

Case Study: Outcomes

City of Plantation, Florida: Results That Matter



Seven years ago...

Marathon Health entered into a partnership with the City of Plantation, Fla. to provide onsite health services for its employees, including primary care, disease management, health coaching, and pharmaceutical dispensing. Plantation's employees had higher blood pressure, higher cholesterol, and higher blood sugar than the U.S. prevalence rate. All three are risk factors for heart disease, cerebrovascular disease, diabetes, and other chronic conditions.

Among the city's goals for implementing onsite healthcare were:

- **increased participation in primary and preventive care/screening services**
- **increased employee productivity; improved health risk management**
- **reduction in costs relative to healthcare**

Before opening the Care Center, Plantation offered incentives for having an annual physical and for having blood work done. This produced a spike in wellness engagement, but monthly healthcare claims were projected to go from \$900,000 to \$1,200,000 in three years. That's when the Plantation Human Resources (HR) Team proposed the idea of an onsite health center to Plantation's City Council.

As part of the plan, the Care Center would implement the Three Steps to Wellness Program for employees. When this was introduced in 2010, employees received \$75 if they completed all three steps of the program: biometric screening, HRA, and a Comprehensive Health Review with one of the onsite clinicians. The approach worked. The incentive yielded a 60 percent participation in Year 1. Each year, the incentives are modified to encourage different healthy behaviors. In Year 3 of the Care Center operations, the incentive for the Three Steps was dropped to \$25. Even with the decreased incentive, participation in the Three Steps grew to nearly 100 percent in the third year.

Plantation was able to achieve this high engagement rate through a combination of incentives and communication.

Plantation's incentivized benefits plan offers financial rewards to employees who take advantage of the healthcare available at work. Its robust, multifaceted communications program includes a structured wellness committee featuring a representative from each City department who is responsible for making sure their colleagues have the latest information about the health center and other plan benefits. In coordination with Marathon Health's communications program, which includes bi-monthly e-newsletters, payroll stuffers, and monthly workshop promotions, the Plantation workforce is constantly reminded of the onsite health services available.



Projections vs. Results

Projections

When Marathon Health first began providing services to the City of Plantation, the company projected:

Screening and participation rates:

50% of employees

30% of dependents

Average visits per month:

274

for Plantation's 864 employees and retirees*

*dependents were phased in at a later date

Engagement rate:



70% (1,439 encounters) among the city's employees with high health risks and chronic conditions

Gross medical savings:

\$2.24 million

over three years

Results



Year 1:

223 average monthly encounters with Plantation employees and dependents

Year 3:

339 average monthly encounters → **39%** year-over-year increase

Year 4:

23% year-over-year increase

Currently:

The health center is averaging nearly

400

encounters per month

Savings of nearly...

\$14.97 million

over the past seven years

Marathon Health clinicians also achieved a



screening rate of all employees in the last calendar year, up from...



A high screening rate is important because it indicates to the clinicians where they need to focus for risk mitigation.

Patient Involvement and the Role of the Clinician as a Health Coach

Health coaching is the linchpin of the Marathon Health model. 98 percent of Plantation employees participated last year, up from 45 percent in Year 2, and nearly 100 percent of employees with high health risks and chronic conditions participated in the last three years, up from 49 percent in Year 2. The high and chronic population are the high-cost claimants, generally accounting for up to 80 percent of any given company's health claims.

The reason health coaching is so important is because it provides an additional layer of support essential for sustaining long-term health improvements.

Health coaching is the reason why 84 percent of at-risk employees made progress on one or more of their risk factors last year.

Health coaching requires knowledge of how humans approach, experiment with, and adopt lifestyle change. Techniques such as motivational interviewing and rapid cycle improvement are crucial.

Health coaching is the reason why 84 percent of at-risk employees made progress on one or more of their risk factors last year. When prevalence rates are reduced, and when patients are at the standard of care for their chronic conditions, healthcare savings are realized. Employees "not getting worse" has helped Plantation save an estimated \$14.97 million in total claims over seven years, a 3.5:1 return on investment.

The City is grateful for the health center's success, but so are the employees. In a recent survey, 99 percent reported they were either satisfied or very satisfied with the onsite health center.