



Healthy Compassus Program Improvement Analysis and Intervention

May 1, 2013

Submitted to:

Jan Shaffer
Senior Human Resources Consultant
Hospice Compassus
12 Cadillac Drive, Suite 360
Brentwood, TN 37027

Submitted by LOP Student Team:

Jeremy Covert
Lelan Dunavant
Amanda Ellefson
Austin Monahan
Bailey Piercefield

Table of Contents

EXECUTIVE SUMMARY	2
ORGANIZATIONAL ANALYSIS & DATA COLLECTION	4
Pre-Research Conducted	4
<i>Wellness Program Best Practices</i>	5
DATA ANALYSIS AND KEY FINDINGS	7
Identification of Performance Gap(s)	7
<i>Desired Performance</i>	7
<i>Current Performance</i>	8
<i>Summary of Performance Gap(s)</i>	9
Cause Analysis	9
Summary of Key Conclusions Informing Recommendations	11
INITIAL RECOMMENDATIONS FOR PROGRAM	13
Minimizing Time Barriers to Active Participation in Healthy Compassus	13
Incentivizing Participants to Make Participation a Priority	14
Additional Recommendations	14
Alignment with Propel Recommendations	15
ADDITIONAL PROGRAM EVALUATION RECOMMENDATIONS	16
Key Evaluative Categories	16
APPENDICES	18
Appendix A: Inventory of all Data Sources Reviewed	18
<i>Extant Data Sources</i>	18
<i>Interviews Conducted</i>	18
<i>Surveys Administered</i>	18
Appendix B: Healthy Compassus Participant Feedback Survey	19

Tables

Table 1: 2013 Colleague Health Statistics Summary	8
Table 2: Summary of Performance Gaps	9
Table 3: Summary of Website Participation Barriers	11
Table 4: Employee Dashboard Metrics	17
Table 5: Organizational Dashboard Metrics	17
Table 6: Extant Data Sources Reviewed	18
Table 7: Interviews Conducted	18
Table 8: Surveys Administered	18

EXECUTIVE SUMMARY

Hospice Compassus instituted a wellness program, Healthy Compassus, during 2011 in an attempt to create a healthier, happier, and more efficient workforce. About three-quarters of employees enrolling in company insurance enrolled in Healthy Compassus. While enrollment was high, participation was low. A probable cause of low participation is that it was very easy to enroll, and there was little follow-up or accountability. All one had to do to receive the reduced rates the first year was to have a finger prick and complete an online Health Risk Assessment (HRA). In the second year of the program, employees were also charged with creating an account on www.healthycompassus.com and enrolling in the “Apple a Day” challenge, but they were not required to log points or sign in regularly to continue to receive the reduced rates.

Each Hospice Compassus location has a designated Wellness Ambassador who assists in signing colleagues up on the online system and regularly provides wellness updates and tips. While many employees signed up for the wellness program in return for reduced insurance rates, few were taking advantage of the online program and logging fitness points. There was little improvement in employee health from 2012 to 2013. If employees were participating and seeing improvements in their health, Hospice Compassus would expect to see a decrease in healthcare costs.

Leadership interviews, program data, and participant information revealed that leadership currently frames Healthy Compassus program performance in terms of the three primary categories of:

- Category 1 - Healthy Compasses Participation Levels
- Category 2 - Colleague Health Statistics
- Category 3 - Healthcare Expenditures

The scope of this report will focus primarily on the first performance goal category of wellness activity reporting levels using the Healthy Compassus website.

The group found that there were not enough barriers to program entry or participation to keep employees out that were not dedicated to improving their health and wellness (i.e. Enrollment in the program does not necessarily equate to an intrinsic commitment to personal wellness). Additionally, there were no incentives to encourage participants to utilize the website after enrollment, and website usage was minimal, only being used by the few who exercise regularly. One of the major issues with the online platform is the company culture, as most employees are in the field all day and do not have a computer at their disposal. The only time employees gather together is for the monthly all-staff meeting.

Other issues were highlighted through an employee survey:

- Most employees, about 85%, admitted to visiting the website once a year at enrollment or never.
- At the same time, an even higher proportion of employees said they worked out once a day or once a week. Obviously, all of those employees are not logging points.
- The main reason for not visiting the website is that the employees needed more time; this was followed by a desire for the interface to be more user friendly.

