



SHARED VALUE



BUSINESS CASE STUDY: HealthPartners

Company Overview

Sector: Healthcare and Social Assistance (Insurance)

Number of Employees: 22,500 (including all HealthPartners organizations)

Headquarters: Bloomington, MN

Initiative Overview: PowerUp for Kids

Department: Government and Community Relations, Lakeview Health System, Clinic Administration and Providers, HealthPartners Research Foundation, Marketing and Health Promotion.

Funding: PowerUp funding is a combination of philanthropic and operational sources. Designated funds from Lakeview Health Foundation and HealthPartners support the core of the initiative; additional support is obtained from grants, sponsorships and giving. Annual expenses are approximately \$250,000 plus staff expenses for 5 communities/school districts.

Geography: St. Croix Valley, Minnesota and Wisconsin (5 school districts and 2 counties surrounding the twin cities area).

Time Frame: 2011-present

Vision & Goals

HealthPartners, a Minnesota-based not-for-profit member-governed integrated health system, initiated a ten-year investment in 2011 in a geographically focused community-based initiative, PowerUp. PowerUp convenes community stakeholders, HealthPartners members, and local businesses to improve population health outcomes and “make it easy, fun and popular to eat better and be physically active, so that youth can reach their full potential” in the St. Croix River Valley Regions of Minnesota and Wisconsin. The initiative focuses specifically on childhood obesity prevention and includes a public awareness campaign, cooking classes, open gyms, community partnerships, social media and a website with resources, events, programs and recipes.

“PowerUp reflects HealthPartners’ commitment to partnerships to improve children’s health. We know that we need to work deeply in the community to address the multiple determinants of health and make long term policy changes that support healthy choices and healthy families.” -- Donna Zimmerman, Senior Vice President, Government and Community Relations.

Creating Shared Value

The majority of the HealthPartners workforce and membership live in the communities surrounding HealthPartners’ headquarters, hospitals and clinics. This creates a unique opportunity for HealthPartners to synergize its work as an integrated organization that provides both care and insurance with local health promotion initiatives to benefit its employees, members, and long-term corporate sustainability. PowerUp is a community-wide initiative, so all community members are invited to participate. HealthPartners members and employees are involved as:

- **Leaders:** The Lakeview Foundation Board, the Health and Wellness Advisory Committee, and the PowerUp Steering Committee and workgroups are composed of representatives from multiple community sectors. Employees including physicians, dietitians, marketing staff, and community health and foundation staff are represented and contribute. The Health and Wellness Advisory Committee provides ongoing input and oversight for PowerUp. It is chaired by a community volunteer (retired public health leader) with representation from multiple community sectors (schools, local public health, community businesses and organizations, healthcare providers and other community members).
- **Participants:** PowerUp is promoted to employees through internal communications and special employee promotions such as recipe contest judging, PowerUp information at employee events, and changes to the employee food service choices at hospitals and clinics. Employees and members are all invited to access PowerUp resources, classes, recipes, open gyms and volunteers at special events. PowerUp is becoming an important source of information and resources for employee health improvement programs.
- **Advocates:** Employees and community members bring PowerUp principles and ideas back to their own school districts, scouting troops, Parent-Teacher Organizations (PTOs) and churches, and report stories of change back to PowerUp.

Assessing Community Risk and Disease Burden

HealthPartners uses multiple methods – including member surveys, health assessments, clinical data, local public health data and involvement in community collaboratives – to evaluate community needs and develop relevant programs and initiatives. Key assessment tools include:

- **Community Health Needs Assessment (CHNA):** HealthPartners hospitals Regions Hospital, Lakeview Hospital Hudson Hospital & Clinics, and Westfields Hospital work together, relying significantly on local public health agencies and partners, to assess community health priorities via a CHNA. In 2012, HealthPartners hospitals conducted a CHNA that utilized relevant health data and stakeholder input (in depth interviews, electronic survey results, focus group and a town hall meeting) to identify community health priorities that HealthPartners, the

parent health system, and its respective hospitals should seek to address.¹ An updated CHNA is in process for 2015. The CHNA health priorities included obesity and nutrition, and PowerUp is the key initiative for local hospitals to address this need.

