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WELLNESS TRENDS TO WATCH IN 2011

Healthcare reform is only part of the changes that are sweeping through our industry. We look ahead to 2011 and identify five key areas for health management professionals to watch in the coming year. > [Read Article](#)



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FOCUS ON WELLNESS CHALLENGES

Team-based wellness challenges are a fun, social way for large groups of people to make fundamental behavior changes towards improving their health. We offer tips on best practices to make your wellness challenges as successful as possible.

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EMC USES TECHNOLOGY TO DRIVE HEALTHCARE CONSUMERISM

As a worldwide high-tech leader, it's no surprise that EMC Corporation is an expert at leveraging technology to help its more than 47,000 employees and their families better manage their health and wellness. See how EMC is integrating technological innovations to successfully engage its workforce and their family members in true healthcare consumerism.

> [Read Article](#)

Product Spotlight

MOBILE PERSONAL HEALTH RECORD (PHR)

With 78% of U.S. adults interested in mobile health solutions, the mobile personal health record (PHR) from WebMD can help you increase engagement, access, and outreach to your population.

> [Read Article](#)

UPCOMING EVENTS

WEBMD WEBINAR:

EFFECTIVE, SUSTAINABLE APPROACHES TO TOBACCO CESSATION

Jan 25, 2011 | 2:00 PM ET

[Click here to register.](#)

VISIT OUR NEW WEBSITE

WebMD Health Services recently launched our [new website](#), with in-depth information about our approach, solutions, and outcomes.

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WELLNESS TRENDS TO WATCH IN 2011

By Craig Froude, President, WebMD Health Services

For professionals in health management and related fields, healthcare reform – and all of its implications – remains top-of-mind. But reform is only part of the changes sweeping through our industry. At WebMD, we're constantly looking ahead to anticipate clients' needs and industry expectations. As we approach 2011, we see five key areas for health management professionals to watch in the coming year.

1. HEALTHCARE REFORM

Ongoing implementation of the Patient Protection & Affordable Care Act will drive new users of the healthcare system, investment in health IT, growth in Medicaid, and increased use of wellness/prevention incentives. In this environment, companies continue to see wellness programs as a valuable way of improving outcomes while lowering costs.

For small employers, federal grants and tax incentives will help them offer wellness programs to employees. And while large employers may find that they can save money by moving employees to state-based insurance exchanges, there's a bigger picture. Wellness and health management

programs are critical aspects in recruiting top-tier employees and keeping them happy and productive at work.

Today, nearly 60% of U.S. companies¹ offer wellness programs, many with services that include onsite clinics, gyms, health portals, coaching, and financial planning. Going forward, we see these programs becoming less transactional and more holistic in nature.

2. CONSUMER ENGAGEMENT

According to a recent study², employers reported that lack of employee engagement is the biggest obstacle to changing health behavior, with 67% of respondents ranking this as their top concern.

WebMD has already responded to the need for multimodal program offerings, including services such as onsite wellness coordinators, health screenings, and telephonic intervention. We're also seeing competitions as a rapidly emerging trend to keep and maintain population engagement. These activities help people not only be motivated by their own goals but also to compete as part of a group, which provides a significant positive impact on participation.

Incentives will continue to play a large role in engagement. As part of healthcare reform, employers will be able to tie a larger percentage of employees' premium dollar as incentive. While the increase won't go into effect

until January 2014, many companies are putting the structure in place now so that premium incentives are part of their benefit framework that can be increased later. We expect to see a larger percentage of premium incentives tied to participation and compliance with wellness regimens as opposed to one-time rewards. (For more details on engagement, see our [archived webinar, "Improving Wellness Engagement: 5 Factors for Success."](#))

3. VALUE-BASED BENEFIT PLAN DESIGNS

A culture of health has to start with value-based designs that put the right types of benefit plans in place to support wellness and health management programs. For many organizations this is already occurring; according to the 2010 National Business Group on Health (NBGH) Towers Watson Employer Survey on Purchasing Value



Craig Froude, President
WebMD Health Services

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in Health Care, 54% of companies have a consumer-directed health plan (CDHP) in place (a six percent increase over the previous year), and enrollment continues to rise, with 46% of employers reporting enrollment rates greater than 20%.

