

# The Value of Population Health

*A Sustainability Matters webinar sponsored by  
the Business Coalition for Population Health*



BSR®

The Business of a Better World

# Agenda

- Introductions
- BCPH Overview
- J&J Presentation
- GE Presentation
- Q&A

# Introductions



Andrew Matthews  
**Manager,**  
Advisory Services  
BSR



Dr. Fik Isaac  
**Vice President,**  
Global Health Services  
**Chief Medical Officer,**  
Health & Wellness Solutions  
Johnson & Johnson



Michelle Chuk Zamperetti, MPH  
**Manager,**  
Community Health Programs  
Healthymagination, GE

## BSR Collaborative Initiatives

# Business Coalition for Population Health

Convening cross-industry leaders to invest in health and wellness across the corporate value chain



## Our Mission

We are building a community of cross-sector leaders, who seek to create communications and tools that drive interest and investment in health & wellness in employee, customer, and community populations.

## Why Join?

- **Articulate** why health & wellness aligns with your business strategy
- **Overcome** internal barriers to investment in the health of your employees, customers, and communities
- **Deploy** frameworks and tools to action specific opportunities
- **Improve** disclosure on health & wellness goals, performance, and impacts

## A representative sample of our community



*Johnson & Johnson*



**CSX**  
TRANSPORTATION

blue  of california  
Blue Shield of California

*sodexo*

# The challenges we are addressing

- **Value:** What is the value to our business to invest in health and wellness?
- **Executive engagement:** Who do we need to convince, and with what messages can we gain their buy-in?
- **Internal ownership:** How do we ensure distributed responsibility for driving health and wellness?
- **Issue priorities:** What issues do we focus on (now that we have buy-in)?
- **Differentiated programs:** How do we design innovative, collaborative programs?
- **Stakeholder engagement:** Who can we enlist as allies in our efforts?

# Where the Coalition is today

Our goal is to partner with you to drive progress on health and wellness.



Communications	Tools and Pilot	Events	Research
<ul style="list-style-type: none"> <li>Coalition Micro-website</li> <li>“Value of Health &amp; Wellness” tool</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity assmnt. tool</li> <li>Program Design</li> <li>Impact Reporting</li> </ul>	<ul style="list-style-type: none"> <li>BSR Conference side event</li> <li>Webinar series</li> <li>In-person convening</li> </ul>	<ul style="list-style-type: none"> <li>Regular blogs and articles</li> <li>Data-driven insights</li> </ul>

# The Case for Population Health Programs The Johnson & Johnson Story

Fik Isaac

VP, Global Health Services

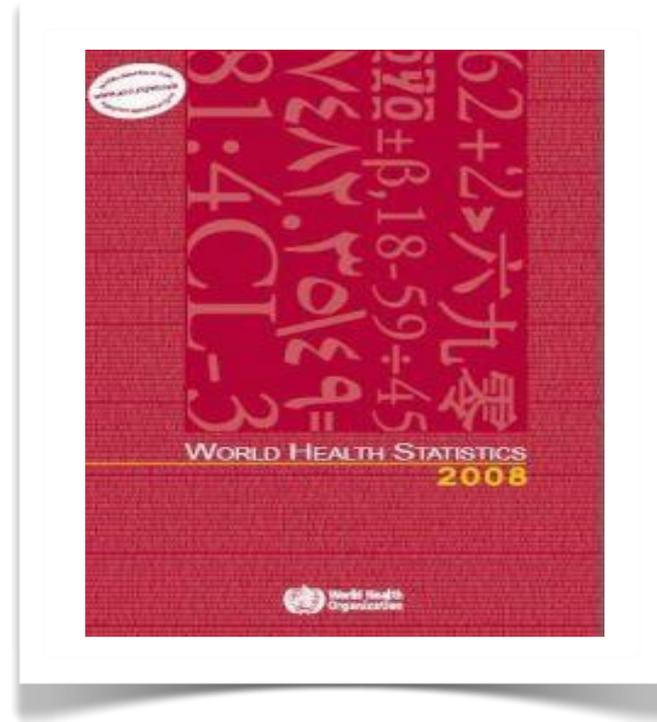
Chief Medical Officer, Health & Wellness Solutions  
Johnson & Johnson

# Epidemiological Shift in Population Health

from infection to chronic disease (non-communicable diseases or NCDs)

*Chronic disease risk factors are a leading cause of the death and disease burden in all countries, regardless of their economic development status.*

*The World Economic Forum rates non communicable disease as one of the top three risks to the global economy.*



*“Non-communicable conditions will cause over three quarters of all deaths in 2030.”*

# We all have reasons for why Health matters

Usually personal in nature

I want to be vibrant in my old age

I want to be an energetic mother / father

I want to look and feel better

I don't want to be sick!

