Global Initiatives and Trends in Occupational Health

Marcelo Targino, MD, MPH, FACOEM, FACP

Fall 2018
Disclosures & opening statements

• I work for Johnson & Johnson.
• I will not be promoting any products or services.
• These slides represent my personal opinion and in no way are an official statement by Johnson & Johnson.
• These slides are for educational purposes, to be used within this meeting only. They are not to be otherwise shared, distributed or published.
• These slides are part of a presentation, and by themselves are not complete.
Summary

• Sharing the Johnson & Johnson perspective: this is a journey, not a destination
  • Ensure a safe workplace
  • Create a culture of health
  • Help employees make healthy choices
  • Engage families and communities

• Health, wellness and employee choice is a focus (but cannot forget safety and compliance)

• Digital trends and other innovations often require working with external vendors and partners
Johnson & Johnson Scorecard
Willis Towers Watson – Global Survey of 487 multinational employers

- J&J ranked in **top 1%** of a Willis Towers Watson survey (487 large employer wellbeing programs).
- Based on four dimensions of wellbeing with proven correlations to an employer’s ROI and VOI (value of investment).
- Translates to > **$50 million health care cost advantage** over companies with the least effective well-being programs.
- And a **50% advantage** in terms of improved employee quality of life, lower absence and disability rates via mitigation of key health risks (obesity, tobacco and diabetes).
- High engagement in these programs is correlated to high NPS scores and better program and business outcomes.

![Overall H&P Score Chart]

Source: Willis Towers Watson 2015/2016 Staying@Work Survey
Long Term Outcomes
A sustainable approach to bend the health care cost curve

Average Savings 2002-2008
$565/employee/year

Estimated ROI
$1.88 - $3.92 to $1.00

US Population Health
Significantly better than benchmarks in health care cost and conditions

Influencing Factors
- Robust health and wellness offerings
- Comprehensive benefit programs
- Focus on cost management

Annual Change in Plan Cost
- National Trend*
- J&J Trend*

<table>
<thead>
<tr>
<th>Year</th>
<th>National Trend</th>
<th>J&amp;J Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4.2%</td>
<td>6.5%</td>
</tr>
<tr>
<td>2014</td>
<td>4.9%</td>
<td>6.8%</td>
</tr>
<tr>
<td>2015</td>
<td>4.0%</td>
<td>5.7%</td>
</tr>
<tr>
<td>2016</td>
<td>4.4%</td>
<td>5.6%</td>
</tr>
<tr>
<td>2017</td>
<td>4.6%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

*J&J trend represents trend for active and retirees for medical, pharmacy and dental, before contribution and offsets; national trend is based on active medical and pharmacy. (Source: 2017 Willis Towers Watson Best Practices in Health Care Employer Survey)

Top 10 Most Frequently Diagnosed Chronic Conditions**

- High Blood Pressure
- High Cholesterol
- Back Pain
- Asthma
- Diabetes
- Depression
- Chronic Pain
- Insomnia
- Metabolic Syndrome
- COPD

<table>
<thead>
<tr>
<th>Condition</th>
<th>J&amp;J (%)</th>
<th>Benchmark (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Blood Pressure</td>
<td>19.7%</td>
<td>14.9%</td>
</tr>
<tr>
<td>High Cholesterol</td>
<td>12.2%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Back Pain</td>
<td>8.1%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Asthma</td>
<td>3.5%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Diabetes</td>
<td>3.5%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Depression</td>
<td>2.5%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Chronic Pain</td>
<td>0.7%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Insomnia</td>
<td>2.0%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Metabolic Syndrome</td>
<td>0.2%</td>
<td>0.5%</td>
</tr>
<tr>
<td>COPD</td>
<td>0.2%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

**US J&J Employee HRA Data from JJHWS My Health Discovery™ 2016 (n=28,035); benchmark are external users of JJHWS HRA (n=118,320)
“Our employees are our greatest asset, and we believe that by investing in their health, we are investing in the success of our business.”

– Alex Gorsky, Chairman and CEO of Johnson & Johnson
6 Dimensions of Health

Our Vision
To be the Employer of Choice for the world’s best and brightest by offering a workplace that is committed to whole-life health and fueled by a people-centric, purpose driven, high performance culture.
For J&J, health behavior change is key to having an impact on both health and business outcomes.