In 2011, we'll see more companies designing plan options that provide more value for health management activities that support a consumer approach. This increased penetration in consumer-directed plans will continue, and we expect to see preventive exams as part of core programs. We also expect to see additional contributions into health savings accounts (HSAs) over time, especially as we move towards 2014.

4. A NEW APPROACH TO CONDITION MANAGEMENT

At WebMD, our focus has always been to apply the latest technologies to appropriately help people manage their health. We are already seeing the emergence of technology to proactively manage modifiable through chronic conditions, and this will grow through 2011. Today, we can identify individuals at risk through claims analysis or risk assessment and integrate multiple communications to engage them into coaching or lifestyle management programs. Now, with remote monitoring, we can make it even easier for individuals and their care providers and health coaches to track, manage, and ultimately modify their behavior. For example, wireless communication from devices such as scales and accelerometers track weight and activity to create an ongoing daily experience and provide positive reinforcement. This will continue to be an efficient and cost-effective way to reach people where they are and help them more proactively manage their health.

5. CONVENIENCE CARE MODELS

Employers and health plans recognize that healthcare can be challenging to fit into busy schedules and are taking steps to improve access and convenience. Convenience care is a natural evolution and something we expect to see much more of in 2011.

For health plans, this may mean retail clinics and continued growth of 24-hour nurse lines. Since employers have a captive audience at work, many are making more of their wellness offerings available onsite. These may include biometric kiosks that automatically upload data such as blood pressure and weight into individuals' health records. Other screenings such as cholesterol and glucose can be offered by onsite wellness professionals, who can also provide counseling to put individuals on the path to behavior change before conditions become chronic. Ongoing classes in stress reduction or weight loss provide positive support from co-workers as well as in-person coaching.

1. MetLife 8th Annual Study of Employee Benefits Trends, 2010.

2. Purchasing Value in Health Care: Selected Findings from the 15th Annual National Business Group on Health/Towers Watson Survey Report 2010.

As health management evolves, you can count on WebMD to help you plan for and implement the most effective new strategies and technologies. Contact your WebMD account manager for details.

Creating a true culture of health is a key factor in health management success for 2011 and beyond. For more information, download our new white paper, "[Building a Culture of Health: Why, How, and What's the Payoff?](#)"

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Best Practices Q&A

FOCUS ON WELLNESS CHALLENGES

According to *Employee Benefit News* (9/15/10), “More employers are encouraging workers to walk as a form of exercise by setting up walking programs, an inexpensive and strategic way to improve health and productivity.” Group-based challenges, such as the WebMD Hit Your Stride walking challenge and Ready!Set!Move! exercise challenge, tap into existing social dynamics to connect people within an organization and help them achieve common health goals. Those goals are often around activities, such as walking or exercise, but may also relate to healthy eating, weight loss, or stress reduction, for example. Dawna Peterson, WebMD director of engagement services, offers tips on best practices to make your wellness challenges as successful as possible.

HOW ARE CHALLENGES PART OF WELLNESS PROGRAM BEST PRACTICES?

Team-based wellness challenges give you a fun, social way for large groups of people to make fundamental behavior changes towards improving their health. Challenges tap into people’s natural competitive desire to help their team win. Often you can use a challenge to entice people who have been reluctant to participate in wellness before. Challenges that follow best practices can build a lot of excitement and high participation, and we’ve seen exciting results. (See our [webinar](#) for more details.)

HOW SHOULD AN ORGANIZATION INCORPORATE WELLNESS CHALLENGES?

Challenges should be key elements in your long-term wellness strategy. Look at your organization’s strategic objectives and decide what type of challenge fits those goals. Walking challenges can help you address a wide range of health risks, or can be offered in tandem with stress reduction or nutrition challenges, for instance. People might choose to participate in



one or both. Look at how the challenges integrate with other wellness offerings, such as Lifestyle Improvement Programs, condition management, and health coaching.

WHAT ARE BEST PRACTICES IN TIMING AND FREQUENCY FOR CHALLENGES?

