

GOODWILL INDUSTRIES OF CENTRAL INDIANA, INC.**BUSINESS DESCRIPTION:**

Goodwill helps people find jobs, and provides services for people who want to work and for those who want to improve their education. Goodwill is a community resource committed to deploying its assets and leveraging its resources with others in the community to create more opportunities for people who need assistance in improving their abilities to better support themselves and their families.⁸

INITIATION OF VALUE-BASED APPROACH:

Goodwill's health and wellness initiative, Good Signs™, began in 2004 to address rising health care costs. Since then, the program has expanded to support a more holistic approach by addressing educational attainment, financial well-being and social support among employees and their immediate family members.⁹ The 2005-2008 Action Plan launched the comprehensive health and wellness program that Goodwill Industries of Central Indiana has today.

PROGRAM OBJECTIVES:

The program's objective is to support employees in making healthy choices and in seeking health care services from superior providers.

PROGRAM COMPONENTS:

The Goodwill health and wellness program is multi-faceted, targeting many different diseases and lifestyle choices. A variety of services are provided through a network of external providers. Internally Goodwill offers health-related communications, in-house wellness coaching and on-site screenings. The predominant external health and wellness partner is CIGNA.

Incentives for health improvement are offered through the CIGNA Healthy Awards account, which allows up to \$300 per year for reimbursement for items such as health-related program participation, being a non-smoker, and getting preventive care. Preventive care is covered 100%, including smoking cessation coverage.

The Asthma Management Compliance Program was initiated in 2005, aimed at improving inhaler use. Inhaler compliance was at 68% at the beginning of the program, but quickly went to 100% with the introduction of the inhaler assistance program. With continued free access to inhalers, the compliance rate has stayed at 100%.

With these kinds of programs, communication is key to participation. For Goodwill, communication is a challenge; the organization strives to employ individuals with disabilities, including hearing problems and illiteracy, which makes both telephone communication and printed materials less effective. Goodwill has dealt with this issue by employing two in-house wellness coaches who travel to satellite office and store locations and meet with employees. This has also helped employees who work in locations further away from the main Goodwill location to feel less disconnected and that their needs are being met.

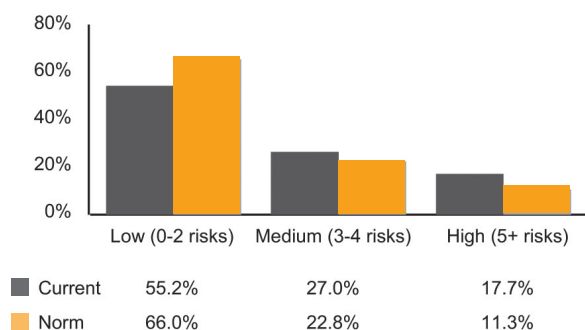
PROGRAM RESULTS:

Goodwill uses in-house surveys, health assessments and analysis by vendors to track program performance, health risks, health conditions, costs and productivity outcomes.

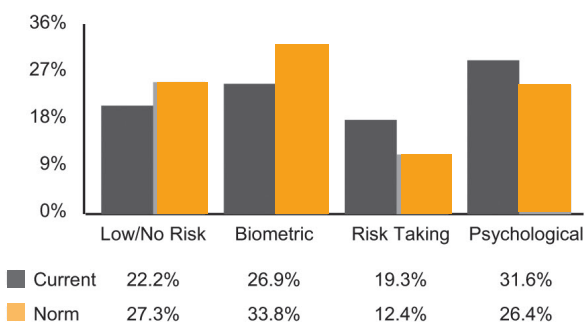
The "Health Assessment–Risk Review" figure below from a vendor report shows the average medical spend by risk group, justifying the focus of Goodwill on shifting as many individuals to the low risk group as possible and keeping them there. Goodwill results are represented under "current" in the chart, while vendor comparison results are represented under "norm."