- **PowerUp Advisory Groups:** PowerUp community representatives serve on a number of advisory groups to PowerUp (see engaging stakeholders and partners for collective impact, below). In 2012, PowerUp Advisory Groups reviewed population health data including the 2010 Minnesota Student Survey from the Minnesota Department of Health to obtain data on student health behaviors including physical activity, fruit and vegetable consumption, and sugar sweetened beverage consumption. This data reflects health behaviors of middle and high school students in PowerUp communities, establishing a baseline for improving population health, and will be tracked over time.

Community Choice Drivers

- **Where Employees Live and Work:** HealthPartners is headquartered in Bloomington, Minnesota and has about 22,500 employees in all affiliated organizations. The employees of the four HealthPartners hospitals in the St. Croix Valley live and work in the key PowerUp communities.
- **Member Attraction, Retention and Health Improvement:** HealthPartners has a significant and growing patient and member base in the St. Croix Valley region. HealthPartners shares the PowerUp program with employers in the St. Croix Valley area and continues to expand coordination with patients, members, employees and dependents, employers and the community.
- **Healthcare Costs:** Through its focus on prevention, nutrition and physical activity, PowerUp addresses key drivers of healthcare costs for both community members and the workforce that is at risk for chronic diseases.

Program Reach

- **Community:** The PowerUp initiative and its events are extended to the whole community, including children and parents, grandparents and others who influence children who are not necessarily covered by HealthPartners insurance.
- **Workforce:** HealthPartners engaged several private sector employers, including Andersen Windows, and small local businesses and organizations. Parents in five School Districts are exposed to PowerUp through their children or through their employers who promote PowerUp and distribute health education materials to families with young children, many of which are HealthPartners members.
- **Employees:** HealthPartners employees at Lakeview, Hudson and Westfields hospitals all have the opportunity to participate in PowerUp. Employee café and vending options have been “powered up” to include healthier options, and information is shared on a regular basis with employees. Employees also volunteer at PowerUp community events and awareness building activities. Plans are being developed to more fully integrate PowerUp into employee health in 2016 in five HealthPartners’s family hospitals in the St. Croix Valley region.

Engaging Stakeholders & Partners for Collective Impact

- **Healthcare Providers:** PowerUp involves healthcare providers from HealthPartners hospitals and clinics in the development and implementation of the initiative. PowerUp works in close partnership with local public health in two counties and has partnerships with dentists, chiropractors, and parish nurses.
- **Community Advisors:** The initiative involves more than 130 “community advisors” – individuals that work in Power Up target communities and represent a range of sectors (government agencies, employers, grocers, banks, restaurants, non-profits, Chambers of Commerce, the faith community, and early childhood). Advisors are

¹https://www.healthpartners.com/ucm/groups/public/@hp/@public/documents/documents/entry_140992.pdf

involved in workgroups, committees, and advocate on behalf of PowerUp both in their respective organizations and as members of the community.

- **Schools:** PowerUp engages elementary schools through direct programming, training food service and extended day staff, creating open gyms, and recommending policy changes at the school level through School Health Councils.
- **Business Partnerships:** PowerUp distributes health promotion materials to local employers whose employees may have children or spouses who attend and/or work in local school districts or other areas that the program reaches (see Program Reach: Workforce, above). The company also partners with local chambers of commerce and local businesses to promote PowerUp.
- **Other community partnerships:** HealthPartners works with a food bank, the National Park Service, and the local public health community on PowerUp initiatives.

