealth Online, members can receive medical advice, a diagnosis and even a prescription (if needed) - 24 hours a day, 7 days a week. LiveHealth Online is more convenient and less expensive than other health care delivery options (e.g. - ER, urgent care, retail health clinics). | • Targeted message from Personnel to Anthem members encouraging them to download the LiveHealth Online application  
• Use LIVEwell site to encourage members to register for the LiveHealth Online application  
• LiveHealth Online Posters at locations with high City employee traffic  
• Messaging from Mobile Health Consumer users encouraging them to register for LiveHealth Online.  
• Lunchtime presentation/webinar regarding Mobile Health Consumer and LiveHealth Online, and include information in open enrollment communications |

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<tr>
<th>Incentive:</th>
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</table>
| • Opt into Anthem-funded incentive campaign each spring and summer (to coincide with Cold & Flu Season/Vacation Season)  
• Tie LiveHealth Online to a point value in Mobile Health consumer app, which can be used for incentives |

<table>
<thead>
<tr>
<th>Avoidable Emergency Room Visits – Reduce by up to 5%</th>
<th>CM, O</th>
</tr>
</thead>
</table>

| Total Avoidable Emergency Room Visits identified in Anthem monthly Emergency Room – Savings Opportunity Analysis Report | 8/1/18-12/31/19 |
| Andrew Richards | N/A |
| andrew.richards@anthem.com | (818) 632-9627 |
| Solera Diabetes Prevention Program (DPP) | Program:  
- Increase program participation to 300 members (currently 27 members enrolled). | Registered users identified in Solera monthly report | N/A – total incentive costs noted above. | Christopher Tompkins  
Christopher.tompkins@anthem.com  
(916) 546-6793 |
|----------------------------------------|--------------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|
| - Member communication via Mobile Health Consumer promoting LiveHealth Online and educating on urgent care resources outside of hospital setting | Opt into Anthem-funded incentive campaign each spring and summer (to coincide with Cold & Flu Season/Vacation Season) | 8/1/18-7/31/19 | Solera will fund a separate incentive if permitted to conduct member email campaign. | Lesley Odoom  
Lesley.odoom@soleranetwork.com  
(323) 419-2572 |
| - Promote Heal House Calls via Mobile Health Consumer application as an alternative to traditional primary care visits to encourage convenient utilization for busy members | Tie LiveHealth Online registrations to a point value in the Mobile Health consumer app, which can be used for incentives | | | Andrew Richards  
andrew.richards@anthem.com |
| - Mobile Health Consumer push messages to members based on their actual low-intensity ER claims | | | | |
| Behavioral Health Resource/myStrength – increase myStrength participation to 1% of the City’s Anthem population | CM, W, P | Program | Part of Anthem’s Behavioral Health Resource (BHR) program, myStrength is a free online and mobile program that supports emotional health and wellness. The program’s tools and resources are available to help members manage a range of issues, from addiction, anxiety, chronic pain, depression, sleep problems and stress. Communications: | Registered users identified in myStrength monthly report | 8/1/18-7/31/19 | N/A – total incentive costs noted above. | (818) 632-9627

Andrew Richards
andrew.richards@anthem.com
(818) 632-9627

Nina Hemingway
Nina.hemingway@anthem.com
(818) 545-6496 |

1 W=Wellness, P=Preventive Service, CM=Condition Management, C=Communications, O=Other
2 Indicate any additional cost to the City of LA, if any.
## Health Management Program Goals and Strategies