I want to provide for myself and family to the best of my capabilities



# But what does good Health mean to the business?

It matters if it links to performance and the bottom line!

I want my employees to be productive and “present”

We want to attract and retain top talent

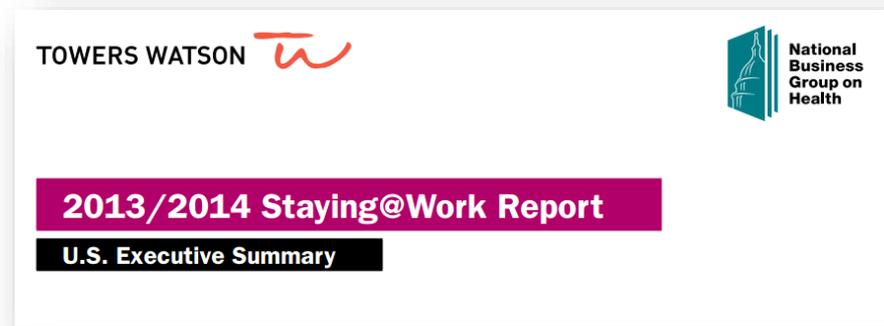
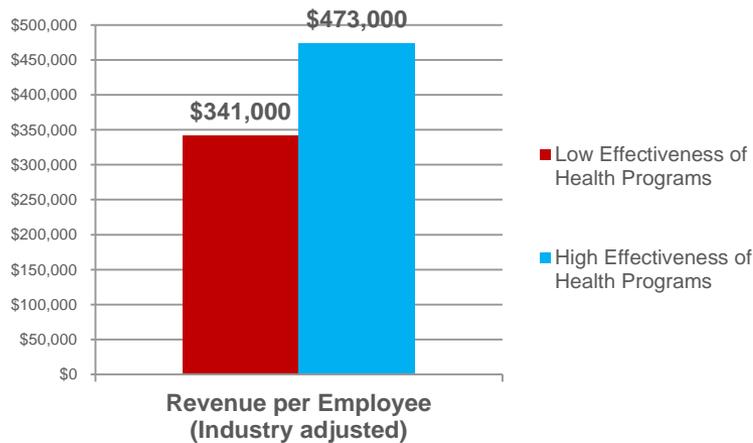
We need the business to be innovative

We need our employees to give us a competitive edge



# The link between health & the bottom line

Towers / Watson 2013/2014 Staying at Work Report



**Staying@Work research has shown that companies with highly effective health and productivity programs (defined as high-effectiveness organizations) use a different approach from other organizations, and their programs are clearly more successful.**

- ✓ Higher market premium and shareholder returns
- ✓ Higher revenue per employee
- ✓ Lower medical costs per employee (of more than \$1,600 per employee)
- ✓ Lower cost trends
- ✓ Employees more engaged in their own health & well-being
- ✓ 25% lower obesity rates
- ✓ Lower absenteeism

# Leading with a Handprint

Sustaining engagement through a caring environment

Employee population health and wellbeing programs can enable a sustainability “handprint” - one that leads to a positive impact of caring through improved health, associated cost reductions and maximized productivity.



Our Story....Our Journey...

# Culture of Health within Johnson & Johnson - Our Journey



“Our employees are our greatest asset, and we believe that by investing in their health, we are investing in the success of our business.”