Health Assessment–Risk Review

Population by risk level



Risk cluster analysis



Average spend by risk level

Risk Level	Current	Norm	Variance
Low	\$2,875	\$2,913	-1.3%
Medium	\$5,774	\$4,745	21.7%
High	\$7,954	\$7,579	4.9%

Ranked health risks - percent of respondents

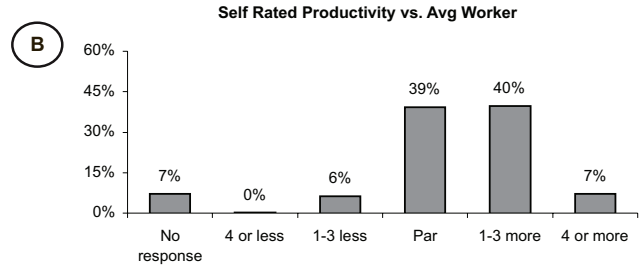
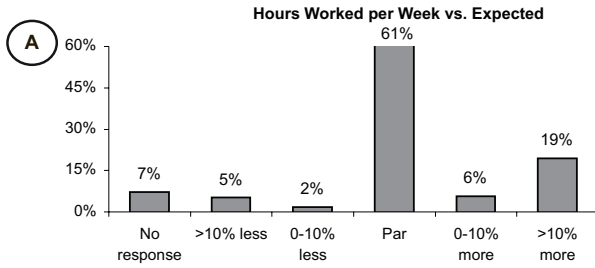
Health Risk	Total Risks			Current Primary Risk
	Current	Norm	Variance	
Weight	46.0%	46.2%	-0.2%	21.7%
Cigarette Smoking	30.8%	12.0%	18.8%	27.6%
Stress	29.1%	20.5%	8.6%	5.0%
Blood Pressure	23.9%	22.8%	1.1%	3.2%
Use of Drugs	23.1%	14.1%	9.0%	4.0%
Life Satisfaction	16.4%	13.0%	3.5%	1.0%
Medical Problems	15.9%	8.3%	7.6%	6.0%
Physical Activity	14.0%	16.6%	-2.6%	7.7%
Perceived Health	13.7%	9.0%	4.7%	6.2%
Personal Illness	13.6%	6.1%	7.5%	0.5%
Job Satisfaction	12.6%	9.5%	3.1%	1.3%
Safety Belt Use	9.9%	12.7%	-2.8%	0.7%
Age Risk	4.3%	2.1%	2.3%	0.0%
HDL Cholesterol	2.7%	11.0%	-8.4%	0.3%
Cholesterol	1.8%	3.1%	-1.3%	0.0%
Alcohol Use	1.6%	3.4%	-1.8%	0.4%

Source: Goodwill Industries of Central Indiana

Health Risk Assessment Productivity

April 2009–June 2009

HRA Productivity Influences Summary



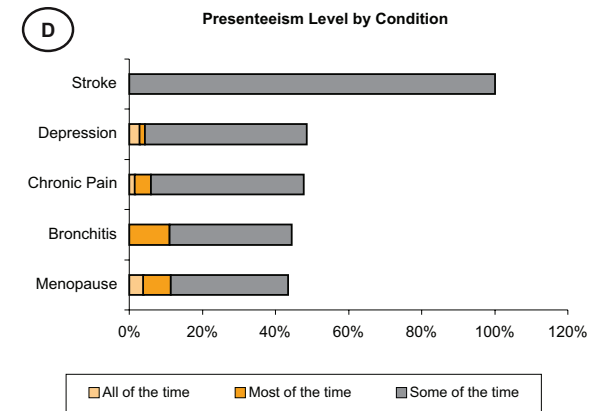
Presenteeism

On-the-job productivity loss due to health conditions

C Presenteeism and FTE Lost

Presenteeism Level	% of Population	Average FTE Lost
None of the time	80.7%	-
Some of the time	17.3%	22.0
Most of the time	1.4%	5.3
All of the time	0.7%	4.4
Total		31.7