Studies show it takes at least 21 days to ingrain a new habit. We recommend 6 to 8 weeks for a challenge, which is long enough to change behavior but short enough to avoid burnout. You also want to provide new programs regularly to maintain interest and give more people the opportunity to participate. Running quarterly challenges gives you 30 to 60 days for the challenge and then a month in between to wrap one up and start promoting the next one.

WHAT ARE SOME BEST PRACTICES IN PROMOTING CHALLENGES?

Using existing communications for challenges is a best bet – pre-launch promotions should use e-mail, posters, newsletters and more. But also look for less obvious communications, especially how to build word-of-mouth. You want to foster a sense of community so participants are out there promoting the challenge for you.

Put up posters of teams and team member names so the challenge is visible and people start talking about it. Develop fun, recognizable icons that increase visibility and team spirit. Encourage participants to communicate with their team online and offline to build camaraderie.

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HOW SHOULD ORGANIZATIONS COMMUNICATE WELLNESS CHALLENGES AROUND OTHER WELLNESS COMMUNICATIONS?

If you're running a quarterly challenge, it can take over your communications if you don't think ahead and develop a strategic plan. Know your audience: What do you think the biggest hurdles will be? What are the most important goals of your communication campaign? Focus on participation in the first 4 to 6 weeks to generate excitement. After launch, stay focused and only communicate the really important points.

Think about how the challenge fits with other wellness activities and what your priorities are for that quarter. Messages to your entire population need to tie the benefits of the challenge to other campaigns such as blood pressure, cholesterol, or weight loss.

Put out reminders for big milestones such as last chance for registration or to win a reward. As much as possible, target ongoing messages to specific audiences that match the criteria. For instance, send targeted reminders to participants who haven't been logging their activity so those messages don't bombard people who are complying with the rules.



Challenges that follow best practices can build excitement and high participation, and we've seen some strong results. [View our [archived webinar](#) for more details.]

BEST PRACTICES FOR CHALLENGE REWARDS

Incentives should:

- > Reward individual and team efforts
- > Be meaningful to your population
- > Help participants develop a habit
- > Initially focus on logging behavior for at least 30 days
- > Evolve to ultimately achieve the desired health outcome

Effective incentives include:

- > Cash awards to top-finishing teams and individuals
- > Large prize related to behavior change for top-performing individuals
- > Randomly selected prizes for those who logged their activity on a certain day
- > Raffle for all participants
- > Extra vacation days for winning teams in each location
- > Recognition of top-performing individuals at events, newsletter or intranet

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Client Corner

EMC USES TECHNOLOGY TO DRIVE HEALTHCARE CONSUMERISM

As a worldwide high-tech leader, it's no surprise that EMC Corporation is an expert at leveraging technology to help its more than 47,000 employees and their families better manage their health and wellness. From actionable personal health records to robust data analysis, EMC is consistently integrating technological innovations to successfully engage its workforce and their family members in true healthcare consumerism.

Delia Vetter, EMC senior director of benefits and programs, explains that EMC's *Driving Partnership in Health* strategy includes three prongs:

- > Understanding EMC's population health risks so the company can drive the most meaningful programs
- > Helping employees and their families manage their health and wellness with deliberate, targeted programs
- > Creating smart healthcare consumers who can control and improve their health through disease avoidance, best-practice management of existing diagnoses, and prudent use of healthcare resources – and help the company contain healthcare costs

THE PATH TO TECHNOLOGY ADOPTION

EMC's vision emerged nearly a decade ago: to better understand its healthcare plan costs and to create and maintain a healthy workplace/workforce in which employees can develop healthy lifestyles and successfully integrate work and family. According to Vetter, "We knew it would be beneficial to collect information and look at it across all health plans so we could deliver meaningful healthcare benefit programs, tools, and technologies for our workforce that were based on data rather than arbitrary programs. We wanted to share that information with employees so they could better engage in improving their health and understanding healthcare costs – rather than just out-of-pocket expenses – to become better consumers."

