

Creating and Sustaining an Organizational “Culture of Health” – the Johnson & Johnson Experience

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Johnson & Johnson Family of Companies

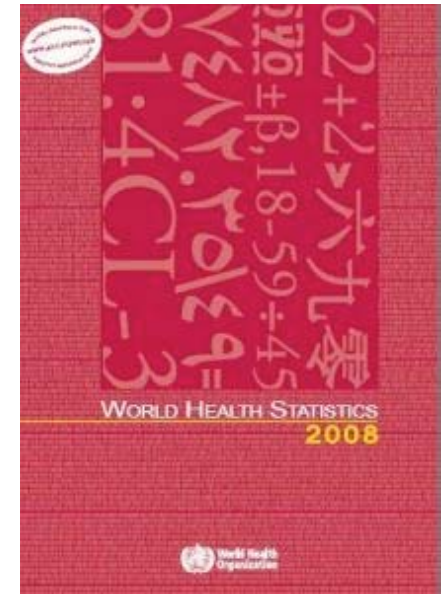
Epidemiological Shift

from infection to chronic diseases

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.”



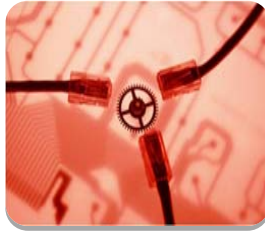
30 years of commitment.... the J&J story

1978



big goals

1995



integration

2004



global

2007



harmonization

2008



new business

2015



healthy future

"I'm talking about prevention, specifically in the workplace...Johnson & Johnson has been making substantial, systematic, and effective investments in prevention for more than 30 years. We dedicate resources to prevention because, like any successful investment we've made, it yields steady returns."

-Bill Weldon, CEO J&J


Harvard Business Review
HBS



Why We Do What We Do

OUR VISION:

Have the healthiest, most engaged workforce for Johnson & Johnson allowing for full and productive lives

OUR MISSION:

Deliver a competitive business advantage to the Johnson & Johnson Family of Companies,
by providing the leadership and resources that enable the well being, full engagement, and productivity of our employees worldwide



Global Health Strategies to Drive Results

- Foster a culture of health
- Integrate service delivery with a focus on prevention, behavior modification, and linkage to benefit design
- Use appropriate incentives
- Integrate data to support goals and metrics
- Commit long-term



Culture of Health - Key Ingredients



**Leadership &
Commitment**



**Enterprise
Programs**



**Policy &
Procedures**



**Marketing &
Communications**



**Measurements &
Outcomes**

Fundamental principles of a successful solution

Integrated Holistic Program Delivery

Mental Health & Well-Being
Access to employee assistance professionals
24/7 telephonic counseling
Online mental health screening
HealthMedia® Digital Health Coaching programs
Resiliency/stress management training
Yoga and meditation

Healthy Lifestyle Programs
Health profile and biometrics
Health profile counseling
Digital Health Coaching programs
Pedometers and million-step challenges
Weight Watchers and nutritional counseling
Tobacco cessation programs (PIQ)
Energy Mgmt. & Engagement Training



Occupational Health & Disease Management
Onsite occupational health clinics
Employee health centers
Medical surveillance compliance
Value-added services (phlebotomy, pharmacy, & physical therapy)
CareConnect & Health Advocate
Medical benefit integration

Health Education & Awareness Programs
My eHealth (tip of the day, family health guides, personal trackers)
Healthy people news
Healthy people bulletin boards
Global health observances (i.e. Move for Health, World Diabetes Day, Breast Cancer Awareness, World AIDS Day)

Healthy Eating / Physical Activity/Healthy Weight

Multimodality Approach

• Online

- HealthMedia Move [™], Nourish [™], Balance [™], Overcoming Binge Eating
- My eHealth (Tip of the Day, Cool Tools, Resources)
- Sensei
- Weight Watchers Online

• Person to Person

- Fitness/Wellness Professional
- Occupational Health Nurse
- EAP
- Health Advisor
- Group Meetings/Courses (Weight Watchers at work and community, E4PIL)