Based on the research, data, and employee input, we have offered nine specific recommendation which center around 1) lowering time barriers to participation, 2) incentivizing employees, and 3) additional program management enhancements.

ORGANIZATIONAL ANALYSIS & DATA COLLECTION

This section provides a brief summary of the research conducted as part of the review of the Healthy Compassus Program. Regular contact with the Hospice Compassus team was maintained via phone, email, and in-person interviews whenever there were questions or clarifications required. A full record of information collected and reviewed can be found in Appendix A. During this phase information was collected on the following:

- Data about Hospice Compassus
- Initial data regarding the Healthy Compassus wellness program
- Feedback on Healthy Compassus participant engagement
- Information about competitor wellness programs
- Data about successful wellness programs across the nation

As part of the preparation for the data collection and planning, key stakeholders were identified for the project using the “SCOPE” method:

- *Sponsor/Client*: Jan Shaffer
- *Customer*: Human Resources Department at Hospice Compassus
- *Other practitioners*: External wellness program administrators
- *Participants*: Employees enrolled in the Healthy Compassus wellness program
- *Experts*: Jan Shaffer, Elizabeth Buntin (Cowan representative), Brenna Ganota (Propel representative)

Pre-Research Conducted

The Hospice Compassus website gave information to better understand the organization as a whole—i.e., its mission, vision, values, and key stakeholders:

- Hospice Compassus opened its doors in 1979. It has grown to become a family of community-based hospices spread throughout the nation.
- “Hospice Compassus has a common culture around three core values: Compassion, Integrity, and Excellence,” as stated on the Hospice Compassus Website. Its primary goal is to provide the highest quality service in all of the communities in which they operate.
- Hospice teams are composed of the following medical disciplines; a medical director, patient physician, nurses, social workers and therapists, hospice home health aides/certified nursing assistants, chaplains and bereavement counselors, and trained volunteers. A comprehensive plan of care is directed by the patient and managed by the members of the interdisciplinary team.

Dana Mastropieri, Director of Talent Acquisition, also shared initial information about the wellness program and the Healthy Compassus website provided more specific information about the wellness program which was considered as part of the review of the organizational environment as Hospice Compassus:

- The wellness program was implemented about two years ago and minor changes were made to gain momentum in 2012. With over 60 locations across the nation, there is an equal number of Wellness Ambassadors across these locations to help drive this program.
- All colleagues are made aware of the importance of wellness through regular communication from Human Resources at all-staff meetings and are able to sign up for this program during benefits open enrollment in the fall.
- Enrollees in the program are able to receive reduced “Wellness Rates” for the medical plan if they do the following; on-site biometric screenings, take an online Health Risk Assessment (HRA), and enroll in the company’s “Apple a Day,” competition. The competition takes place online using software provided by Propel. This software allows colleagues to set health and fitness goals and log points/progress toward meeting these goals. Colleagues are also able to find information about nutrition, movement, finances, the employee assistance program, and success stories on the website.

Wellness Program Best Practices

To prepare for the project work, it was important to learn more about wellness programs across the nation and discover what leading organizations are doing as well. This initial research helped gather potential benchmarks and common practices for wellness programs:

- Vanderbilt University Medical Center (VUMC): One of the other organizations offering a comparable wellness program was Vanderbilt University Medical Center (VUMC). Its health and wellness program is for all employees (regular full-time and part-time). The following summarizes key points of their program:
 - They are able to get reduced insurance costs by participating for the “Go for the Gold” program. This program includes three levels; bronze, silver and gold. In order to achieve the bronze level, the employee must complete an online HRA. For each level, employees are awarded \$120, \$180, and \$240, respectively, toward premiums. To achieve the silver level, the employee must do the HRA and complete a Wellness Actions Log. To attain the gold level, the employee must do the HRA, Wellness Actions log, and watch an educational health video online.
 - Vanderbilt has Wellness Commodores throughout the organization to help spread the word about wellness and the wellness program.
 - The Health Plus facility is a gym located on campus for employees. The gym has group fitness classes, cardio and strength equipment, and fitness professionals for consultations.
 - VUMC also has walking paths marked throughout the university and holiday contests like “Hold the Stuffing” that the wellness program implements.