8 behaviors

- Excessive alcohol consumption
- Poor diet
- Insufficient Sleep
- Smoking
- Poor standard of care
- Physical inactivity
- Poor stress management
- Lack of health screening

The majority of which can be modified, impact the 15 most common chronic conditions, which account for 80% of total global costs for chronic illness.

Source: AON Hewitt Health Survey 2014
J&J Global Health Services:
Integrated Holistic Program Delivery

**WorkLife Integration**
- Flexibility/flexible work arrangements
- Dependent Care Resources
- Family Change Support Programs
- College & Education Support
- Finance & Retirement Planning
- External Partnerships
- Global Paid Parental Leave
- Breast Milk Shipping

**Healthy Lifestyle Programs**
- Healthy & Me™ Digital Health Platform
- Global Health Assessment and Biometrics
- Global Health Challenges
- Health Coaching
- Exercise Reimbursement
- Tobacco Free campuses and Tobacco Cessation Programs
- Education, Awareness and Screening Programs

**Energy Management**
- 1- and 2-day courses
- E-course
- 1-day refresher course
- Metrics and Sustainability

**Mental Health & Wellbeing**
- Global Employee Assistance Programs
- Digital Mental Health Coaching Programs and Resources
- Resiliency/Stress Management Training
- Yoga, Mindfulness and Meditation

**Occupational Health & Disease Management**
- Onsite Occupational Health Clinics
- Employee Health Centers
- Medical Surveillance Compliance
- Benefit Integration
- WHQ Health Center
- Travel Health

**Personal Healthcare Services**
- Physical Therapy
- Non-occupational "Convenient Care" for Minor Illnesses
- Lactation Support Services
- Phlebotomy
- On-site Travel Medicine
- Preventative Screenings
You cannot do this alone

- Global delivery of health and wellness involves careful management of a complex ecosystem that touches multiple aspects of the employee experience.
- This approach requires close coordination with partners such as HR, EHS, IT, Legal, Facilities, and others.
- You also need a detailed understanding of local cultures, languages, laws and practices.
- Laws regarding pre-employment exams and yearly periodic exams are different across different countries.
An example: J&J 2020 Goals

Building upon our programs, services and key learnings

<table>
<thead>
<tr>
<th>2020 employee health goals will:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have clearly defined <strong>accountability</strong> by all</td>
</tr>
<tr>
<td>Drive <strong>healthy habits in high risk areas:</strong></td>
</tr>
<tr>
<td>Nutrition</td>
</tr>
<tr>
<td>Affirm our commitment to work-place <strong>protection</strong></td>
</tr>
<tr>
<td>Provide <strong>personalized choices</strong> in a culture that reinforces and <strong>enables healthy behavior</strong></td>
</tr>
<tr>
<td>Aspire to positively impact <strong>family and community health</strong></td>
</tr>
</tbody>
</table>
Engaging Employees in a Culture of Health

Our commitment and declared aspiration is to have the Healthiest Workforce

**ENERGY**

*FOR PERFORMANCE*

BY 2020:
Train 100K employees in the principles of energy management.

**Healthy&Me.**

BY 2020:
Connect 100K employees to digital tools.

**BY 2020:**
Access for 100K employees to environment and culture that makes the healthy choice the easy choice.
Digital Health Coaching Programs

• Developed by Johnson & Johnson Health and Wellness Solutions; leverages JJHWS expertise in behavior science, health, consumer insights and technology
• Integrated with Healthy & Me™ platform, to meet employees where they are – on their smartphones!
• Employees choose program(s) that are applicable to them and are incentivized to use and complete check-ins for sustained engagement

Available programs:
- Balance, Manage Your Weight
- Breathe, Quit Smoking
- Dream, Sleep Better
- Move, Be More Active
- Nourish, Eat Healthier
- Relax, Deal with Stress
- Care for Depression
- Care for Your Heart
- Care for Your Health
- Care for Diabetes
- Care for Chronic Pain
For Example: Dream
Digital Health Coaching