• Behavior Change Offerings

- Exercise Classes
- Exercise Prescriptions
- Challenges (Lose to Win, Pedometer - Million Step Challenge, Steps for Caring, Family Activity Challenge, etc.)
- Local events and education
- Pedometer Distribution-30,000+ globally

• Culture/Environment

- Fitness Centers or Exercise Reimbursement
- Maps for walking / running routes
- Walks/Runs (for Cause)
- eatcomplete (café partnership, audits, awareness, education)
- Energy for Performance in Life
- Health Champions
- Communication (Healthy People News, For Your Health Magazine, My eHealth Website...)
- Incentives (\$500 MCD, \$150 *HealthyWeight* Incentive, Program Incentives/raffles, Weight Watchers sul
- Accreditation as Gold Standard on Cancer Prever



Incentives

- Johnson & Johnson experience: Incentives work!
- \$500 for HRA participation
- Other financial incentives (for the HealthyPeople Medical Plan)
 - \$250 incentive for participation in Case/Disease Management
 - \$500 incentive for participation in Maternity Program (\$250 for enrollment plus \$250 for postpartum screening)
 - \$250 Preventive Colonoscopy Incentive (2010)
 - \$150 HealthyWeight Incentive (2010)
- Intrinsic Motivators:
 - Framing personal health risks as “true health age” or risk of death or chronic disease
 - Human Performance Institute®: Resetting mission/story in light of personal feedback

In just a few years of instituting a \$500 HRA incentive, the participation percentage rose from < 26% to > 93% - and has remained above 80% ever since.

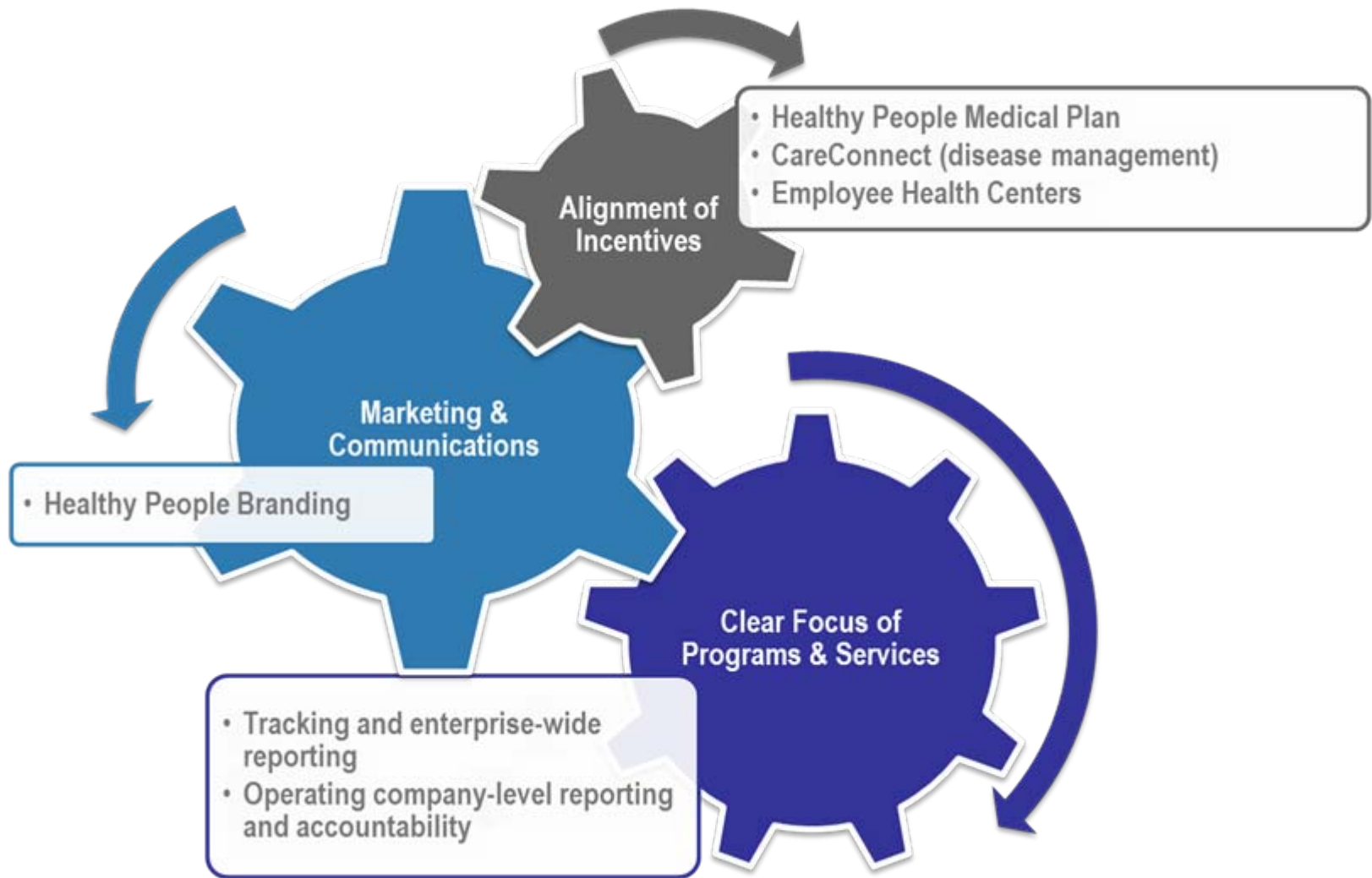
The ultimate goal is to drive participation via external incentives AND intrinsic motivators – when combined this will lead to sustainable outcomes.