Harvard Business Review: The Harvard Business Review article, *What’s the Hard Return on Employee Wellness Programs?* (2010) stated that the return on investment (ROI) for a well-run comprehensive employee wellness program could be as high as 6 to 1. Wellness programs are an

effective way for organizations to decrease healthcare costs. Not only do wellness programs save money on these healthcare costs, they save money by decreasing employee absences and non-productive work hours. The article examined existing research and studied 10 organizations that achieved positive results from their wellness programs. In their group and individual interviews they identified six pillars of successful, well-integrated wellness programs. These pillars include the following:

- Multi-level leadership: buy-in from all levels of the company
- Alignment: conform with company mission, vision, and goals
- Scope, relevance, and quality: must be wide-ranging, appealing, and high-quality
- Accessibility: low-to-no cost and convenience
- Partnerships: in-house and external partnerships
- Communication: use multiple message mediums; communicate often

DATA ANALYSIS AND KEY FINDINGS

Having completed the initial data gathering process as outlined in the previous section, this data analysis discussion will summarize the key findings from the various sources of data reviewed (i.e. extant data program reports, client interviews, etc.) in terms of desired performance, current performance, the resulting performance gap, causes of those gaps, and an initial set of resulting conclusions.

Identification of Performance Gap(s)

Leadership interviews, program data, and participant information reveal that leadership currently frames Healthy Compassus program performance in terms of the three primary categories of 1) wellness activity reporting levels, 2) colleague health, and 3) healthcare expenditures. This was summed up well in a response from Jan Shaffer when asked about the end goal of the program:

Our end goal is better health for our Colleagues. We think a way to accomplish that is through increased participation, which will bring about better results for more Colleagues on the key indicators. We also anticipate that will then translate to lower healthcare expenditures for both Colleagues and Company, which is important because the current trend of those costs is not sustainable.

The scope of this report will focus primarily on the first performance goal category of wellness activity reporting levels using the Healthy Compassus website. The following represents this team's understanding of specific desired and current performance levels based upon stated programmatic goals.

Desired Performance

- **Category 1 - Healthy Compasses Participation Levels:** Hospice Compassus has set a desired minimum participation standard that each colleague enrolled in the Healthy Compassus program would earn an average of 150 points per week (or 625 points per month) during the course of a year. There are multiple activity/intensity/duration combinations that qualify for fitness points, which are outlined for program participants. For example, the following walking combinations represent different ways a participant could earn 150 points in a week:
 - ~90 min. total moderate walking (e.g. three 30min. walks during a week)
 - ~45 min. total vigorous walking (e.g. three 15min. walks during a week)
 - ~180 min. total leisurely walking (e.g. four 45min. walks during a week)

Leadership has tentatively set a goal for Wellness Ambassadors, who are responsible for championing the Healthy Compassus program at their respective office locations, that 25% of the enrolled colleagues in their location will be meeting the 150 points/week average by the end of the second quarter, 50% by the end of third quarter, and 75% by the end of the year.

- **Category 2 - Colleague Health Statistics:** Based on conversations with Jan Shaffer, it is understood that no specific Colleague Health Statistic goals have been established. However, target goals using standards from the National Institutes of Health (NIH) were initially considered for use at the conception of the program, but were forgone for the sake of establishing a low barrier to participation at the onset of the program.

- Category 3 - Healthcare Expenditures: Based on conversations with Jan Shaffer, specific Healthcare expenditure reduction goals have not been established.

Current Performance

- Category 1 - Healthy Compasses Participation Levels: Of the 926 people who receive health insurance from the company, 723 (78%) enrolled in Healthy Compassus and 203 (22%) did not. However, only 53 (7.3%) of those enrolled colleagues have registered *any* points online 2013, and only 23 (3.2%) are meeting the minimum desired standard of 150 points averaged per week from January 1st – March 25th 2013. The obvious consensus among the Healthy Compassus program team is that participation is extremely low.
- Category 2 - Colleague Health Statistics: While specific Colleague Health Statistic goals have not been established (e.g. 80% of program participants should have a body mass index in the desirable range), the Healthy Compassus program does track aggregate health statistics via the required annual blood draw or “finger prick” required at enrollment each year. The table below summarizes results from the 2013 enrollment data:

Table 1: 2013 Colleague Health Statistics Summary

	Percent of 2013 Healthy Compassus Participants within the Desirable Range
Body Mass Index	26.7%
Tobacco Use	81.2%
LDL Cholesterol	36.1%
Blood Pressure	53.3%

- Category 3 - Healthcare Expenditures: Current performance data on program expenditures was not provided to the project team.