Total FTE: 637
% FTE loss: 5.0%

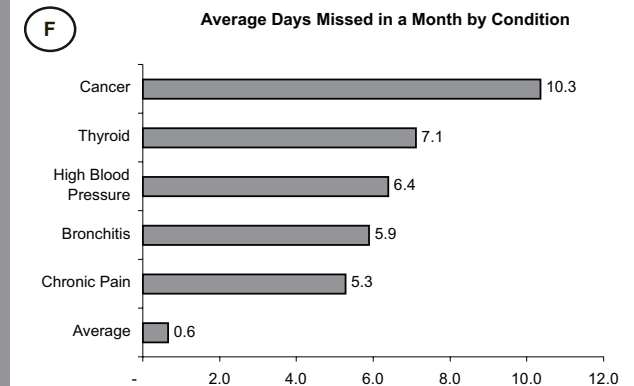


Absenteeism

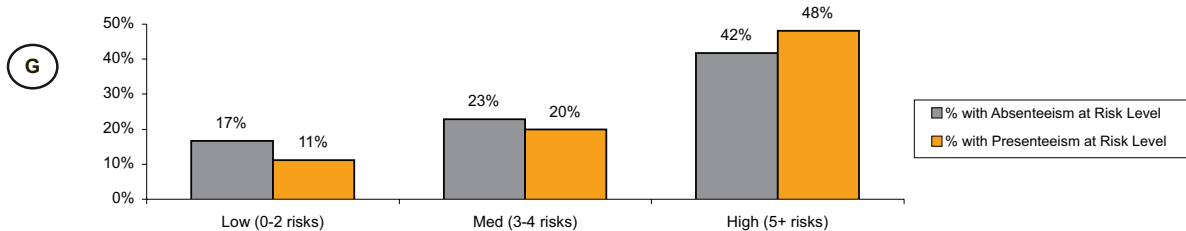
Productivity loss from missed work days due to health

E Absenteeism and FTE Lost

Days Missed per Month	% of Total FTE	Average FTE Lost
Mbrs with Current Cond	2.0%	12.8
Mbrs without Current Cond	0.3%	1.9
Total	2.3%	14.7
Non-Health Reason	3.1%	19.5



Presenteeism and Absenteeism by Risk Level



Health Risk Assessment Summary

- ✓ 25% of respondents report having worked more hours than expected [A]
- ✓ Using a 1-10 scale, 47% of respondents feel that they are outperforming their peers [B]
- ✓ 19% of employees experience productivity loss while on-the-job [C]
 - Presenteeism costs approximately 32 full time employees every year
 - Members with stroke experienced the most presenteeism [D]
- ✓ In a 28-day period, there were 468 days off for health reasons [E]
 - Absenteeism costs approximately 15 full time employees every year
 - Members with cancer experienced the most absenteeism [F]
- ✓ Of the high risk members, 42% experienced absenteeism and 48% experienced presenteeism [G]

In addition to their medical costs, these risk groups have significant influence on productivity-related costs arising from absence and presenteeism, as depicted in the figure “Health Risk Assessment Productivity, April 2009–June 2009,” on page 36. Presenteeism among Goodwill employees is measured by response to an item in the University of Michigan Health Management Research Center Health Risk Appraisal, as follows: “During the past 4 weeks how much did your health problems affect your productivity while you were working?” The response options are: “no health problems,” “none of the time,” “some of the time,” “most of the time,” “all of the time,” and “does not apply.” The chart labeled C in the Health Risk Assessment Productivity figure depicts responses to the four options from “none of the time” through “all of the time.”

In addition to this component of the employee health assessment, Goodwill has high job satisfaction and employee morale levels, including trust by employees, as measured by 360 degree management evaluations.

PROGRAM CHALLENGES:

A diverse workgroup dispersed in 50 different locations makes effective communication a challenge. Goodwill strongly believes that if communication is effective, the result will be employees who are engaged in their own health and who can overcome unhealthy behaviors with outcomes that include lower absence and higher job performance.