*Alex Gorsky, Chairman and CEO of Johnson & Johnson*



# Engage your leaders and the rest will follow

One of our key strategies- engaging leaders will engage employees

## Strategies to engage leadership:

- Base on the Company's stated values;
- Create additional value via data / expertise;
- Spark engagement via vision and innovation
- Provide context, and make it personal by telling the story

**Tell the story** – and pull it altogether

*My work colleague 'hinted' to me in February 2013 that I should go to HPI and participate in the Corporate Athlete course. I am now forever grateful for that advise as 21 months later I have gone from a body fat content of 39% down to 19% and lost 37 lbs. in the process. Last Sunday I ran the New York Marathon, Thanks to JNJ and our wellness programs, I am a changed individual.*

*J&J Plant Manager*

# Healthy Future 2015 Sustainability Goals

Another key strategy - Health as a key component of Sustainability

- ✓ 2010: created (baseline)
- ✓ 2011: endorsed (by Executive Committee) and initiated enterprise-wide
- ✓ Reviewed annually by members of the Executive Committee and the Board of Directors
- ✓ Reported in J&J's annual Sustainability Report

## Healthy Future 2015 Employee Health Goals

- 90% of employees have access to “culture of health” programs
- 80% of employees have completed a health risk assessment and know their key health indicators
- 80% of measured population health risks will be characterized as “low risk”

