Date: September 5, 2019

To: JLMBC

From: Staff

Subject: LAwell Program Health and Wellness Strategic Initiatives for Fiscal Year (FY) 2019-20

RECOMMENDATION

That the JLMBC adopt the following health and wellness strategic initiatives for FY 2019-20:

(a) Conducting a review of the LAwell Program benefits menu to identify best practices in other comparable employer sponsored programs and opportunities to improve upon the current benefit menu design.

(b) Continuing efforts to improve accountability from the City’s benefit service providers in key areas such as wellness and prevention outcomes and population health outcomes.

(c) Developing and launching an engagement campaign focused on preventive services utilization.

(d) Developing a communications campaign to promote use of all virtually-accessed LAwell Program provider resources (including Telemedicine, Behavioral Health, and Mobile services).

(e) Developing a pilot On-Site Kiosk Program for LAwell Program members to access health plan services.

(f) Developing a proposal for a consolidated Employee Wellness Center (including an On-Site Clinic, Fitness Center, Telemedicine Room, and other Health and Wellness Resources) to be located at a current or new City facility.

DISCUSSION

A. Background

The Personnel Department has established an internal process whereby each of its Divisions reports on a bi-monthly basis to Department management regarding key goals and metrics for its primary functions for each fiscal year. Employee Benefits Division is moving to incorporate health and wellness statistics, goals, and strategic objectives for the LAwell Program. Simultaneously, as the JLMBC is aware, staff and Keenan and Associates (Keenan) have been
working with LAwell Program benefit service providers to develop a structure for ongoing review of key data, goals, and metrics related to member outcomes for each provider.

To improve the consistency of reporting and alignment of goals and strategies, staff is recommending that the JLMBC approve certain key health and wellness strategic objectives for the LAwell Program for FY 2019-20. These strategic objectives are summarized and discussed in detail as follows.

(1) **Benefits Menu Review**

At its meeting on May 17, 2019, the JLMBC established an Ad Hoc Plan Design Subcommittee (Subcommittee) to work with staff and LAwell Program consultants to (a) assess the current status of the LAwell Program plan and benefit menu design; (b) identify best practices in other comparable employer-sponsored programs; and (c) recommend strategies for design improvements consistent with the staffing and administrative resources available to support the LAwell Program. Staff has been working with Segal Consulting to develop discussion materials for the first Subcommittee meeting, which is expected to take place in September 2019.

The JLMBC has already established the mission and tasks for the Subcommittee. Staff recommends that the JLMBC further act to adopt as a strategic initiative for FY 2019-20 conducting a review of the LAwell Program benefits menu to identify best practices in other comparable employer sponsored programs and opportunities to improve upon the current benefit menu design.

(2) **Expand LAwell Program Benefit Service Provider Goals, Reporting, and Strategies for Improved Member Outcomes**

As the JLMBC is aware, in 2018 staff and Keenan initiated a series of ongoing LAwell Program benefit service provider summits. These summits created a group structure for developing a goals-driven approach to coordinating benefit service provider resources, improving member outcomes, and evolving LAwell Program services to members. Targeted areas include preventive services, condition management, wellness services, communications, and data management. As a consequence of these summits, Keenan has been developing data sets collected from LAwell Program benefit service providers for the purpose of creating data dashboards which will be presented to the JLMBC on a quarterly basis. The first such data dashboard report is being presented at the JLMBC’s September 5 meeting.

The use of benefit service provider data and goals to improve member outcomes is already well underway. Staff recommends that the JLMBC further act to adopt as a strategic initiative for FY
2019-20 continuing efforts to improve accountability from the City’s benefit service providers in key areas such as wellness and prevention outcomes and population health outcomes.

(3) Preventive Services Engagement Campaign

As part of its contract with Morneau Shepell (Morneau) to provide benefits Third-Party Administrator (TPA) services for the LAwell Program, Morneau provides certain communications resources for use by the LAwell Program to further its communications objectives. Staff and Morneau have been working to establish a proposal for an initial engagement campaign in 2020 focused on driving improved member outcomes.

Staff believes that an appropriate focus of the first campaign should be on driving greater utilization of preventive services offered by the LAwell Program’s health, dental, vision, and Employee and Family Assistance Program (EFAP) service providers. The campaign would feature practical and measurable steps for LAwell Program members to self-report in use of preventive services, including health screenings, annual dental and vision exams, and certain “preventive” or forward thinking use of EFAP services (e.g. attending health education classes focused on preventing future illness). Morneau’s task will be to create a campaign that is coordinated with and leveraged by Kaiser, Anthem, Delta Dental, EyeMed, and Optum. If appropriate, other LAwell Program benefit service providers may be involved as well. City department management and labor organization support of the campaign would also be key drivers of success.