Policies & Procedures



- Globally harmonized procedures
 - Tobacco-free sites
 - Wellness programs, occupational health programs, employee assistance programs
 - HIV/AIDS
 - Others
- Standardized procedures (“toolkits”) that support program implementation worldwide

Marketing & Communications



Measure outcomes not effort

- Accessible via Johnson & Johnson intranet
- Reporting by all operating companies annually
- In-depth validation of stated culture of health and program elements including population risk data

Reports can be broken down by region (seen here) or

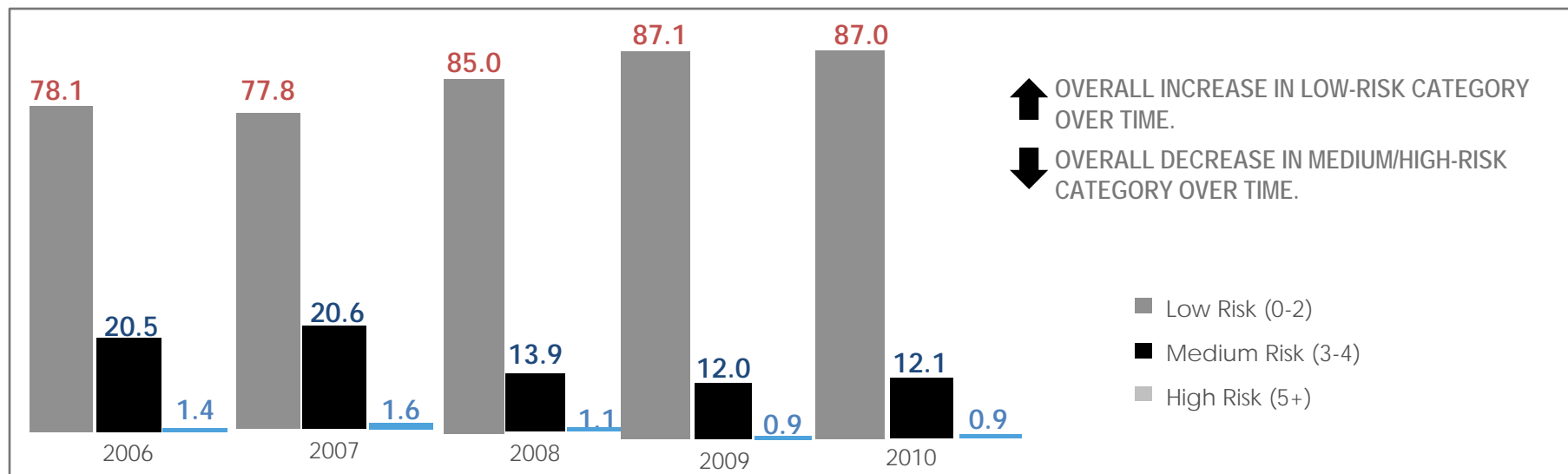
- Enterprise
- Sector
- Location

Program Offerings	% sites with FULL programs				
	AP	EMEA	LA	CA/PR	US
Worksites	82%	49%	48%	92%	97%
Workplace	50%	28%	52%	59%	78%
Health Services (EAP)	83%	27%	22%	94%	91%
Surveillance Programs	66%	10%	8%	94%	81%
Activity Opportunities	61%	3%	1%	100%	99%
Risk Assessments	61%	44%	41%	96%	100%
Stress & Resiliency	59%	19%	24%	79%	85%
Awareness & Engagement	67%	38%	41%	96%	95%
Health Promotion Programs	37%	36%	16%	92%	98%
Healthy Eating Cafeteria	12%	29%	7%	38%	63%
Travel Health Resources	29%	48%	18%	71%	82%
Modified Work Programs	61%	35%	43%	96%	95%

2010 Worldwide Reporting- 422 locations (100%)

Impact on Population Health and Key Health Indicators

% POPULATION HEALTH RISK REDUCTION (2006 TO 2010)



High Risk Factor (In descending order by High Risk Prevalence)	Johnson & Johnson 2010	CDC US Data*	Book of Business TPA (2010)
Unhealthy Eating (<5 Servings / Day)	57.4%	76.6% (2009)	62.4%
Obesity (BMI 30.0+)	20.9%	34.7% (2005-2008)	33.8%
Inactivity (<150 Moderate Minute Equivalents)	20.8%	52.7% (2009)	NA
Hypertension (Blood Pressure 140+/90+ mmhg)	6.1%	30.9%** (2005-2008)	7.7%
Cholesterol (Total Cholesterol 240+ mg/dl)	5.7%	14.9% (2005-2008)	6.9%
Tobacco Use (Current User of Any Tobacco)	3.8%	24.8% (2008)	9.9%
Glucose (126+ Fasting)	2.7%	NA	NA
Stress (Heavily or Excessively Stressed)	1.6%	NA	2.1%

Looking to the Future – Sustainability Strategy

HealthyFuture2015

Embraced by senior leaders for all three sectors

- 90% of employees have access to “culture of health”¹ programs