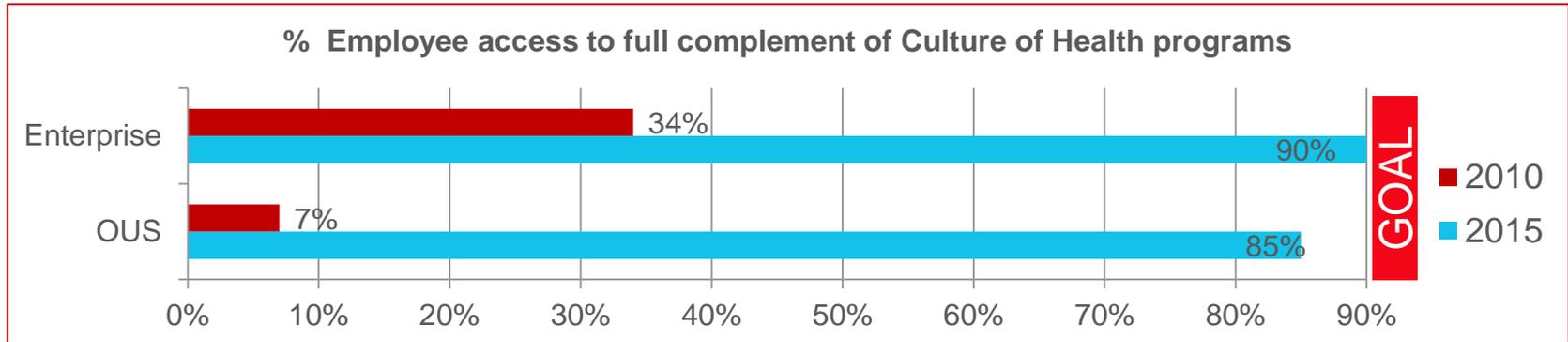


# Our Progress (2015 data preliminary)

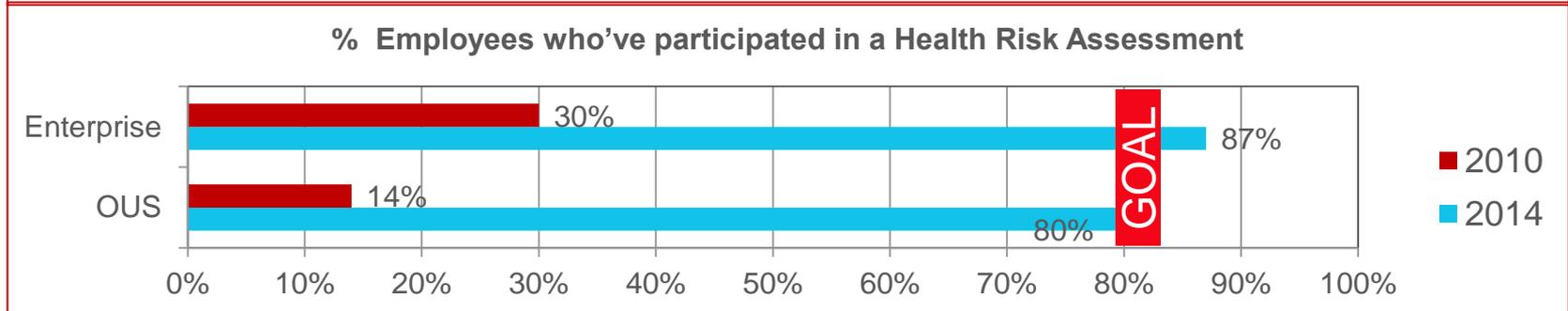
OUTCOMES

## Goal Setting to Drive Results

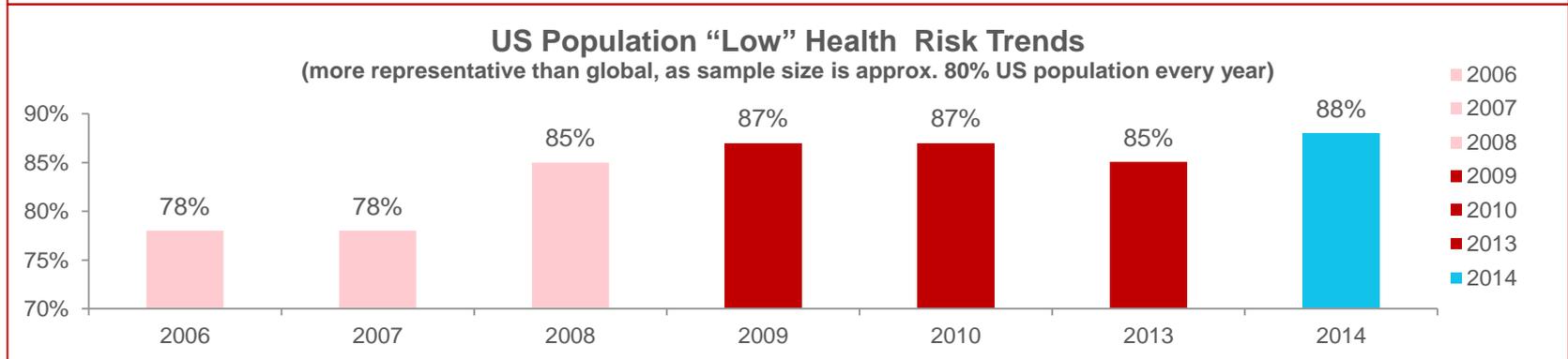
1



2

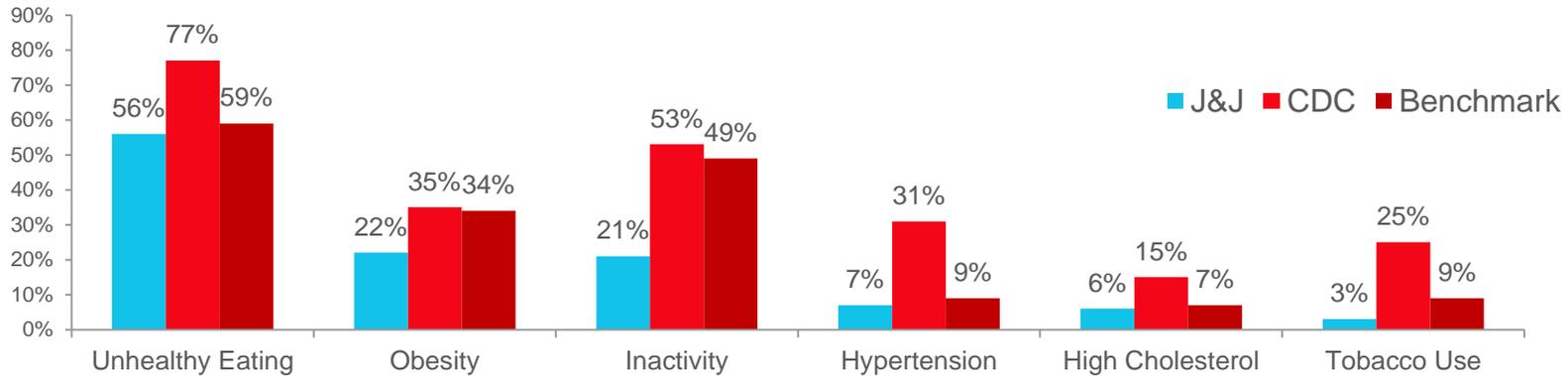


3



# Internal & external outcomes support population health efforts

## US Population Health Risks Comparison



### WELLNESS

By Rachel M. Henke, Ron Z. Goetzel, Janice McHugh, and Fik Isaac

## Recent Experience In Health Promotion At Johnson & Johnson: Lower Health Spending, Strong Return On Investment

Average annual per employee savings were \$565 in 2009 dollars, producing a return on investment equal to a range of **\$1.88-\$3.92 saved for every dollar spent on the program.**

Health and Wellness is seen as one of the top three (3) accelerators of global talent as reported at the World Economic Forum in 2013 (1268 employers representing 65 countries)

The Link Between Workforce Health and Safety and the Health of the Bottom Line: Tracking Market Performance of Companies That Nurture a "Culture of Health"

Fabius, Raymond MD; Thayer, R. Dixon BA; Konicki, Doris L. MHS; Yarborough, Charles M. MD; Peterson, Kent W. MD; Isaac, Fikry MD; Loeppke, Ronald R. MD, MPH; Eisenberg, Barry S. MA; Dreger, Marianne MA

DOI: 10.1377/hlthaff.2010.0806  
HEALTH AFFAIRS 30,  
NO. 3 (2011): 490-499  
©2011 Project HOPE—  
The People-to-People Health  
Foundation, Inc.

# Transparency on our progress

## External reporting

**Johnson & Johnson** 2014 YEAR IN REVIEW

## Johnson & Johnson

### EMPLOYEE HEALTH & WELLBEING

**EACH PERSON MUST FACE THEIR OWN "TRUTH"**

This concept ties into having a workplace culture that supports employees who wish to improve their health – after taking a health risk assessment, and understanding how their behavior/choices can impact their health.

**2015 GOAL**  
80% of employees will have completed a health risk profile and "know their numbers".

2014 Actual: 62%

Johnson & Johnson allows for voluntary employee participation in a health risk assessment so employees can "know their numbers" and be aware of their health risks.

