

# Cleveland County Success Factors: A Case Study

## April 2012-2016

### AT A GLANCE

#### About Cleveland County

- Cleveland County - North Carolina municipality
- 954 eligible employees, spouses, dependents and retirees
- Employees: office setting and on the go. Positions such as EMS, power crew, government and police
- Majority of participants are between the ages of 30 and 60, with 594 males and 360 females
- Having affordable access to quality care is highly important to this population
- Strong leadership backing of wellness program and Cleveland County Wellness Committee, which is voluntary for staff
- Cleveland County went to a high deductible health plan in 2013 and they offer plan participants a Health Savings Account (HSA)

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### Cleveland County Health Program Engages Employees

In 2003, Cleveland County started providing employees with the tools and resources for a healthier life. In 2012, HEALTHWORKS was selected to manage and administer Cleveland County's wellness and health coaching programs. This strategy continues to control healthcare costs for this municipality.

With HEALTHWORKS' customized health management program, strong leadership backing and expert advice from its benefits broker, Mark III Employee Benefits, Cleveland County was able to provide a long-term solution to develop and grow a strong corporate health program. Cleveland County's success was driven by the following key successful components:

- 1 A comprehensive health and wellness strategy design to meet the needs of a diverse, highly dispersed and widely educated workforce, including:**
  - Broad awareness-building campaigns
  - Messages targeted at plan members most at risk for future healthcare utilization
  - Outcomes-based incentive program to drive engagement
  - Trust-building relationships with clinical staff
- 2 Convenient and multiple care options allowing members to choose when and how to engage, including:**
  - 24/7 Virtual Urgent Care via smart phone, computer or tablet
  - An on-site clinic available to employees, dependents, spouses and retirees
  - Customized, face-to-face health coaching sessions with a registered nurse for rising and high-risk employees
  - Health fairs and biometric screenings



## Cleveland County Health Program Engages Employees Cont.

*"We were able to motivate employees to be more actively involved in their own health management with accessible and affordable medical support,"*

*said David Dear, former county manager.*

- 3 Targeted, customized marketing to employees, spouses and retirees utilizing various mediums of print and electronic messaging.
- 4 Implementation of an incentive plan structured by benefits broker, Mark III, that drove engagement.
- 5 **Development of a Wellness Strategy: Partners in Health**

Through meetings with the Cleveland County Wellness Committee and its on-site clinic provider, as well as collaborative discussions between HEALTHWORKS, the County's broker, Mark III, and the insurance broker, Blue Cross Blue Shield of North Carolina, the group was able to have a full view of Cleveland County's population and health needs. By combining these experiences with clinical analytics, the team was able to work together to suggest the best route for the employer.

### HEALTHWORKS' Employee Wellness Program Includes:

- 1 Health Fairs
- 2 Health Risk Assessments
- 3 Biometric Screenings
- 4 Health Coaching
- 5 Virtual Care
- 6 Incentive Management

# Outcomes and Impact

## Health Program Timeline

2003

Cleveland County opened an employee pharmacy and health clinic.\*

2008

The County offered incentive-based health coaching to those in rising and high-risk categories.

2009 - 2011

The County contributed \$750 to employees' HSA.

2012

**HEALTHWORKS was selected** in 2012 to administer wellness screenings and health coaching for the County. The County also offered up to \$750 in incentives to employees and retirees based on screening results.

Cleveland County implemented health outcome standards to motivate employees to change unhealthy habits.

**98%** of the employee/retiree population **participated** in the health screenings and health coaching program.

2013

Incentives of up to **\$750 contributed toward their HSA** based on screening results.

After a year, **98% reduced or maintained** their number of health risks.

From 2012-2014, total **potential savings were \$329,044** from risk mitigation programming effects that included: screenings, health coaching and appropriate facility utilization education.

2014

Continued HEALTHWORKS wellness programs and incentives up to \$750 from 2014-2015.

The County continued health coaching and also offered up to \$1,100 in incentives to employees and retirees based on screening results.

2016

HEALTHWORKS started awareness of virtual care programs, launching Virtual Urgent Care with nearly **100 enrollees** in one month.

The **engagement rate for screenings was 92%**. Participation **increased 21% from 2012-2016 for screenings** (employees, new hires, spouses and retirees). Communication and incentives aided in the increase.

Emergency Room (**ER**) **visits went down 2%** from prior plan year. Reasons can be attributed to better communication to employees about appropriate ER usage as well as a call from the HEALTHWORKS health coach if an employee utilized the ER more than once.

**78%** of the population **reduced the number of health risks** or maintained low risk status, from 2012 (from a combination of clinic, care delivery and health coaching)

2017

HEALTHWORKS continues to provide health risk assessments, biometric screenings and health coaching for Cleveland County. The County also continues to offer up to \$1,100 in incentives to employees and retirees based on screening results. In addition to health coaching by HEALTHWORKS, Cleveland County is utilizing a pharmacy-based chronic disease management program through the Piedmont Pharmaceutical Care Network.

The County has partnered with the local YMCA to implement the National Diabetes Prevention Program, with the HEALTHWORKS health coach as the team member on site.



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## Fueling Success

The benefit options and HEALTHWORKS resources allowed Cleveland County employees, dependents, spouses and retirees to make more informed healthcare choices, decrease healthcare costs, earn incentives through participation and outcomes, and manage their health conditions more effectively.

“We understood the need for a proactive, customized solution that fit the type of work employees did and their need for affordable healthcare access for employees, their family and retirees,” said Ellen Isaacs, RN, BSN, CPHM, director of corporate wellness, HEALTHWORKS Division, Carolinas HealthCare System

Successful outcomes continue to be sustained with 76% of year-over-year cohort participants reducing their number of health risks or maintaining their low risk status. Participation rate continues to be 92% and high risk participants went from 54% in 2016 to 48% in 2017.



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