Summary of Performance Gap(s)

The following table summarizes our findings regarding specific performance gaps identified for the program:

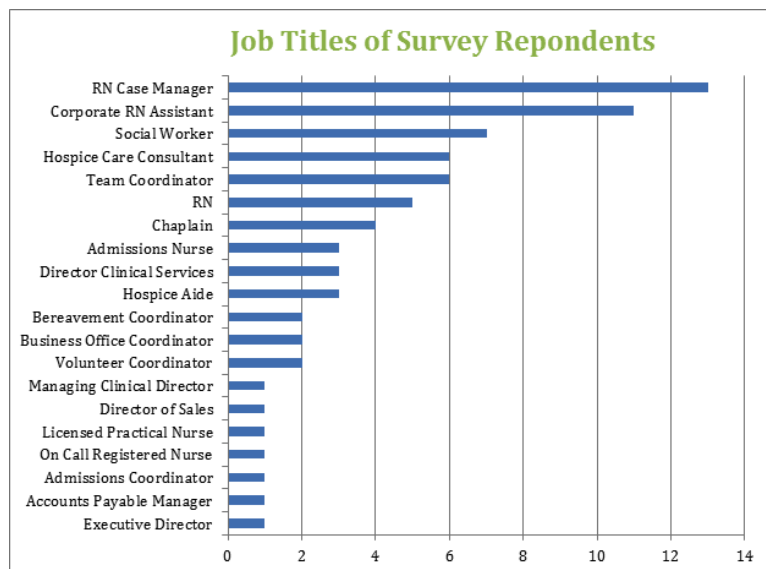
Table 2: Summary of Performance Gaps

	Positive Gaps (actual performance <i>exceeds</i> desired)	Neutral Gaps (actual performance <i>equals</i> desired)	Negative Gaps (actual performance <i>falls short</i> of desired)
HC Participation	<i>None noted</i>	<ul style="list-style-type: none"> We assume 78% program enrollment is an acceptable level 	<ul style="list-style-type: none"> 21.8% estimated gap against Q2 goal of 25% participation goal (i.e. only 3.2% of program participants are logging an average of 150pts/wk)
<i>Colleague Health Statistics</i>	<i>n/a</i> (goals not established)	<i>n/a</i> (goals not established)	<i>n/a</i> (goals not established)
<i>Healthcare Expenditures</i>	<i>n/a</i> (goals not established)	<i>n/a</i> (goals not established)	<i>n/a</i> (goals not established)

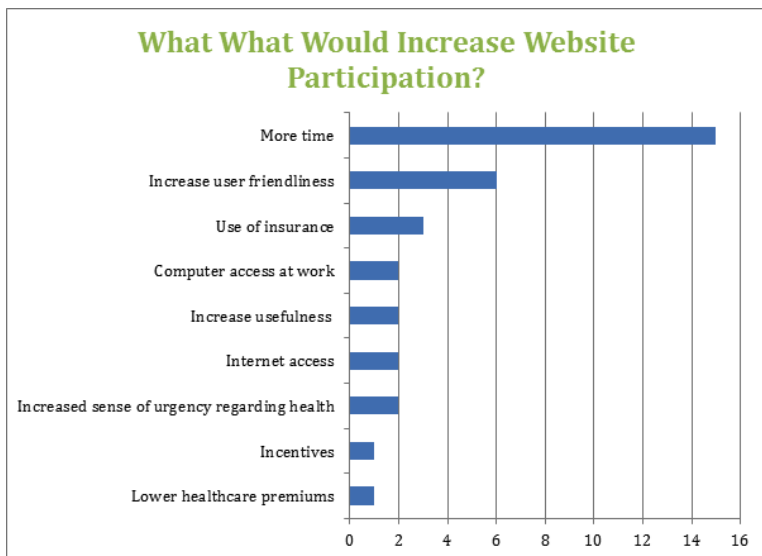
Cause Analysis

In an effort to better understand potential causes behind the identified performance gaps, the team conducted a brief survey with program participants (See Appendix B for a copy of the survey used). To facilitate the practical limitations of collecting surveys from the distributed/remote workforce the survey was given as part of select monthly all-hands team meetings. A total of 75 responses from two different meetings were received and reviewed. Key findings are summarized as follows:

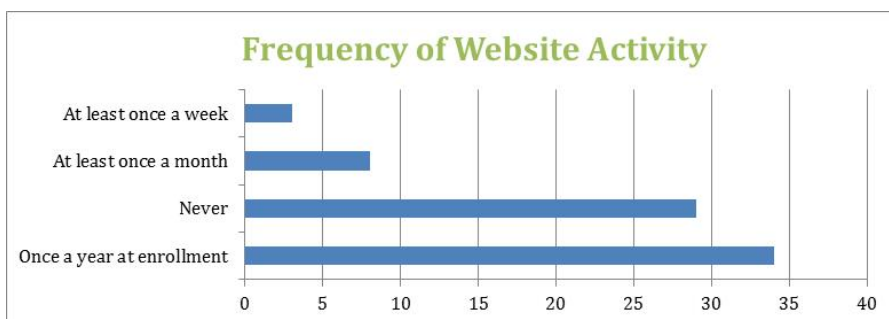
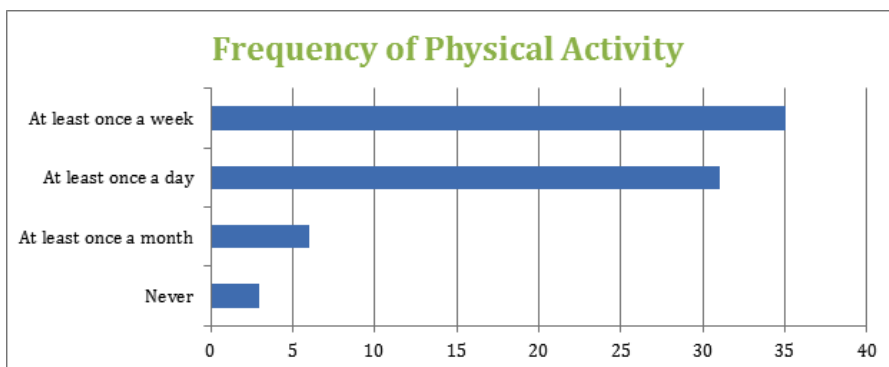
Survey Respondent Mix:



Website Participation Barriers:



Frequency of Physical Activity vs. Frequency of Website Visits:



Cause Analysis Summary:

These initial survey findings indicate that a majority of program participants is likely already at or close to a level of physical activity needed to earn the desired 150 fitness points per week. The findings further indicate that barriers to active participation on the website center primarily on environmental support factors such as a lack of time (at home and/or at work) on the part of program participants. The following table summarizes the identified barriers in terms of environmental and behavior factors:

Table 3: Summary of Website Participation Barriers

	Information	Instrumentation	Motivation
Environmental Support	<i>None noted</i>	<ul style="list-style-type: none"> • Lack of time (44%) • User friendliness of site interaction (17%) • Computer access at work (6%) • Internet access at home (6%) 	<ul style="list-style-type: none"> • Usefulness of site (6%) • Incentives (3%) • Insufficient premium discount (3%)
Repertory of Behaviors	<i>None noted</i>	<i>None noted</i>	<ul style="list-style-type: none"> • No use of insurance (9%) • Low sense of urgency (6%)

Based upon these results we anticipate that prioritization of any recommendations would likely give preference to interventions that focus mainly on addressing issues of the time constraints of participants and/or the user friendliness of logging fitness points. Note that addressing time constraints can be divided into the two fundamental categories of 1) “giving”/“reducing” time required to log points, or 2) “incentivizing” participants to make the time to participate.

Summary of Key Conclusions Informing Recommendations

- The Healthy Compassus team has a minimum participation standard that each colleague enrolled in the Healthy Compassus program should earn and log an average of 150 points per week (or 625 points per month).
- A tentative participation goal has been set for local Wellness Ambassadors that the following percentages of enrolled colleagues at respective sites would be meeting the above stated standard:
 - 25% by the end of the second quarter
 - 50% by the end of third quarter, and
 - 75% by the end of the year.
- A total of 23 (3.2%) enrolled participants are meeting the minimum desired standard of a weekly average of 150 points earned and logged online from January 1st – March 25th 2013.
- The top theme that emerged when participants were asked what would increase their level of participation on the Healthy Compassus website was having more time (44% of respondents).