Evaluation Framework

Community Impact

- **The Family Community Survey:** The survey tool is ongoing and mailed to random households with children age 4-10 every 2 years. The survey is composed and administered by HealthPartners and measures awareness and attitudes toward PowerUp and parent and child behaviors (fruits and vegetables, sugar sweetened beverages, screen time, physical activity, family meals) and perceived need for community change.
- **Local Public Health Data:** Changes over time in fruit and vegetable consumption, screen time, physical activity and sugary beverages among children as measured by School Challenge and other program data, the Family Community Survey, the Minnesota Student Survey, county health rankings and other available public health and local health data.
- **Participation & Engagement:** HealthPartners measures student and parent participation in school and community activities and programs through social media, website, PowerUp promotions, and the number and breadth of engagement of partner organizations.
- **Children's Nutrition:** PowerUp targets key dietary factors leading to childhood obesity. For example, PowerUp is working to reduce the proportion of sugar-sweetened beverages in hospitals, clinics, and at community and school events. The percentage of shelf or vending space dedicated to better beverages versus sugar-sweetened beverages is measured over time. Similar data is being collected for school event concessions (carnivals, sports events) through sales data and surveys. Also, pediatricians are encouraged to prescribe fruits and vegetables to children ages 4-12. HealthPartners monitors the number of prescriptions distributed and how many are redeemed at partner grocery stores. Family and provider surveys will be added to evaluate the next round of prescriptions. PowerUp tracks the availability of nutritious foods in schools, food shelves, school and community events and hospitals through sales and inventory data comparisons over time.

Business Impact

- **Integrating PowerUp into Employee Wellness Programs:** PowerUp is in the process of integrating resources into Employee wellness programs for Valley hospitals in 2016, and measuring results. PowerUp will measure the number of employees volunteering and accessing PowerUp resources, and use surveys to measure employee engagement with the program, as well as behavior changes made at home with their families as a result of PowerUp.
- **Reputation:** Community organizations and school boards promoting PowerUp through written proclamations is an indicator of the program reach and reflects the company's positive reputation.

Program Impact to Date

- **PowerUp Pledge:** More than 1000 people have taken a PowerUp Pledge to make changes in food and physical activity behaviors and “do what’s best for kids.”
- **Cooking Classes:** PowerUp hosted more than 16 cooking classes for 300 kids and parents. More than 70% of parents who participate with their children in PowerUp cooking classes report they will make positive changes in the foods that are offered and prepared at home as a result of the class.
- **School Challenge:** The PowerUp School Challenge engaged 10,000 elementary students in 26 schools in 2015 to inspire kids to eat more fruits and vegetables and be physically active. The three week program kicked off with a “veggie tasting” and students tracked their daily fruits and vegetables for 5 days a week for three weeks. Students who participated are more interested in fruits and vegetables and eat more of them (compared to before the challenge) according to student tracker data and teacher and parent self-report surveys. 90% of school staff would recommend the School Challenge to other schools.
- **Promoting Nutrition and Physical Activity:** More than 300 school food service and extended day staff have been trained as “PowerUp Food Coaches” to provide healthier snack options and increase physical activity options. PowerUp also trained local sports coaches, parents, and hundreds of athletes with the PowerUp Sports Nutrition Playbook to improve student athletes’ nutrition choices. Open gyms at local schools are now available in four communities during cold weather months, providing free or low cost physical activity options for families.
- **Changing School Practices:** School events are changing with better foods and beverage served at school fundraiser and athletic concessions. Concession and fundraising sales and revenue data are demonstrating the fundraising potential of offering healthy choice to previously skeptical parents, PTO’s and athletic departments.
- **Shaping School Policies:** The Stillwater School board has prioritized the importance of healthy options in the district’s five year strategic plan. Four other Valley School districts have also partnered with PowerUp. As a result, The Stillwater Health Council drafted a revised school wellness policy which is scheduled for school board review in the summer of 2015. Three local communities and two school boards have also issued proclamations in support of PowerUp and partnering to create policy and practice change.
- **Better Nutrition in the Healthcare Setting:** All HealthPartners hospitals are on track to have at least 80% better beverages by the end of 2015, which will affect their employees and patients.
- **Hunger Relief:** More than 400 households served by the local food shelf (also known as a food pantry) receive more than twice the amount of fruits, vegetables, and other healthy foods thanks to the partnership *Better Shelf for Better Health*. The project resulted in cost savings for the food shelf and serves as a regional model for creating food change in a food shelf environment. Four additional local food shelves also changed or are in the process of changing their offerings, using the methods and model from *Better Shelf for Better Health*.
- **Convening the Community:** PowerUp is present at more than about 100 community events each year to maintain high community visibility reaching more than 30,000 kids and families annually. At PowerUp 4 Kids Week, local businesses provided discounts, activities, events and promotions to help families PowerUp. More than 6500 people engaged in PowerUp 4 Kids week activities in May, 2015.
- **Other Partnerships:** In 2015, a *Power Up Passport* is being developed in partnership with the National Park Service of the St. Croix River Valley Region to encourage families to engage in outdoor physical activity. PowerUp also promoted the Breakaway kids triathlon in a local county park and helped children train for the event, which reached more than 400 children. HealthPartners also sponsored the Minnesota State Horticultural Society’s Garden-in-a Box program, which gives low-income families the opportunity to grow their own vegetables. In 2013, 200 families participated.
- **Reach of yumPower:** yumPower is a HealthPartners campaign to increase access to fruits and vegetables and is a coordinated effort with PowerUp. Through yumPower, more than 11,000 students participated in the School