Staff believes that this campaign will provide an excellent means for coordinating, from a communications and engagement perspective, LAwell Program benefit service providers around important objectives for improving population health. Staff recommends that the JLMBC adopt as a strategic initiative for FY 2019-20 developing and launching an engagement campaign focused on preventive services utilization.

(4) Promote On-Demand (Virtual and Mobile) Health Resources

Telehealth provides individuals with the ability to access care with greater convenience than having to schedule appointments and go to a physician’s office. Both Kaiser and Anthem offer telehealth services allowing members to engage in virtual meetings with healthcare professionals (including behavioral health). By one estimate, 20% to 30% of primary care visits could be handled by a virtual visit, but current utilization of these services is low for Anthem members while Kaiser does not have LA-specific data. In addition, as previously discussed by the JLMBC, “Heal” is a mobile healthcare service provider providing house calls for urgent care, preventive care, and primary care through the LAwell Program’s PPO Plan as an in-network provider.
Promoting on-demand service at the plan-level (rather than vendor level) may promote healthcare prevention and maintenance by virtue of their accessibility and convenience. Creating an LAwell Program branded engagement campaign to promote use of all virtually-accessed services may be more effective than having these resources communicated solely by Kaiser and Anthem. As a result, staff recommends that the JLMBC adopt as a strategic initiative for FY 2019-20 developing a communications campaign to promote use of all virtually-accessed LAwell Program provider resources (including Telemedicine, Behavioral Health, and Mobile services).

(5) On-site Kiosk Pilot Program

As a consequence of inquiries from and discussions with the Mayor’s Office regarding incorporating greater use of technology in providing healthcare services to City employees, staff has been in discussions with Anthem and Kaiser to develop a proposal for creating an On-Site Kiosk Pilot Program. Kiosks are stationary self-service healthcare consoles or enclosed stations providing individuals the ability to access medical care and information at the worksite. Kiosks may provide a mechanism to promote healthcare prevention and maintenance by virtue of their accessibility and convenience. Staff believes that kiosks may provide a cost-effective means of using technology to support LAwell Program members in desired wellness and utilization behaviors.

Consoles are typically viable at locations which have 500 or more employees, while enclosed stations are viable at locations with 1,000 or more employees. Kiosks also require a HIPAA-compliant room (four walls, doors, and a ceiling) with appropriate measurements to accommodate the equipment.

In order to gauge the appetite for these resources, staff proposes creating a pilot program with a modest investment of equipment and space. The JLMBC and staff would then assess utilization and potential refinements to determine if the pilot program should be expanded. Staff therefore recommends that the JLMBC adopt as a strategic initiative for FY 2019-20 developing a pilot On-Site Kiosk Program for LAwell Program members to access health plan services.

(6) Employee On-Site Health & Wellness Center

The City is in the process of executing its Civic Center Master Plan, which is expected to be completed in 2032 and will involve creation of new office towers, including the replacement of the Parker Center building and reshuffling of work and employee locations for a number of City
departments. Also as a consequence of inquiries from and discussions with the Mayor’s Office, staff has been contemplating expanding, consolidating, and centralizing benefit resources provided to City employees. Specifically, staff’s vision could include the following located at a single location:

- **Onsite Clinic** providing combined Kaiser and Anthem resources to provide medical personnel for their respective members.
- **Wellness Center** which may include an on-site fitness center, lactation resources, health information library, classroom space (internal and also potentially outside), massage chairs, meditation room, etc.
- **Employee Benefits Division** providing centralized member support for all benefit-related services.

Developing, consolidating, and centralizing these resources would provide greater convenience and support improved outcomes for LAwell Program members. Staff therefore recommends that the JLMBC adopt as a strategic initiative for FY 2019-20 developing a proposal for a consolidated Employee Wellness Center (including an On-Site Clinic, Fitness Center, Telemedicine Room, and other Health and Wellness Resources) to be located at a current or new City facility.

**B. Conclusion**

Although ambitious, these proposed health and wellness strategic initiatives also represent natural outgrowths of the substantial work engaged in over the last year by the JLMBC, staff, consultants, Mayor’s Office, and benefit service providers to continue the LAwell Program’s journey of innovation and excellence. Staff recommends that the JLMBC adopt the strategic initiatives for FY 2019-20 outlined in this report.

Submitted by: _______________________

Steven Montagna