**IT ALSO ALLOWS THE COMPANY TO UNDERSTAND THE OVERALL POPULATION HEALTH (AGGREGATE ANONYMOUS HEALTH RISK DATA) AND FURTHER FOCUS ON HEALTH PROGRAMMING TO ADDRESS.**

Highlighted in our annual report:  
<http://2014yearinreview.jnj.com/stories/Our-Culture-of-Health>

www.jnj.com/sites/default/files/pdf/cs/2014-JNJ-Citizenship-Sustainability-Report.pdf

## Health-Conscious, Safe Employees<sup>21</sup>

Wellness, prevention, well-being. These topics are on everyone's mind these days. And it's no wonder, due to the rising costs and burden of many lifestyle-related diseases. Preventing disease is paramount to Johnson & Johnson as well, since caring about health is what we do—and what we've been doing for the past 128 years.

Knowing their numbers

By the end of 2014,

**64%** of the entire Johnson & Johnson population had completed their biometric and health risk assessment (a 32 percent increase compared to 2010).

In the U.S., participation was at

**91%** while outside the U.S., participation was 53 percent, with a 39 percent increase since 2010.

Johnson & Johnson also has a rich heritage of employee health programs and services. We continue to apply new and innovative approaches to help us achieve our vision of having the healthiest employees and healthiest company in years to come.

**The Healthiest Employees/ Healthy Future 2015**

So what do the "Healthiest Employees" look like? Individuals who actively invest in their health and well-being to achieve their own personal best; they achieve balance in body, mind and spirit, igniting full engagement and purpose at work, at home and in their communities. Additionally, they work in an environment that fosters and supports healthy choices.

Three Healthy Future 2015 Employee Health goals are setting the foundation for reaching this

<sup>21</sup> This information is based on data gathered from Johnson & Johnson locations/operating companies worldwide (356 locations total, with some companies with <50 employees not included).