• Helps build skills needed to take control of sleep schedule
• Science-based and tailored to individual
• Helps overcome sleep barriers
• Can help improve daytime energy and quality of life
• Consultation frames coaching to what matters to the individual and their health habits
• Creates a personalized skill-building plan – with concrete action steps
• Helps to fall asleep, stay asleep and wake up energized!
Human Energy Management

- Developed by the Johnson & Johnson Human Performance Institute
- Built on the sciences of performance psychology, exercise physiology and nutrition
- Helps people become more productive and effective under pressure without sacrificing health and happiness
- Helps ignite full engagement at work, at home and in our communities
- Supports our mission to become the healthiest workforce
- Brings our vision of employee health to life around the globe
The Impact of Energy Management Training

*NOTE: This study found an association. This does not support claims of causation.*
Employee health is being re-imagined

**Digital Innovation**
- Levi Strauss, SAP & Visa offering DNA testing for employees
- Apple to build new health chips with greater digital health and artificial intelligence capability
- Google working on health and fitness digital assistant to provide personalized advice

**Strategic Partnership**
- Amazon, BH and JPMC hires Harvard surgeon as CEO for its new healthcare joint venture
- Fitbit & Google partners to accelerate innovation in digital health and wearables
- Amazon, Google, IBM pledge health data standards & interoperability

**Venture Investment**
- Record 2018 first half with $3.4B in digital health funding
- Average deal size increased to a record $17.9M
- Amazon acquires PillPack for $1 billion
- One Medical raises $350M to expand footprint

**Business Transformation**
- Apple launches in-house employee healthcare service, called AC Wellness
- Amazon to open its own employee health clinic
- Best Buy expands work in senior healthcare with $800M GreatCall acquisition
- Amazon acquires PillPack for $1 billion
- One Medical raises $350M to expand footprint
Unifying & Leveraging HR Data to Generate Insights & Outcomes

Integrating employee **HR, Career, Health & Benefits** data to provide meaningful understanding of their correlations and collective impact

- Payer data will allow investigation of employee health utilization (e.g. specialist visits) and costs. Populating HRA data Health Analytics platform to produce new insights
- Activity, sleep, nutrition and mental wellbeing. Creating an ecosystem of interoperable, scalable and personalized digital health solutions with advanced engagement and impact analytics. Use innovative tech including augment reality to drive participation
- Blood pressure, triglycerides, height, weight, etc. from annual health check-ups to identify employee health risk status and to expedite effective healthcare management or wellness programs
- Focus on absence, productivity and engagement drivers. Better understand the link between workforce health and the health of the business
- Lower healthcare costs, improve employee health, and increase employee engagement with global wellness programs that focuses on all aspects of wellbeing and data insights. Energy for Performance, health webinars, fitness center and onsite clinics utilizations, global exercise reimbursement, EAP utilization, and healthy food consumptions in cafeterias

**Health Insurance / Claims**

**Digital Health Solutions**

**External Data & Benchmarking**

**Employee & Program Engagement**

**Annual Health Risk Assessment**

**HR & Workforce DNA Integration**

**Annual Health Risk Assessment**
Wellness and Prevention Pays

Success springs from a culture of health, which is built in 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
• Integrate service delivery with innovative solutions that focus on prevention, behavior modification, and linkage to benefit design
• Use appropriate incentives
• Include family and the community

---

**Best Practices**

**Leadership support** at all levels connects employee value proposition as a differentiator

Organizations take a **broader view** by connecting health, financial and the workplace experience

**Continuous improvement** is emphasized using an evidence-based approach that aligns local experiences & culture with product & service innovations

Wellbeing programs are **customized to individual needs**, cultural differences to optimize recovery & efficient return to work and the link to the work experience.

Leverage **technology**, personalize messages, and multiple communication channels to reach employees, spouses and dependents

**Measurement strategy** actively used to regularly evaluate and update programs

Summary

• Sharing the Johnson & Johnson perspective: this is a journey, not a destination
  • Ensure a safe workplace
  • Create a culture of health
  • Help employees make healthy choices
  • Engage families and communities

• Health, wellness and employee choice is a focus (but cannot forget safety and compliance)

• Digital trends and other innovations often require working with external vendors and partners