PERSONAL HEALTH RECORD IS THE CONNECTIVE HEALTHCARE INFRASTRUCTURE

The personal health record (PHR) became a key connective healthcare infrastructure for EMC's *Driving Partnership in Health* strategy. The health risk assessment (HRA) is the entry point into the PHR and EMC's HealthLink platform. HealthLink is a secure, online personal health management portal available to the company's employees that provides tools and resources to effectively manage all aspects of their health. Aggregate data derived from the HRA gives EMC members direct feedback relative to their personal risk profile and opportunities for behavior change. The data is also invaluable in shaping EMC's healthcare strategy and drives both clinical and programmatic initiatives.

The PHR is instrumental in enabling employees and their families to manage their health – such as reviewing clinical data and discussing this information with their caregivers, avoiding costly duplicative tests and procedures, and managing untoward interactions and side effects. The PHR is also the basis for ongoing programs, tools, and technologies that EMC continues to introduce to promote and support health.

Vetter emphasizes the importance of explaining the company's *Driving Partnership in Health* strategy from both a business and personal perspective so employees understand and are engaged to participate. "We never roll out a program in isolation," Vetter says. "We always refer back to our original mission. And we emphasize that healthcare IT plays a significant role in patient safety and quality outcomes, the reduction or elimination of redundancies and waste, and the improvement of health and wellness."

COMMUNICATION PAYS OFF

Once Vetter and her team gained understanding on population data and the changing healthcare marketplace, they communicated it to employees and management. "By continuing to discuss our healthcare vision and strategy to manage healthcare costs, employees were involved from

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the beginning. One of our key focus areas was to drive down healthcare costs through lifestyle management, not cost-shifting.”

Communication is an ongoing focus for Vetter. “We continue to communicate with employees regarding macro healthcare issues and how we are aligning our health initiatives with Health and Human Services initiatives and other trends that employees are hearing about. It’s our job to help connect the dots for them,” she says.

The result is that there is a good understanding and support of EMC’s healthcare programs among employees. And this is dramatically “bending the trend” of rapidly escalating healthcare costs, which allows the company to continue providing new programs and lower costs to employees. This continued education and communication provides employees with a roadmap to help understand healthy lifestyles and has helped create a healthy culture.