Healthy Future 2015 Goals	Results
<b>GOAL 1</b> 90 percent of employees have access to Culture of Health (COH) programs	79 percent of all employees have access to all 12 fully implemented COH Programs. • Overall increase of 46 percent since 2010 • Outside the U.S.: 71 percent access in 2014 (an increase of 64 percent since 2010)
<b>GOAL 2</b> 80 percent of employees have completed a health risk assessment and "know their numbers"	64 percent of all employees have completed a health risk assessment • 34 percent increase since 2010 • For the U.S.: 91 percent • Outside the U.S.: 53 percent, with a 39 percent increase since 2010
<b>GOAL 3</b> 80 percent of assessed population are considered "low" health risk	74 percent of all profiled employees are considered "low" health risk Individual health risks trend better than national norms (in the U.S.)

Johnson & Johnson 2014 Citizenship and Sustainability Report 41

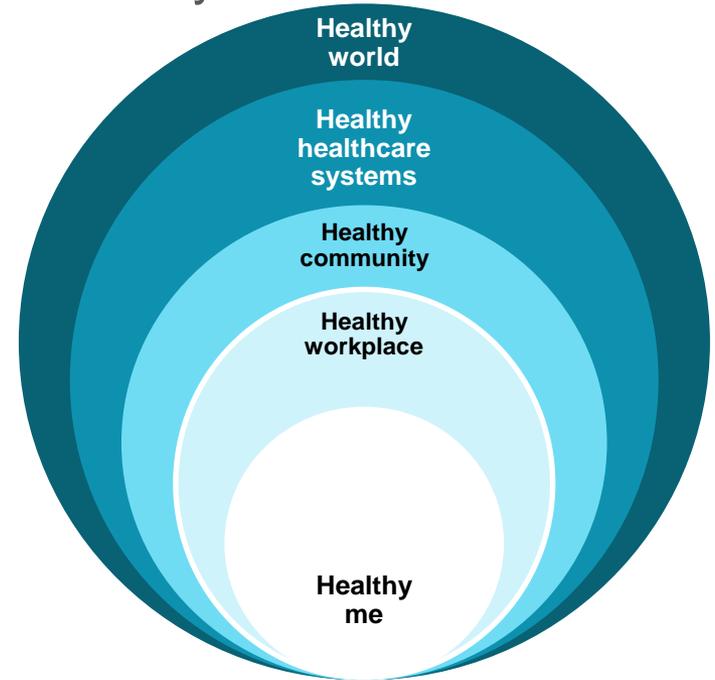
Highlighted in our annual sustainability report:  
<http://www.jnj.com/sites/default/files/pdf/cs/2014-JNJ-Citizenship-Sustainability-Report.pdf>

# Employee health and the health of the community

A ripple effect from the individual to the community

Strong on-site health & wellbeing resources supports improvement of employee health—which in turn informs and impacts the family, and the community in which we work and live.

We know that population health can be improved when individuals are better able to understand and manage their health & wellbeing.



Johnson Gateway to a Healthy Community—Healthier Kids

“Reducing health disparities **through prevention-based workplace programs** is in the best interest of employers as well as employees. **Ultimately, employers stand to be a critical mechanism for reducing health disparities on a national level.** Businesses have a critical opportunity to leverage access to health care by providing quality employer-sponsored health insurance and health promotion programs in the workplace and ultimately reduce health disparities.” (American Public Health Association)

# In Closing....Our Insights



- Since the 1950s we've had a "sick care" system - Today we are moving closer to a "health care" system as health & wellness programs are increasing in popularity and effectiveness
- Success springs from a culture of health which is built into the fabric of the business
- Must set short and long term goals and measure outcomes
- Integrate service delivery with innovative solutions that focus on prevention, behavior modification, and linkage to benefit design
- Include family and the community and use appropriate incentives
- Increased productivity and engagement can generate significant cost savings and improved performance – right people at the right time
- A culture of health is not only of great value to individuals and populations, but also to industry and society.

Thank You

# Q&A

Please submit questions via webex.

# Join Us!

Contact Andrew Matthews at [amatthews@bsr.org](mailto:amatthews@bsr.org)



## Our Mission

We are building a community of cross-sector leaders, who seek to create communications and tools that drive interest and investment in health & wellness in employee, customer, and community populations.

# Thank you!