**Service Provider:** The Standard  
**Date:** 07-06-18

<table>
<thead>
<tr>
<th>Program Goal</th>
<th>Type of Service</th>
<th>Strategies</th>
<th>Metrics for Tracking/Evaluation</th>
<th>Timeline</th>
<th>Est Addnl Cost</th>
<th>Person(s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Workplace Possibilities Program (WPP)</td>
<td>W,P</td>
<td>Program: Proactively identify opportunities to keep employees on the job and get those who go out on disability absences back to work quicker via an assigned coordinator and on-site consultant. &lt;br&gt;&lt;br&gt;Communications: The process would be specifically tailored to the City. Often stay at work (SAW) candidates are identified through the employee’s supervisor. The assigned coordinator at The Standard assesses all new approved STD claims on a weekly basis, with the exception of routine maternity and mental health claims, and identifies employees to be offered WPP services. Member communication is tailored to the individual situation. &lt;br&gt;&lt;br&gt;Incentive: For the City, process support, productivity cost reduction and disability program savings are major benefits. For members, assistance with a disability or preventing one often helps them continue to earn more, potentially reduce medical bills and help with their overall morale.</td>
<td>Regular Reports</td>
<td>3-6 Months Estimation (depends on City support/engagement; The Standard recommends kicking off by presenting program and gauging interest of internal stakeholders)</td>
<td>Costs are funded through the Reasonable Accommodation Expense benefit in the existing contract (no additional cost to the City)</td>
<td>It would be ideal to have the City designate an internal “champion”; Jennifer Stevens can coordinate program implementation for The Standard (<a href="mailto:jennifer.stevens@standard.com">jennifer.stevens@standard.com</a>, (971) 31-4700)</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Service Provider: EyeMed Vision Care</th>
<th>Date: July 11, 2018</th>
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</thead>
<tbody>
<tr>
<td><strong>Program Goal</strong></td>
<td><strong>Type of Service¹</strong></td>
</tr>
<tr>
<td>Increase member awareness</td>
<td>W, C</td>
</tr>
<tr>
<td>Increase member awareness</td>
<td>W, C</td>
</tr>
<tr>
<td>Increase member awareness</td>
<td>W, C</td>
</tr>
<tr>
<td>Increase member awareness</td>
<td>W</td>
</tr>
<tr>
<td>Increase exam utilization</td>
<td>W</td>
</tr>
<tr>
<td>Encourage annual exam behavior for high-risk mbrs</td>
<td>W, C</td>
</tr>
<tr>
<td>Vision Wellness report</td>
<td>O</td>
</tr>
<tr>
<td>Provider Referrals</td>
<td>CM</td>
</tr>
</tbody>
</table>

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² Indicate any additional cost to the City of LA, if any.
### City of Los Angeles Benefit Service Provider

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<th>Health Management Program Goals and Strategies</th>
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<tbody>
<tr>
<td><strong>Program Goal</strong></td>
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<td>-------------------</td>
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</tbody>
</table>
| Increase use of preventive services | P, W | **Program:** Campaigns to promote dental cleanings/exams  
**Communications:** Webinars, posters, target non-utilizers directly via mail or via current online users  
**Incentive:** Spin toothbrushes for drawing of employees who received cleaning | Quarter utilization reports | 1/1/2019-12/31/2019 | Unit cost varies by type  
Battery operated: $10  
Chargeable electric toothbrush: $22 | Kristen Warren  
kwarren@delta.org  
562-403-4039 |
| Provide additional dental services for members with diseases associated with oral health | W, P, CM | **Program:** Delta SmileWay program  
**Communications:** OE announcement  
**Incentive:** None | Annual | 1/1/2019-12/31/2019 | $35,000 annually or 0.2% of premium for PPO plan only | Kristen Warren  
kwarren@delta.org  
562-403-4039 |
| Improve maternal health and birth outcomes | W, P | **Program:** Extra benefits for pregnant woman  
**Communications:** Partner with current maternity program, webinars  
**Incentive:** None | None | Any | No cost, current benefit | Kristen Warren  
kwarren@delta.org  
562-403-4039 |
| Nutrition Habits | W | **Program:** None  
**Communications:** Partner with current medical program to integrate dental, webinars, provide recipes  
**Incentive:** None | None | Any | None | Kristen Warren  
kwarren@delta.org  
562-403-4039 |

1. **W**=Wellness, **P**=Preventive Service, **CM**=Condition Management, **C**=Communications, **O**=Other
2. Indicate any additional cost to the City of LA, if any.