

Company Profile

Baystate Health is a Massachusetts-based integrated health system with approximately 10,000 employees. It has 777 beds and 57 bassinets across four facilities. The ethnically and educationally diverse workforce is 77% female and has an average age of about 40.

The organization has a well-developed culture of health and wellness, explained Barbara L. Pelletier, MS, RD, Baystate's Health and Wellness director, and it was ready to build on its success. In particular, Pelletier and her team wanted to find ways to engage workers who traditionally hadn't participated in wellness initiatives.

The Business Challenge

Like many healthcare organizations, Baystate used incentives to drive employee involvement in health and wellness initiatives. Before collaborating with IncentOne, Baystate had offered a potpourri of one-off incentives throughout the organization. Pelletier wanted a more comprehensive strategy, however – one that would reach all employees through a single web-based platform.

Accomplishing this required a sophisticated, integrated approach. The incentives program needed to be streamlined administratively and equally accessible to workers of all education levels, working any job on any shift.

The design would integrate Baystate's existing wellness programs with a robust incentives component. The objective was to encourage workers to complete a health risk assessment (HRA) and then participate in at least four health and wellness activities.

Pelletier needed a technologically savvy partner who understood that, intelligently deployed, incentives can unlock the value of other health management programs. IncentOne, the "best in class" provider of incentive intelligence, incentive technology and incentive program administration, was that partner.

IncentOne's Solution

Employee ease of use was crucial, so IncentOne created a web-based platform with a simple user interface. It also provided a way for employees without computer skills to participate by phone.

Baystate Health opted to use gift cards as incentives; it was a popular choice that helped spur participation.

Pelletier wanted the HRA to be the gateway to all other wellness efforts, so using IncentOne's Health Power™ points-based, multiple-program incentive solution, Baystate launched an offering that encouraged employees to complete the HRA first and then take appropriate actions to improve their health.

In addition, IncentOne helped Pelletier implement a successful strategy to encourage immediate uptake by rewarding employees with 100 points (equal to a \$100 gift card) for completing an HRA within the first 50 days. After 50 days, the reward was reduced by half.

After completing the HRA, employees could earn 100 more points (\$100 in value) by participating in other health and wellness activities.



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Employees could— at any time -- go online, access their accounts, see how many points they had accumulated, and redeem points for rewards at any time.

Each employee could earn up to 200 points per program year for completing the HRA and participating in the health and wellness activities.

IncentOne provided more than an incentives product: It provided expertise and guidance. Before the launch, Pelletier worked with an IncentOne representative to run different scenarios and see what would work best for Baystate's unique situation. "That gave us more confidence in what we were doing," Pelletier said.

Moreover, given IncentOne's vast experience, Baystate could draw on the best practices of other clients to perfect its own program. "IncentOne has a wealth of knowledge to bring to the table," she said.

IncentOne also provided the training and technology that allowed Baystate's site administrator to run reports on the incentives program at any time.

Baystate Health saw immediate and dramatic results through use of incentives:

- **75% of eligible employees completed a HRA within 50 days of the launch.**
(Pelletier expects the year-end total to be closer to 80%.)
- **62% have completed at least one health-related activity.**
- **13% have reached the goal of completing four or more wellness activities.**
(Pelletier expects 40% of eligible employees will meet that goal by year end.)

The integrated awards platform helped workers connect the dots between what they learn from the HRA and the steps they can take to reduce their risks.

Pelletier and her team are now working on the second phase of the incentives program. She's considering offering different types of rewards, including paid time off. Another option under consideration is providing more favorable health plan cost sharing.

Key Considerations

Baystate Health's success offers important lessons for other employers.

Rewards should be tailored to the workforce. "The incentive has to be attractive to the population you serve," Pelletier said. IncentOne worked with her to create the type of program and offer a variety of gift cards that appealed to her diverse workforce.

Administrative tools for modeling are important. IncentOne also provided modeling tools that helped Baystate predict program costs and determine just which approaches would work best for her population.

Employee ease of use and continuous communication are essential. The application must be simple, user-friendly and not overwhelming. IncentOne helped create an interface that allowed everyone -- regardless of education, work schedule or computer experience -- to take part. IncentOne also helped Baystate design and approach that captured employees' imaginations and increased early completion of the HRA. Creative communication strategies are key to achieving ongoing program engagement. "We are determined to reach the "hard to reach!" •