- The Healthy Compassus team will be rolling out both individual participant and Wellness Ambassador incentive programs starting in the 2nd quarter of the year. Highlights include:
 - Wellness Ambassadors receive varying gift card rewards linked to local colleague performance standards outlined above.
 - Individuals meeting the minimum performance standards will be eligible for:
 - Monthly drawing for an electronic package award (\$500 gift card toward iPad or Kindle Fire)
 - Quarterly water bottle award
 - Onetime grand finale drawing for a \$5,000 cash bonus
- 88% of survey respondents engage in some form of physical activity at a frequency of once a week or greater, while 85% of survey respondents visit the Healthy Compassus website once a year at enrollment or never.

INITIAL RECOMMENDATIONS FOR PROGRAM

After extensive data analysis, the team was able to deduce several logical recommendations for Hospice Compassus' implementation. The recommendations below have been organized based on the identified needs from our data analysis.

As previously noted in the data analysis, Healthy Compassus currently has very low participation rates amongst active enrollees of the wellness program. Reasons for low rates have most often been cited as lack of available time, as well as user friendliness of the website. Furthermore, we note that there are many employees who are actually working out on a weekly and even daily basis, but are not logging any of their activities on the site. Based on our research, we propose several recommendations for consideration by Hospice Compassus leadership to improve participation in the Healthy Compassus wellness program and website. They are as follows:

Minimizing Time Barriers to Active Participation in Healthy Compassus

Hospice Compassus employees have identified that 'available time' is the number one reason for low participation in the wellness program. We propose three options that Hospice Compass can consider to **provide greater employee participation within the wellness program.**

1. Hospice Compassus can provide work hours for employees to engage in wellness:
 - a. An allotted number of hours per week could be made available for each employee registered in the Wellness Program to practice wellness.
 - i. We recommend employees be paid for these hours worked, and held accountable to show these hours were spent committed to wellness.
2. Hospice Compassus could build greater employee engagement through the fitness point inputting process in three ways:
 - a. Providing allotted time each week dedicated to employees inputting fitness points.
 - b. Making adjustments to the inputting process on the website that expedites it. Suggestions include:
 - i. Having drop down boxes and check boxes to save time manually inputting fitness hours.
 - c. Incorporating an integrated automated pedometer bracelet technology such as Nike FuelBand, or Jawbone Up. Propel could then auto connect to these approved pedometers, and upload employee fitness points automatically. This would save employees time inputting their workouts, and would ensure fitness point accuracy.
 - i. Additionally, Hospice Compassus could give these bracelets away as incentive prizes discussed below.
3. The team recommends that Hospice Compassus **allow adequate time** for the wellness program to catch on internally, before making decisions about its effectiveness. Based on our market research, corporate initiatives (more specifically wellness programs) require time to gain traction. Research suggests that wellness initiatives must grow organically, and thus must also remain consistent, especially during early phases of implementation (Baun, Berry, & Mirabito, 2010). It is recommended that Hospice Compassus continues to put in effort and funding into this program, and keeps the message consistent.

Incentivizing Participants to Make Participation a Priority

4. Hospice Compassus has already begun to plan and implement a set of **incentives** for employees who participate in the wellness program. This will be a good strategy for generating buzz around the program, as the prizes are very significant. It also demonstrates to the employees that leadership is committed to the wellness program. We recommend the continuation of these incentive programs and suggest monitoring their effectiveness through surveys. After initial incentive rewards have been monitored, we recommend adjusting the incentive program accordingly.

Additional Recommendations

5. We recommend Hospice Compassus either develop or adopt a standardized process for *tracking metrics* on the wellness program. This could serve as an evaluation plan, and will give leadership the ability to clearly understand the direction of the program. Page views, visits, visitors, clicks, bounce rates, click through rates, and average time on site are just a few examples of metrics that will help Hospice Compassus evaluate the effectiveness of their site. The team suggests the use of a tool like **Google Analytics** as part of this measurement strategy. For example, Google Analytics would give leadership a number of valuable tools, including:
 - a. Analytical support to managerial decisions
 - b. More effective understanding of user participation
 - c. Real time information about which pages are most effective

As the program begins to gain traction and momentum internally, Hospice Compassus will have a unique opportunity to market its improved participation rates to employees, further building credibility and buzz. If Hospice Compassus can track these metrics in a standardized way, they will be able to capitalize on early successes, a valuable stage in generating buy-in during any change initiative.

