

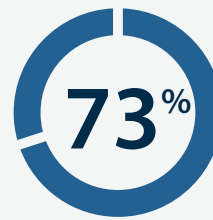
Rewarding healthy behaviors



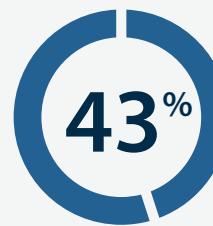
According to a recent survey by the Business Group on Health, "Employers believe that they must define and deliver on employee well-being to maximize their workforce strategy."¹ That's true even in the face of other financial pressures. Incentives can be an effective part of generating interest in and engagement with workplace well-being programs.

In general, employers use incentives to:

- **Encourage initial engagement in healthy activities**, like taking a health assessment or biometric screening, or having preventive services
- **Promote sustained healthy behaviors**, like physical activity challenges or reimbursement for gym memberships
- **Advance health outcomes**, like having recommended care for chronic conditions, completing a lifestyle coaching program or achieving specific biometric outcomes



of employers offer financial incentives to reward well-being activities.²



of employers plan to expand their incentives in the next 3 to 5 years.²

Do incentives work?

Incentives can play a key role in your wellness strategy. They can help:



Draw attention to specific activities that promote your strategy



Encourage employees to work on wellness goals with a reward at the end



Gather data that leads to additional support, like coaching programs



Promote sustained engagement with health and behavior change

Participation vs. outcomes

When you're choosing your incentives, think about what you're trying to accomplish. If you want your employees to take an action – like going to a biometric screening event – then it's participatory. Your employee earns the reward for being there. If you want the incentive tied to the results from the biometric screening – like having a blood pressure within a certain range – then that's an outcomes-based incentive.

As you're considering what to offer, you'll need to be aware of state and federal rules and regulations regarding incentives. If you're leaning toward outcomes-based incentives, you may want to talk with an expert about providing reasonable alternatives when required.

Whatever you decide, you'll want to seek legal counsel to make sure your wellness program complies with all applicable laws.



Designing your incentives

Here are some tips to think about.

Keep it simple

Set a clear goal, make it easy to participate and make sure everyone has equal earning opportunities.

Know your employees

- What are your health improvement opportunities?
- What do they value? People have different motivations, so you won't draw everyone in with the same reward. Cash incentives are traditional, but don't be afraid to be creative.

Make it meaningful

Choose incentives that can clearly benefit the health of your employees and business.

Work the numbers

How will you distribute the incentives, as cash or as premium credits?

Communicate

Have a plan for how and when to talk about earning rewards. Make sure your employees know where to go to learn how to earn rewards and track their progress.





What types of incentives have been effective for our customers?

Activity	Value
Health assessment	<ul style="list-style-type: none">• Helps create a picture of current state of overall health• Captures self-reported health information, including self-perception of health, that can lead to program identification, new or newly prioritized health actions and more personalized care plans
Biometric screening	<ul style="list-style-type: none">• Contributes to a more complete picture of overall health• Can identify previously unknown risk factors• Helps with program identification and stratification• Leads to new or newly prioritized health actions• Creates health awareness
Preventive exam	<ul style="list-style-type: none">• Creates opportunities for early detection and prevention of health risks
Physical device syncing	<ul style="list-style-type: none">• Fosters an easy, convenient member experience• Eliminates human error and authenticates actual usage• Gives coaches insights into member activities
Physical activity tracking/ personal challenges	<ul style="list-style-type: none">• Creates intrinsic motivation to set and meet goals• Offers achievable objectives that move members toward larger goals
Digital coaching	<ul style="list-style-type: none">• Offers a wide variety of topics for self-directed learning• Can help employees address health opportunities
Personal coaching	<ul style="list-style-type: none">• Encourages employees to make personal connections with coaches that can help them articulate their health goals and make long-term behavior changes• Helps employees identify and understand barriers to achieving their goals and how to overcome them<ul style="list-style-type: none">» Can lead to deeper engagement in the coaching program» Group coaching» Digital resources



What's next?

Research shows that external rewards do a good job at generating initial results, but they don't last. For example, offering an incentive for people to work out increased gym attendance in the short term by 12 percent. After 6 months, attendance dropped off again. Incentives alone don't result in long-term behavior changes. To create long-term change, your employees will need to find their intrinsic motivation.³

Your incentives are an important part of a larger overall strategy. So, what's next?

1. Create a strong culture of health in your workplace.

Show that your management team is committed to helping employees on their path to better health.

2. Implement an effective communication plan.

Include a clear introduction to your wellness program. But don't stop there. Reaching out at strategic intervals throughout the year promotes sustained engagement.

3. Reassess periodically.

Your employees' health needs aren't static. Capture your employees' feedback so you understand what their needs and interests are. You can update your wellness program and incentives over time to stay relevant.



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1 Business Group on Health. 14th Annual Employer-Sponsored Health and Well-being Survey. Accessed August 9, 2023. Available at <https://www.businessgrouphealth.org/resources/14th-annual-health-and-well-being-survey-2023>.

2 Business Group on Health. 14th Annual Employer-Sponsored Health and Well-being Survey. Accessed August 9, 2023. Available at <https://www.businessgrouphealth.org/resources/2023-health-well-being-survey-infographic>.

3 Hall, Sheri. What Motivates Us and Why — Research explains the interplay between tangible rewards and personal fortitude. Psychology Today. April 20, 2017. Accessed August 9, 2023. Available at <https://www.psychologytoday.com/us/blog/evidence-based-living/201704/what-motivates-us-and-why>.