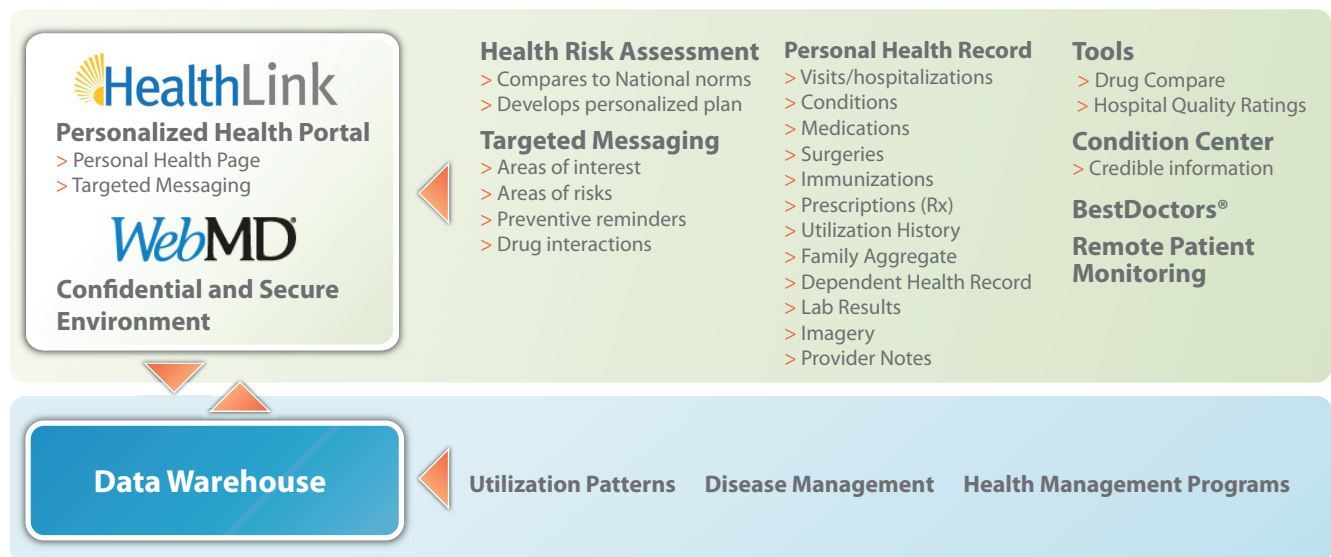
CULTURE OF HEALTH CULTIVATES SMART HEALTHCARE CONSUMERS

Commitment to a deep culture of health and wellness within EMC goes all the way to top management. Part of that culture is the belief that employers play an active role in helping to manage employees’ health and wellness. Vetter believes that employers need to be innovative and open rather than traditional in their thinking when it comes to their healthcare benefits and programs. She emphasizes that employers have a unique opportunity in embracing technology to cultivate employees to be good healthcare consumers.

“Employers today need to have a greater sense of responsibility in managing the health and wellness of their workforce versus managing the health benefits program,” Vetter states. “It is the responsibility of management to create savvy and receptive healthcare consumers, leveraging innovative technology to manage health.”

For more details on EMC’s approach and success, please download our [archived webinar](#).

EMC Integrates Technology and Information to Drive Positive Change



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Product Spotlight

MOBILE PERSONAL HEALTH RECORD (PHR)

Since its introduction in 1999, the WebMD Health Record has logged more than 3.5 million users and has seen ongoing development to meet user and industry expectations. Today, those expectations include access to personal health information on mobile devices. As of May 2010, 40% of U.S. adults use the Internet, e-mail, or instant messaging on a mobile phone, up from 32% of adults who did so in 2009¹, and 78% of them are interested in mobile health solutions².

Beginning in Q1 2011, the WebMD Health Record will include a new mobile personal health record (PHR) that will allow consumers to view their health information using leading smartphone devices. They will be able to research and convey information related to the details of their health history anytime, anywhere; look up information on medical contacts; and securely share health information on-the-go.



DRIVE CONSUMER ENGAGEMENT WITH HEALTH RECORD ACCESS ANYTIME, ANYWHERE

The new best-of-breed mobile PHR from WebMD lets you connect with your population as they manage their health and healthcare on the go. By leveraging your existing wellness application portfolio to individuals via mobile devices, you can increase their engagement, connectedness, and perception of value in managing their health and wellness.

AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

- > \$17B in ARRA funding support “meaningful use” of electronic health information technology

PHR COMPONENTS OF “MEANINGFUL USE”

- > Provide consumers with electronic copies of test results, problem list, medications, allergies
- > Provide consumers with preventive and follow-up care reminders
- > Provide access to consumer-specific educational resources
- > Provide clinical summaries for patients for each encounter
- > Share information with consumer-authorized providers

HEALTH DATA INTEROPERABILITY

- > Emergence of Continuity-of-Care Document (CCD) standard
- > EMR adoption and implementation are key first steps

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With support for all major operating systems, browsers, and carriers – including iPhone, Google Android, and BlackBerry – your population will be able to access their health records when they’re filling out medical information forms, interacting with a provider or family member, or purchasing medications.

KEY FEATURES OF THE MOBILE PHR

The mobile PHR from WebMD includes self-reported and professionally sourced data, which is translated into consumer-friendly terms. Complete security and consumer control as well as long-term portability and access increase the value to your population.

- > Mobile PHR landing page supports navigation throughout the application.
- > Health Record history shows a summary page for each health record category, and a listing of all category entries including:
 - Conditions
 - Medications
 - Procedures
 - Visits
 - Allergies
 - Immunizations
 - Tests
- > Health Record Entry Detail shows details of individual health record entries with fields such as diagnosis date, most recent date of service, provider or facility, and information source.
- > Medical Contacts shows a summary listing and details of medical contacts.
- > Profile includes personal, emergency contact, employer and insurance information.



Best-in-class PHR user experience.

Contact your WebMD account manager to see how the WebMD mobile personal health record can help you increase consumer engagement and use of your wellness programs.

1. Mobile Access 1010 – Pew Internet & American Life Project, May 2010
 2. Wireless Health: State of the Industry Year-end Report, MobiHealthNews, December 2009