



Employer Health Asset Management

A Roadmap for Improving the Health of Your Employees
and Your Organization





Executive Summary Appendix

Table 2

Summary of the Employer Health Asset Management Roadmap

Elements	Phase 1	Phase 2	Phase 3	Accountability for Health	Total Employee Involvement
1. Vision for health	Focuses on reducing short-term healthcare costs	Transitions to health management with limited goals	Focuses on employer health asset management and business outcomes with explicit goals		
2. Senior management participation and commitment	Limited to Human Resources and benefits managers	Some involvement beyond HR, with accountability defined by specific initiatives	Senior leadership responsible for ensuring the workforce is healthy		
3. Workplace policies and the work environment	No wellness goals	Initial, “easy” changes to policy and work environment	Policies and work environment fully support wellness goals		
4. Diagnostics, informatics and health metrics	A few basic metrics reported annually	Demographics and disease burden analyzed; analysis drives programs on a limited basis	Health policies and initiatives fully linked to demographics and disease burden; periodic, regular review of metrics; all metrics have goals		
5. Health goals and program elements	A few programs with little or no integration	More sophisticated program elements and some integration	Full suite of integrated programs using state-of-the-art techniques		
6. Value-based plan design	No value-based elements; cost shifting as primary strategy	Initial value-based elements, probably in pharmacy co-pays	Comprehensive use of value-based plan elements		
7. Patient-centered medical home (PCMH) / chronic care management	Some understanding of PCMH; initial forays into disease management programming with few links to other program elements	Supports elements of the PCMH; evolving disease management programs integrated with other programmatic activities	Fully supportive of PCMH. Chronic care model integrates employer activities with providers and other community resources		



The following table summarizes health program elements appropriate for organizations at Phase 1, Phase 2, and Phase 3. Appendix C offers a more detailed description of these and other program elements.

Table 8
Summary of Health Program Elements and Phases

HEALTH PROGRAM ELEMENTS	Phase 1	Phase 2	Phase 3
VISION FROM SENIOR LEADERSHIP			
Consistent with business strategy		✓	✓
Management and union integration		✓	✓
Shared with employees		✓	✓
HEALTH-FRIENDLY ENVIRONMENT			
Bike racks	✓	✓	✓
Showers, lockers, and changing facility			✓
Designated no-smoking areas	✓	✓	✓
Walking paths		✓	✓
Flexible work schedules		✓	✓
Worksite relaxation center		✓	✓
Substance and alcohol-free workplace			✓
Effective job design and redesign		✓	✓
Stairwell enhancements (carpet, music, etc.)			✓
Healthy food choices in vending machines	✓	✓	✓
Healthy food offerings in cafeteria	✓	✓	✓
Healthy food subsidized in cafeteria and vending machines		✓	✓
Healthy food offerings at meetings	✓	✓	✓
Facilities for employees who bring lunch	✓	✓	✓
On-site clinic			✓
Access to fitness center		✓	✓
On-site fitness center			✓
Health line			✓
Employee Assistance Program (EAP)	✓	✓	✓
HEALTH PROMOTION FOR ALL			
Multi-department health committee		✓	✓
Employee health recognition/acknowledgment	✓	✓	✓
Health posters and health exhibits	✓	✓	✓
Stairwell health messaging/postings	✓	✓	✓
Social activities	✓	✓	✓
Educational classes/seminars	✓	✓	✓
Worksite classes	✓	✓	✓
Brown bag workshops	✓	✓	✓
New employee orientation includes health	✓	✓	✓
Website/Web-based health tools		✓	✓
Health newsletter		✓	✓
Health library/resource room			✓
Self-help guides		✓	✓
PHYSICAL EXAM/HEALTH SCREENINGS			
Blood pressure screening	✓	✓	✓
Prostate cancer screening	✓	✓	✓
LDL/HDL Cholesterol testing	✓	✓	✓
Cervical and vaginal cancer screening	✓	✓	✓
Weight and BMI testing			✓
Diabetes/glucose testing		✓	✓
Breast cancer screening	✓	✓	✓
Colon and rectal cancer screening	✓	✓	✓



HEALTH PROGRAM ELEMENTS	Phase 1	Phase 2	Phase 3
Dental health		✓	✓
Eye exam		✓	✓
Osteoporosis testing		✓	✓
Flu shots		✓	✓
Immunizations	✓	✓	✓
Allergy shots		✓	✓
HEALTH MANAGEMENT			
Access to health coaches		✓	✓
Stress management programs		✓	✓
Weight management programs		✓	✓
Tobacco cessation programs		✓	✓
Chronic care/disease management programs		✓	✓
Health Risk Assessments (HRA)	✓	✓	✓
VALUE-BASED PLAN DESIGN			
Access to primary care	✓	✓	✓
Access to secondary care	✓	✓	✓
Access to chronic care			✓
Access to behavioral and mental healthcare		✓	✓
Access to pharmaceuticals	✓	✓	✓
Non-sedating antihistamines		✓	✓
ACE inhibitors for diabetics		✓	✓
Access to dental care	✓	✓	✓
Access to vision care	✓	✓	✓
Use of incentives/disincentives		✓	✓
Pay for performance			✓
Employee contributions to premium	✓	✓	✓
Balanced affordability with shared accountability			✓
Co-pay reductions for preventive services		✓	✓
Non-tobacco premium credit		✓	✓
INCENTIVES			
Incentives tied to initial participation	✓	✓	✓
Incentives tied to benefit design		✓	✓
Incentives tied to program participation		✓	✓
Incentives tied to achievement of outcomes			✓
MEASUREMENT			
Metrics for participation	✓	✓	✓
Metrics for changes in population health status		✓	✓
Metrics for tracking risk and outcomes around the total value of health			✓