6. The team recommends that one **Full-Time Employee be solely responsible** for the Healthy Compassus Wellness Program. To insure the success of the program, an employee dedicated to the maintenance, and oversight of its initiatives is paramount. One employee can also insure consistency of program vision. Such an employee can be an intern specifically selected to run the program, or it could be a salaried, full-time hire.
7. The Healthy Compassus link could use increased **visibility** on the Hospice Compassus 'For Colleagues' tab. We recommend placement in the central, "updates" section of the for colleagues tab.
8. Hospice Compassus could implement an **accountability** component to the wellness program. A few examples are as follows:

- a. Hospice Compassus could create an optional ‘Wellness Commitment’ aspect to the employee’s performance review. Employees adamant about improving their health can request a wellness performance metric be included in their performance review. These components would not necessarily tie into compensation, but could serve as an opportunity to receive feedback on health goals.
 - b. An ‘Accountability Buddy’ system could be implemented to the wellness program. Participants could pair-up with another participant as ‘accountability buddies’ that physically work out together, and push each other to work out harder and log points accurately. These pairs could earn fitness points at a higher rate than normal participants.
9. As will be discussed further in the following section, *Additional Program Evaluation Recommendations*, we recommend intentionally designed feedback loops that link to the key performance goals of the program. This feedback would help Hospice Compassus understand which implementations are effective, as well as which to change, and how.

Alignment with Propel Recommendations

When communicating the recommendations Hospice Compassus chooses to implement to employees, we support many of Propel’s Program Recommendations from their 2013 QTR 1 Checkup. We support the following Propel suggestions for communication:

- Hosting Wellness Program overview webinars for employees (led by The Visibility Company)
- Monthly Wellness Program Newsletter
- Share Success Stories in “Everyday Compassion”
- Calling the Account Manager to discuss additional program recommendations and options.

In addition to Propel’s suggestions, we suggest that all implemented recommendations be communicated transparently to employees through monthly meetings, wellness ambassador word of mouth, and corporate emails (when applicable).

ADDITIONAL PROGRAM EVALUATION RECOMMENDATIONS

Building on our recommendations to continually evaluate the progress of Healthy Compassus, this section offers a guide on how to implement a successful assessment of the program. Evaluation is important to determine program accomplishments/outcomes and how to best allocate the budget. Additionally, the evaluation plan provides tangible evidence you can share with Hospice Compassus stakeholders, employees, and customers.

Key Evaluative Categories

To make sure that the Healthy Compassus program continues to be a successful initiative there are four types of evaluations that are recommended to be put into place:

Wellness Ambassador Performance Reviews

- Monthly performance reviews can be used to keep Ambassadors accountable in their role and set goals for improvement. How well do Ambassadors understand and support the goals and desired outcomes of the Company's wellness program for a healthier workforce?

Check-in During Monthly Meeting

- Having a specific time to reflect on wellness keeps the program relevant and fresh in employees' minds. This will allow personnel time to discuss what struggles or successes they are having in reaching their health goals. Furthermore, it is an opportunity for peers to offer advice, support, and encouragement to each other.

Employee Interest/Feedback Survey

- Employee interest surveys can be used before, during, and after the wellness interventions to see if the environments, practices, and opinions have changed and to what extent. The survey should include metrics that measure the knowledge, attitudes, skills, and behaviors of the participants.