- 80% of employees have completed a health risk profile and know their key health indicators
- 80% of measured population health risk will be characterized as low health risk



¹As measured by site implementation of 12 programs (tobacco free, HIV policy, health profile, employee assistance, exercise, medical surveillance, health promotion, stress management, cancer awareness, healthy eating, return-to-work, travel health)

Overall Program Impact on Health Outcomes and Cost

- ✓ Johnson & Johnson health risk trends significantly better than US and other industries
- ✓ Company employees benefited from meaningful reductions in rates of obesity, high blood pressure, high cholesterol, tobacco use, physical inactivity and poor nutrition.
- ✓ Johnson & Johnson's Health & Wellness program had a projected return on investment (ROI) of \$1.88-\$3.92 for every \$1.00 spent
- ✓ Average annual per employee savings were \$565 in 2009 dollars,
- ✓ Benchmarking against similar industry shows an average rate of growth in medical and pharmaceutical costs that is 3.7% lower
- ✓ Lower increases in ER and Inpatient admissions and higher increases in doctor visits and prescription drug fills compared to other large companies
- ✓ US Medical Program ranks in top 1/3 compared against other Peer Companies

Key Takeaways

- Success springs from a culture of health, which is built into the fabric of the business, communities and health systems – ***understand your culture***
- Phased approaches and pilots are critical - ***right intervention for the right people***
- Must set short and long term goals and measure outcomes - ***measure outcomes, not effort***
- A focus on health risk factors can yield strong results - ***narrow the problem - not the solution***
- Increased productivity and engagement can generate significant cost savings and improved performance – ***right people at the right time***
- Investment in prevention and health innovation can yield significant economic and social returns – **Preventing an increase in obesity** rates among workers may be the **most effective methods for averting sharp increases in health care costs** - ***keep pushing the envelope***

Thank You



Find *your* **energy.**