Date: February 4, 2020

To: JLMBC

From: Staff

Subject: Fiscal Year 2019-20 LAwell Program Health and Wellness Strategic Initiatives Update

RECOMMENDATION
That the JLMBC receive and file the fiscal year (FY) 2019-20 LAwell Program Health and Wellness Strategic Initiatives Update for February 2020.

DISCUSSION
At its meeting on September 5, 2019, the JLMBC adopted 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 benefits 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 Onsite Clinic, Fitness Center, Telemedicine Room, and other Health and Wellness Resources) to be located at a current or new City facility.

This report provides an update on the status of implementing these strategic initiatives.

(1) Benefits Menu Review

Background: 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.
Current Status: The work of the Subcommittee is in full progress. The first Subcommittee meeting was held on September 17, 2019. Segal Consulting (Segal) provided a presentation regarding plan design options and considerations for the LAwell Program, including peer comparisons and evolving employee benefits offerings. The second meeting of the Subcommittee will be held on February 12, 2020. Specific topics for this meeting include reviewing options for:

- Bringing the Dental PPO Plan Design more in alignment with the Health PPO plan design by reducing financial exposure of participants with unexpectedly severe and costly dental needs;
- Promoting the CalPERS long-term care insurance program to LAwell Program members;
- Expanding eligibility for Cash-in-Lieu benefits.

Recommendations from the Subcommittee with respect to long-term care, dental plan design, and Cash-in-Lieu benefits will be presented to the JLMBC at its March 5, 2020 meeting. Staff anticipates that any additional recommendations that are made by the Subcommittee will be presented for the full Committee’s review in the second quarter of 2020 prior to the adoption of the 2021 LAwell Program that occurs in May/June 2020. Ongoing meetings will continue as the Subcommittee continues to study options for enhancing LAwell Program benefit design.

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

Background: In 2018, staff and Keenan and Associates (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 developed data sets collected from LAwell Program benefit service providers for the purpose of creating data dashboards to be presented to the JLMBC on a quarterly basis.

Current Status: The first data dashboard report was presented by Keenan at the JLMBC’s September 5 meeting. The reporting covered a range of metrics including Health Risks, Chronic Health Conditions, Chronic Condition Management, Preventive Care, Dental and Vision Exam Utilization, and Participation/Engagement for employees enrolled in the Kaiser Permanente health plan, Delta Dental dental plans, and EyeMed vision plan for the period ending June 30, 2019. Participation and engagement metrics were also provided for employees and families utilizing services provided by the Employee and Family Assistance Program through Optum for the period ending June 30, 2019. The second data dashboard report was presented by Keenan at the JLMBC’s November 7, 2019 meeting and covered similar metrics for employees enrolled in the Anthem health plan.

Staff is currently working with Keenan on refining the presentation of these data dashboards to highlight key metrics and data points moving forward. Additionally, staff has been working with Keenan to develop and establish benefit service provider goals, strategies, and metrics for measuring success in member outcomes for the LAwell Program. Staff anticipates that this streamlined reporting and an overview of a plan for establishing and measuring benefit service provider performance related to member health and wellness outcomes will be presented at the JLMBC’s March 2020 meeting.
(3) Preventive Services Engagement Campaign

**Background:** The JLMBC approved the creation of a preventive services engagement campaign in 2020 for the purpose of 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 will 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). 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.

**Current Status:** Staff has been working with consultants Segal and Keenan to develop the parameters of the engagement campaign. An initial challenge involved how to collect member representations of having completed specific preventive activities, such as having received a health, dental, or vision exam. As this information is considered Protected Health Information (PHI), it should not be recorded directly with nor maintained as a record by the City. As a result, efforts focused on using the Limeade LIVEwell.la platform for members to participate in the preventive campaign and having Limeade provide any campaign prize awards. The final campaign parameters and elements are being defined and finalized for a July 2020 launch date (coincident with the launch of a new program year for LIVEwell.la).

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

**Background:** 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.

**Current Status:** In connection with developing the preventive services campaign Segal’s communications consultants are creating new educational materials focused on “demystifying” what is required of members to access key healthcare services, including but not limited to preventive services. These materials will address the virtual and mobile health resources provided by LAwell Program service providers and are expected to be finalized for launch on or before July 2020.

(5) Onsite Kiosk Pilot Program

**Background:** 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.
Current Status: Staff held kick-off meetings with Anthem and Kaiser in January 2020 to begin the planning phase of establishing an onsite kiosk pilot program. Initially, Anthem proposed stand-alone consoles/enclosed stations that would require a large amount of space and cost up to $72,000 to install. While this option is still available, staff consulted with Anthem further and determined that a portable kiosk model, named “LiveHealth Online Health Hub” would best fit the City’s needs given the limited space in City facilities. As part of its two year contract extension through 2022, Anthem will provide the City with equipment such as a tablet screen and biometric devices (thermometer, pulse oximeter, blood pressure cuff, and weight scale) for the “Health Hub” which can be set up in any enclosed room that is secure and private.

Similar to Anthem’s “Health Hub,” Kaiser provides a “Virtual Care Room” which is a private, dedicated space where participants can communicate with Kaiser providers at the worksite through chat, phone, or video visit. As part of its two year contract extension through 2022, Kaiser will assist with funding the cost of setting up a “Virtual Care Room” in a dedicated space provided by the City as part of pilot program. Additional rooms may be provided based on the outcome of the pilot program.

Staff is currently working with General Services Department facilities maintenance staff and human resources liaisons at City departments to identify a dedicated space in a City facility that is secure, private, and easily accessible to service both Anthem and Kaiser members as part of this pilot program.

(6) Employee Onsite Health and Wellness Center

Background: 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. The JLMBC is in support of consolidating all employee benefits services and resources at a single location, including the addition of an onsite clinic and wellness center as follows:

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

Current Status: Staff has been in communication with the Office of the City Administrative Office (CAO) regarding this project. The CAO has indicated that this project will not be incorporated into the Parker Center replacement building but can be addressed at a later stage of Civic Center Master Plan development.

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