Dashboard

- Creating a dashboard that is focused on program outcomes can be valuable to see how the bottom line was affected. Metrics that reflect the ultimate goal of the program can include financial, health, and participation statistics. Below are some suggestions for metrics to include in the dashboard (Baun, Berry, & Mirabito, 2010):

Employee Metrics

Table 4: Employee Dashboard Metrics

Employee Participation	
Utilization	Total number of employees involved in specific program activities
Penetration	Percentage of employees who have participated in at least one wellness activity
Depth	Percentage breakdown of employees who are light or heavy users of wellness activities
Sustainability	Number of employees who continue to engage in a specific risk-reducing behavior
Employee Satisfaction	
Satisfaction	Approval of program's scope, relevance, quality, and accessibility
Employee Health-Risk Status	
Health-Risk Status	Identifying the percentages of employees at high, moderate, or low health risk (from HRAs)

Organizational Metrics

Table 5: Organizational Dashboard Metrics

Health Care	
Medical care & Pharmaceutical Costs	From claims analysis
Disability Costs	Compare yearly
Workers' Compensation Costs	Compare yearly
Productivity	
Absenteeism	The amount of time employees are paid but not at work
Presenteeism	The amount of time employees are at work but not productive

APPENDICES

Appendix A: Inventory of all Data Sources Reviewed

Extant Data Sources

Table 6: Extant Data Sources Reviewed

File / Source Name	Description
• Ambassador Slides Sheets.pdf	“How to” guide for accessing / using the Healthy Compassus program website
• Colleague Webinar 2013 Jan 11.13.12.pptx	2013 Annual Benefits enrollment overview
• Healthy Compassus Slides Sheets 12.5.12.pdf	“How to” guide for accessing / using the Healthy Compassus program website
• Healthy Recipe Poster.doc	Program marketing collateral
• Hospice calendar.xlsx	Schedule of program events
• HRA Slides--Pages.pdf	Instructions for completing the health risk assessment
• JUNE 2012 Healthy Compassus Slides Final.pptx"	2012 Healthy Compassus Program overview slides provided to all employees
• Results and Descriptions of General Health Laboratory Tests.pdf	Test results interpretation aide
• Success Stories form.doc	Two page form used to submit a personal success story
• Wellness Ambassador Form.doc	Application to become a Wellness Ambassador
• Wellness Committee Poster.doc	Program marketing collateral
• What's New poster 10.30.12.docx	Program marketing collateral

Interviews Conducted

Table 7: Interviews Conducted

Interviewee Name	Date	Description
• Jan Shaffer	2/18/13	Initial group meeting; introduction to Hospice Compassus, Healthy Compassus, and website
• Jan Shaffer and Brenna Ganota	3/25/13	Received administrator access to website; learned to pull reports; introduced to new incentive structure

Surveys Administered

Table 8: Surveys Administered

Survey Name	Date	Description
• Healthy Compassus Participant Feedback Survey	Week of 3/24	Gauge employee sentiment, participation

Appendix B: Healthy Compassus Participant Feedback Survey

This survey was developed by our project team to obtain additional information from employees regarding their experience with the Healthy Compassus program.

1. What is your current job title? _____
2. Please circle your employment status: Full time / Part time
3. Are you enrolled in the Healthy Compassus Program?
 - a. If Yes – please circle your primary reason(s) for participating:
 - i. Reduces my health insurance rates
 - ii. Encourages me to live a healthier and/or more active lifestyle
 - iii. I enjoy the social aspects of the program (e.g. team competitions / challenges, reading success stories, etc.)
 - iv. Other - Please Specify _____
 - b. If No – please circle your primary reason(s) for *NOT* participating:
 - i. I don't get health insurance through Hospice Compassus
 - ii. Other - Please Specify _____
4. Do you have regular/easy access to high speed internet?
 - a. Yes
 - b. No
5. How often do you engage in some form of physical activity?
 - a. Never
 - b. At least once a month
 - c. At least once a week
 - d. At least once a day
6. How often do you visit the Healthy Compassus website?
 - a. Never
 - b. Once a year at enrollment
 - c. At least once a month
 - d. At least once a week
 - e. At least once a day
7. What is your primary reason for visiting the Healthy Compassus website?
 - a. Log my fitness points
 - b. Look at recipes, health tips, or other informational resources
 - c. Participate in colleague and/or company challenges
 - d. Other – Please specify _____

8. Overall, how effective is the Healthy Compassus website?
 - a. Very effective
 - b. Effective
 - c. Neither Effective or Ineffective
 - d. Ineffective
 - e. Very Ineffective

9. Describe one thing that would increase your level of participation on the Healthy Compassus website?

References

Baun, W.B., Berry, L.L., & Mirabito, A.M. (2010, December) What's the Hard Return on Employee Wellness Programs? *Harvard Business Review*, 1-9. Retrieved from www.hbr.org