Challenge and 12,000 kids learned about better-for-you choices at a Farm to School program. yumPower led 14 cooking classes with 230 participants. 20,000 people downloaded the yumPower app powered by Healthy Dining Finder which provides suggestions for better-for-you meals and menu items at 17,000 restaurants. Finally, HealthPartners installed yumPower vending machines at Regions Hospital and 13 HealthPartners clinics, which offer at least 50% of yumPower approved food items. Vending items are also 100% yumPower approved at HealthPartners 15 pharmacies.

- **Enhanced Reputation:** HealthPartners is a proven leader in partnering with the community to address the social determinants of health. Community surveys indicate a high degree of awareness about and support for PowerUp, and each community creates a proclamation for the support of PowerUp by their local city council or school board.

Looking to the Future: Impact in Development

- **Evaluating Policy Change:** HealthPartners is monitoring the effect of PowerUp on policy changes in schools, including the number of school policy changes, and number of schools practicing changes (such as food served at school events).
- **Tracking Health Outcomes:** The School Change survey tool was completed by 20 PowerUp schools in 2015 and will be repeated at intervals to monitor change. The business plans to evaluate the effects of PowerUp on its clinical (member) population at the five-year mark in 2020, and to examine children's health outcomes based on EMR data over time. The PowerUp Family Community Survey and public health surveys such as the MN Student Survey and Adult SHAPE survey measure population level behavior change in an intermediate intervention time frame. A 10 to 20 year timeframe is needed to measure population level health outcomes in community based interventions. The Employee wellness program integration may provide future opportunities to evaluate change in parents as well.
- **Sharing Best Practices:** PowerUp works in close partnership with local public health and schools to share resources to create community level change.
- **Employer Engagement:** Approximately 10 employers (small and large, including public and private employers) disseminated PowerUp information to more than 6000 employees. PowerUp aims to engage additional employers to promote PowerUp among their employees in the future.

This case study was adopted from a semi-structured qualitative interview and publicly available information. To learn more about the link between workforce and community health and the strategies businesses are implementing to invest in community health, read the Vitality Institute's report "Beyond the Four Walls: Why Community is Critical to Workforce Health."

To access the report and additional case studies, visit www.thevitalityinstitute.org/communityhealth or look us up on social media @VitalityInst #Beyond4Walls.